The Student Guide to Graduate Programs
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BUSINESS AS UNUSUAL 2011

At Net Impact, we know future leaders want to use their business skills for positive world impact. In our 2011 member survey, 95% of graduate Net Impact members said that having a career that makes a positive social or environmental impact on the world was important to them—and they are looking to their MBA programs for help. While graduate programs are making progress in helping their students reach this goal through increasing support for students interested in sustainability-related careers, subsidizing nonprofit internships, and building alumni networks in these fields, it is still not enough. Students, while fairly satisfied with the social and environmental issues reflected in their programs, express the need to increase support for career-related services. Net Impact chapters have endeavored to help their members take their careers to the next level through enacting curriculum change, leading career treks, and more, in order to make a positive world impact.

In the past year, Net Impact launched 16 new graduate chapters, while existing chapters continued to push for the inclusion of even more social and environmental themes in their programs. With 29 new programs profiled this year, Net Impact is also seeing more traditional graduate programs join the social and environmental movement, spearheaded by proactive student bodies.

Even though social and environmental themes have not yet been universally integrated into core curricula, business programs are working to offer even more to their students, and Net Impact chapters continue to lead curriculum change in their respective schools. Last year, students took courses on topics such as The Business Case for Sustainability at North Carolina State University and Leadership for Sustainable Management at Presidio Graduate School; worked through complex case studies on real-world sustainability issues; and developed pro bono consulting services to local businesses and nonprofits.

Net Impact encourages graduate programs to examine the best practices in this guide to better attract the growing demographic of students who desire social and environmental change. We also hope that Business as Unusual will help prospective students find graduate programs that best suit their interests. This year’s edition features 106 graduate programs from all over the world through the lens of the students themselves.

For readers seeking more information about the guide, please see the Methodology and Frequently Asked Questions sections in Part II.

ABOUT NET IMPACT

Net Impact is an international nonprofit organization with a mission to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world. Net Impact members are current and emerging leaders in corporate responsibility, social entrepreneurship, nonprofit management, international development, and environmental sustainability who are actively improving the world.

Today, the Net Impact network includes more than 20,000 members across six continents. Our central office in San Francisco, CA and more than 280 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 181 graduate chapters at programs around the globe, including the top 30 business programs as ranked by Bloomberg Businessweek and over 40 international programs. Our network also includes nearly 50 undergraduate chapters and 54 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 2011* was compiled from two sources: a qualitative survey completed by chapter leaders from participating programs, and an online survey completed by 2,582 students. This version is our sixth 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 II.

HOW TO READ THE GUIDE
AT A GLANCE
The “At a Glance” box contains the following information about each program:

• The location of the program
• The total number of students in the full-time 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 active members
• Three words the chapter leader(s) chose to characterize their program
• A quotation from one student survey respondent or school profile, as selected by Net Impact staff
• A gold or silver star for chapters that achieved gold or silver status in 2010–2011 (recognition provided by Net Impact to its most active chapters)

DATA BARS
Many profiles include “data bars” that contain information from our spring 2011 survey of Net Impact chapter members. Data bars appear for schools that generated at least 20 responses to the survey. The number of respondents for each school is listed in the “At a Glance” section of each profile. Please see the Methodology section in Part II for details on how the data was reported.

FOR PROSPECTIVE STUDENTS
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 not only financial, but also social and environmental issues. 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 Director of Strategy, Talent, & Operations of 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.
What other information should I use to learn about what business schools are doing in regards to social and environmental issues?

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.beyonggreypinstripes.org.

Another good resource is the Idealist.org Graduate School Fairs, which take place in major cities across the United States. See www.gradfairs.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.

**PARTNERS**

Net Impact would like to thank the organizations that have helped us promote *Business as UNusual: The Student Guide to Graduate Programs 2011*. 

![Idealist.org](image)  
![The Princeton Review](image)
Innovative approaches to tackling social challenges:
How will you change the world in 2012?

- Hult's Master of Social Entrepreneurship is a highly practical program focused on how to apply business skills to important global social problems.
- The Hult Global Case Challenge is a call to action for the world's brightest business school minds to tackle the world's most pressing issues.
- Hult offers an intensive, one-year MBA program and Master programs in International Business, Finance, Digital Marketing, and Social Entrepreneurship.
- Ranked 1st for International Experience and 5th for International Business by the Financial Times.
- Ranked in the top 20 business schools in the U.S. and top 30 in the world by The Economist.
- Global Campus Rotation across 5 campuses—Boston, San Francisco, London, Dubai, and Shanghai.
- Network with business students from over 120 countries.
- Learn more about Hult and the world's largest crowd-sourcing event for taking on global social challenges by visiting: hultglobalcasechallenge.com
The Kogod MBA program provides an exceptional business education with real-world relevancy through close collaboration with corporations, nonprofits, and government organizations. This approach is reflected in its core curriculum, concentration and elective options, hands-on consulting projects, co-curricular opportunities, and faculty research.

The core curriculum includes 11 required courses that incorporate social themes and assignments. Examples include ethics cases in Accounting Concepts and Applications, Management Information Systems, and Strategic Decision-Making; emphasis on professional and social responsibility in Strategic Thinking; and comprehensive focus on social themes in Ethics, Social Responsibility and Governance. Students with a passion for environmentalism and sustainable business practices can customize a concentration in Sustainability Management, adding courses like Environmental Economics while those interested in nonprofits might design a concentration that includes courses in Governmental and Not-for-Profit Accounting.

The Making a Difference is Our Business co-curricular program provides the opportunity for students to work together on service projects throughout the year. Student consulting teams have completed a number of social or environmental projects, including at D.C. Central Kitchen, one of the city’s largest soup kitchens and food outreach services; a new nonprofit seeking to establish an artisan kosher bakery that would train and employ individuals with developmental, cognitive, and other disabilities in bakery food production and retail customer service; and a startup focused in the growing energy audit, remediation, and alternative energy field.

The Kogod School is an active member of AACSB’s Principles for Responsible Management Education (PRME) and a founding member of the Stewardship Action Council (SAC). SAC is a national nonprofit organization dedicated to improving social and environmental performance with members from the academic, state government, non-governmental, investment, and industrial and services sectors. Kogod’s membership in SAC will create opportunities for students, such as internships at SAC member companies or consulting projects to help develop SAC’s social and environmental standards and monitoring programs.

Many Kogod faculty are leaders in research on social issues. Among others, these include Ronald Anderson (corporate governance with a special emphasis on family ownership), Heather Elms (stakeholder responsibility in global contexts, particularly in the health care and security industries), Sonya Grier (target marketing, race in the marketplace, and the social impact of commercial marketing), and Michelle Westermann-Behaylo (the role of business in promoting sustainable peace and human rights).

Sample Courses
- Manager in the International Economy
- Sustainability Strategies
- Leading International and NGO Social Innovation
- Leading and Managing Change
Kogod believes that education extends beyond the classroom to include experiential learning that will enhance students’ intellectual development, leadership ability, and communication skills. This is the concept behind K-LAB, a “lab” that allows business students to experiment with valuable professional skills in real world settings. Several of K-LAB’s offerings, including Net Impact and the Making a Difference is Our Business program, allow graduate business students to make positive social and environmental impacts.

Net Impact at American University (AU) is an active student organization both on and off campus. On-campus events have included: Climate Change Road Show, hosting the Director of Research for the Social Investment Forum, and a presentation of Generation Hot and the New Era of Climate Change.

Off campus, the chapter has led site visits to Honest Tea, Calvert Investments, and Bank of America, and attended the annual Net Impact Conference. The chapter volunteered 40 hours at a D.C. public school during the Greater D.C. Cares Servathon. Net Impact at American University partnered with chapters at other area schools, attending a presentation by Seventh Generation CEO at Georgetown and holding a social event with George Washington, Georgetown, and University of Maryland.

In terms of career services, the Net Impact at American University newsletter features a job board publicizing openings such as “Socially Responsible Business Program Internship” and “Emerging Markets Foundation Social Sector MBA Internship.”

The chapter offers skill-based volunteer projects such as developing a business plan for Sunflower Bakery, a nonprofit that trains and hires individuals with disabilities.

In addition to supporting Net Impact, the K-LAB offers the Making a Difference is Our Business program which provides students with opportunities to volunteer at local non-profits. Students have served in all four quadrants of the District of Columbia and devoted themselves to job training programs, environmental development, and alleviating homelessness. Kogod volunteers contribute over 125 hours of service each year. The K-LAB offers a service project during orientation to emphasize Kogod’s commitment to socially responsible business from day one.

The Kogod Center for Career Development (KCCD) offers individualized career development services to assist students in determining their short and long-term career goals, and teaches skills required to achieve lifelong career success. Key services include a four-semester required career development class for all full-time MBAs during which students fully assess their values, interests, personality and skills and receive one-on-one coaching to develop career goals. Students interested in careers with a social and environmental impact work with an advisor to develop a list of organizations that best fit their interests and identify key networking contacts. In addition to education and advising, KCCD provides a Signature Events series of Industry Days that attracts employers and alumni, including not only corporate employers from D.C., but also national nonprofits, government agencies, and NGOs. Interested students are encouraged to attend the Net Impact Conference and receive financial support to attend as well as support from attending staff members. KCCD and the main American University career center share a job posting/recruiting system so that students pursuing business wanting to work in nonprofits, NGOs, and government agencies as well as in positions with an environmental focus have access to employers who may focus primarily on non-business students. In 2010–2011, some of the organizations that hosted information sessions and recruited students included Care2, Peace Corps, US Environmental Protection Agency, Environment America, and Sponsors for Educational Opportunity. As a result of these opportunities, 14% of Kogod MBAs worked for nonprofits and NGOs after graduating.

The Office of Kogod Leadership and Applied Business (K-LAB) supports Net Impact at American University by providing advising, resources, and funding. Resources include leadership development opportunities. The chapter
GO ALL IN.

MS in Sustainability Management

kogod.american.edu/green
American University, continued

is also advised by a faculty advisor, the Senior Associate Dean at Kogod, and the Coordinator of Governance and Leadership in American University’s Office of Student Activities. Net Impact at American University applies for and receives funding from the American University Club Council.

This year, Kogod announced the launch of an interdisciplinary graduate degree—the M.S. in Sustainability Management. The degree is designed to prepare students to be leaders in developing and implementing comprehensive solutions to environmental, societal, and other-sector problems. The curriculum integrates business education with public policy and environmental sciences coursework.

American University has a dedicated office of sustainability and was recently named one of the greenest university’s in the country according to STARS (AASHE’s Sustainability Tracking, Assessment, and Rating System). American University has committed to be carbon neutral by 2020 and will host the largest solar photovoltaic arrays in the Washington metro area and largest urban solar hot water system on the east coast this summer.

::: REASONS TO ATTEND :::

American University’s students are world conscious citizens who care as much about the means to success as success itself. They define success in a variety of ways; it’s not just about scoring a seat in the executive suite—it’s about contributing meaningful change at any level of an organization, and leaving things better than they found them as they advance in their careers. Many Kogod students aspire to work at the World Bank, the United Nations, the State Department, and other organizations whose impact in the increasingly connected global economy is felt more immediately, more broadly, and with more intensity than ever before.

The graduate curriculum is designed to provide students with the tools and knowledge to help create meaningful change in any organization, at any level. Beyond the core curriculum, students have the unique option to design their own personalized concentration or choose from a tailored concentration. For example, students with a passion for sustainable business practices can customize a concentration in Sustainability Management. The possibilities at Kogod are endless.

Kogod’s global network of alumni and students recognize that purpose and profit are not at odds and are driven to make a difference within organizations and the world at large. Students participate in a variety of co-curricular programs, giving back to the community before graduation.
Antioch University New England’s (AUNE) Green MBA program is the embodiment of the institute’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, a nonprofit, or a municipality 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 experience reflected by 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, Earth systems thinking, leadership, human ecology, and collaboration. Neoclassical Economics is replaced with Ecological Economics and the core Finance and Managerial Accounting courses address the triple bottom line approach to measuring success.

The MBA faculty at AUNE hail from both the Management and Environmental Studies Departments and also include outside experts. They practice what they preach, not only at the graduate school, but also through their work in organizations across the globe. A student commented that “the faculty and support staff at AUNE are top-notch, warm, and genuinely dedicated to my success.” These mentors, advisers, 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 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. Social Entrepreneurship
3. Social Finance, Responsible Investing, & Microfinance

97% are satisfied with the number of courses offered that include social or environmental issues

94% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
AUNE’s current enrollment is 1,000 students. It is closely linked to the region, with national and global connections through its students, alumni, and institutional affiliations.

Since most AUNE Net Impact members do not live in the Keene area and must travel to attend classes every third weekend, scheduling events can be challenging. However, the chapter was very successful in holding at least one event each class weekend during the academic year, and in coming up with events which regularly drew a high level of interest and attendance.

The fact that most MBA students consistently attend these Saturday night events after being in class from 8:30 am until 5:30 pm says a lot about their perceived value and popularity. Events have included speakers who are leaders in the emerging field of socially responsible investing, local business owners who are recognized as being at the vanguard of sustainable business practices, and a classmate who climbed Mt. Kilimanjaro to help raise money to build schools in rural Kenya.

AUNE Net Impact events also provide a valuable opportunity to network amongst cohorts, with second-year students often establishing mentor relationships with first-year students. As part of the finance curriculum, all students must work in teams to develop a business plan, and several students have decided to take these plans out of the classroom and launch them upon graduation. Two of these students presented their business plan for launching a new local food business in the Boston area, which served as a real inspiration for all students currently working on their own plans to launch socially responsible businesses.

While all student members came to AUNE with a commitment to sustainability, the Net Impact chapter and events have served to nurture and shape that commitment in ways that have strengthened a sense of community and shared purpose.

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

Activity of Net Impact compared to other clubs:

<table>
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<th>One of the Most Active</th>
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<tr>
<td>97% are satisfied with the extracurricular offerings around social/environmental issues</td>
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<tr>
<td>77% agree that the student body is committed to social/environmental issues</td>
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The AUNE Green MBA program incorporates hands-on sustainability consulting projects as a part of the Earth Systems course, a year-long project-based practicum. 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; receive constructive, meaningful feedback about their ideas for creating a sustainable world; and, most importantly, act on their passions.

Students are well served through their ability to connect opportunity to network amongst cohorts, with second-year students often establishing mentor relationships with first-year students. As part of the finance curriculum, all students must work in teams to develop a business plan, and several students have decided to take these plans out of the classroom and launch them upon graduation. Two of these students presented their business plan for launching a new local food business in the Boston area, which served as a real inspiration for all students currently working on their own plans to launch socially responsible businesses.

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Prominent Alumni
- Jenny Isler (2010) - Sustainability Director, Clark University
- Margie McClain (2009) - Field Representative, Oceana Inc.
- Anne Nordstrom (2009) - Project Director of Vision 2020, Antioch University New England
- Molly Burk (2009) - Grant Writer, The Gulf of Maine Research Institute
- Erwin Konesni (2009) - Farm Manager, Sylvestor Manor

Feedback on career center services:
- 26% found career coaching helpful
- 48% found access to relevant jobs/internships helpful
- 55% found resources to connect with alumni helpful
- 61% found support for self-directed searches helpful

61% have been able to find a job or internship that fits with their values
Exceed the boundaries of a typical MBA.

Learn the Triple Bottom Line—people, planet, profit—approach to business management with Antioch University New England’s

MBA in Sustainability

Our students and graduates are inspiring social entrepreneurs, innovative corporate and government leaders and dynamic managers of nonprofits. These sustainability champions will create and work for businesses they believe in.

Get your MBA in one year or in two years with our weekend program.

• No GMAT or GRE required.
• Summer or fall program start.
• Fully accredited.
New England, the United States, and the world. AUNE programs use practice-based learning to address social justice and sustainability not just as local issues but as global issues. 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.”

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

Regarding the administration’s commitment to including social and environmental themes...
in the curriculum, 97% say they are satisfied
in extracurricular activities, 87% say they are satisfied

The MBA in 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 on to an existing MBA program at AUNE; the Green MBA was created with sustainability as a foundation. AUNE has always been committed to social justice and the environment and it is upon these strengths that the MBA program is built.

AUNE offers the Green MBA in three ways: the two-year weekend program, the one-year accelerated program, and the new online program. The weekend program is great for working professionals or those that don’t wish to relocate to Southwestern New Hampshire. The accelerated program puts students on the fast track to an MBA in 12 months, while the online program is an option for students who want to pursue an MBA with minimal disruption to their professional or personal lives.

The key to all three programs is an interdisciplinary and hands-on approach to sustainability in business: It is no longer business as usual. AUNE Green MBA students learn that profit is only one measure of an organization’s success, but 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.

AUNE’s Green MBA program supports the understanding that today’s enterprises need to operate in the present without compromising the future, looking beyond current resources to project what they will leave for generations to come. This program also attracts students with diverse backgrounds. This creative mix of individuals—some from for-profit businesses, some from the government, some from nonprofits, and some just out of college—make discussions in MBA classes dynamic and multi-faceted.
The W. P. Carey School of Business offers MBA and other graduate degrees in full-time, part-time, online, executive, and custom programs. In every MBA platform, sustainability-related topics are covered in both required and elective courses’ materials. The part-time program has developed elective courses dedicated to sustainability and business in Supply Chain Management, Marketing, and Management.

Additionally, the full-time MBA and part-time MBA can be taken with a sustainability emphasis. This area of emphasis will expose students to the challenges facing business leaders in incorporating sustainability into practice.

The W. P. Carey School of Business houses a number of scholars in the sustainability area. Dr. Kerry Smith in Economics does research in environmental economics, including economic valuation of environmental amenities. Dr. Kevin Dooley in Supply Chain Management (SCM) does research on sustainable supply chain management, and is Academic Director of The Sustainability Consortium, a multi-stakeholder organization researching and creating tools to improve decision-making about product sustainability. The Consortium was started with an initial gift from Walmart and now involves more than 100 organizations. Dr. Craig Carter, a world-renown expert in sustainable purchasing, will be joining the SCM faculty this fall.

Arizona State University is a community that has embraced sustainability in every facet of education and campus life. The Global Institute of Sustainability is the hub of Arizona State University’s sustainability initiatives. The Institute advances research, education, and business practices for an urbanizing world. The School of Sustainability, the first of its kind in the U.S., offers trans-disciplinary degree programs focused on finding practical solutions to environmental, economic, and social challenges.

The Arizona State University Net Impact chapter is an action-oriented group that is open to MBA students and other students interested in sustainability. The focus of the group is to orient graduate students to the career-related opportunities in sustainability. Numerous speakers and company tours are planned throughout the year. Additionally, the team has interacted with leadership from the school to help develop curriculum and other learning opportunities for MBA students.

The Arizona State University Net Impact team also interacts with a variety of other clubs on campus that are sustainability-focused: Sustainability Initiatives Group, USG Green Team, ASU Grow, EcoAid, Electric Vehicle Club, Emerging Green Builders, Engineers Without Borders, Greenpeace @ ASU, and Sustainability Jedi.
The W. P. Carey School of Business Full-time MBA dedicates a significant amount of career management resources to its students. The W. P. Carey School of Business has one of the largest career center staff-to-student ratios among top business schools.

The Career Management Center offers:

• Personalized attention through individual consultation and career guidance unmatched by other top business schools.
• A required, for-credit Career Leadership course that focuses on career preparation.
• A summer assignment prior to beginning the program to help students identify their career interests, skills, and preferences.
• Access to a campus recruiting program that results in nearly 600 interviews a year with recruiters from around the country.
• A wealth of online tools exceeding those among many top-ranked MBA programs that offer access to numerous database resources, streaming videos, job postings and campus recruiting.
• A required internship between the first and second year of the program.

Many companies come to Arizona State University to recruit for sustainability-related positions because Arizona State University is globally known as a leader in sustainability, and has connections to many of the sustainability leaders in the corporate world.

The W. P. Carey School of Business has shown commitment to sustainability through the curriculum that has been developed, the new area of emphasis in the MBA program, and the hiring of new faculty in the area. Additionally, the W. P. Carey School of Business started a BA in Business with a sustainability emphasis recently, and there are already more than 350 students in the program.

Arizona State University has made an institutional commitment to lead by example through the sustainable operations of its campuses. By demonstrating exemplary practices and sharing solutions, Arizona State University stimulates changes in individual, institutional, and corporate behaviors to create a more sustainable world. Arizona State University launched its sustainable operations plan with the signing of the American College and University Presidents’ Climate Commitment. Four critical pillars focus the university’s effort: carbon neutrality, zero water/solid waste, active engagement, and principled practice.

According to U.S. News & World Report, the W. P. Carey School of Business ranks number 27 for its full-time MBA program. It is one of the top five business graduate schools in the West and one of the top 10 public business schools in the country. The W. P. Carey School of Business’ full-time MBA program is also considered a great value. It’s one of the two most affordable schools in the top 30 on the new U.S. News & World Report list. Earlier this year, Bloomberg Business Week also rated the school’s full-time MBA program among the top 10 in the country for “return on investment.”

In addition to the new full-time MBA ranking from U.S. News & World Report, the W. P. Carey School of Business also ranks well on the publication’s business “specialties” lists. The evening MBA program moved up three spots to become the number 17 part-time MBA program in the country. The 21-month program offered at several locations across the Phoenix area is again the highest-ranked evening program in Arizona. The school’s renowned supply chain management program ranks number six in the nation.

Other recent rankings also applaud the W. P. Carey School of Business’ two executive MBA programs. The Phoenix-based program was ranked number 13 in the world by The Wall Street Journal. The China-based program was ranked number 28 in the world by the Financial Times.

The excellence of the W. P. Carey School of Business and its efforts to provide education and intern experiences for sustainability-interested students, coupled with the connection to the broader sustainability activities at Arizona State University, make the W. P. Carey School of Business an important consideration for anyone looking to advance their career in the area of business and sustainability.
Global responsibility is a core value at Audencia and is present in all aspects of the Audencia International MBA with the aim to nurture responsible leaders. Since 2009, all programs at Audencia include a required introduction to global responsibility. Placed at the beginning of each program, these day-long sessions aim to present to students principles of management that integrate social and environmental commitment with economic performance. Students discover innovative company practices and learn how to analyze the principal standards which are emerging in this domain. In addition, most faculty members are engaged and supportive in integrating social/environmental themes into their curricula.

Created in 2003, Audencia’s Institute for Global Responsibility aims to promote globally responsible management, integrating economic, social and environmental issues in companies’ strategies, decision making, and operational activities.

Audencia was the first school in France to sign the United Nations Global Compact in 2004. With its signature, Audencia made the commitment to respect and to promote ten principles related to human rights and social norms. The school has achieved international recognition through the European excellence label EQUIS, the American standard AACSB, and the Association of MBAs (AMBA) for its various MBA programs.

Case studies, business simulation games, and company visits are widely used throughout the International MBA curriculum, emphasizing sharing experiences and cooperation rather than competition. Participation in online business games is also encouraged. Students have the opportunity to test themselves with business simulation games that focus on management processes. A one-week business development seminar is organized each year with a partner institution. The seminar focuses on the development of companies. This year, the international MBA Audencia students participated in the international Aspen Institute Business & Society Case Competition.

Audencia has a large number of active undergraduate student clubs in areas of banking, cinema, fashion, finance, consulting, marketing, entrepreneurship, sports, and corporate social responsibility. One of the objectives of Net Impact’s Audencia chapter is to collaborate with the undergraduates in various events.

During its first year, Audencia Net Impact collaborated with undergraduates in promoting for a WWF earth hour event. In order to raise awareness of global warming, the chapter distributed candles to people on campus.

More than 70% of the MBA students are not French, so collaborating with undergraduates in such events is a good opportunity to network with French colleagues and better understand the French culture.

Since this is the first year of Audencia Net Impact, the team is just starting to initiate projects. The response of the students as well as the faculty has been encouraging. A number of undergraduate students would like to become Net Impact members and give international visibility to their events. They are also very interested in increasing the range of their network by connecting with Net Impact members all over the globe.
Audencia students have multicultural and diverse profiles. Approximately 70% of students come from outside France to study in English in Nantes. Participants choose the Audencia International MBA for several reasons: some are ready for a career change; others are looking for a promotion within their current field or sector. Some students plan to start their own business while others wish to consolidate their managerial skill set.

MBA graduates become members of the Reseaudencia community, Audencia’s alumni network of over 15,000 graduates. With country ambassadors worldwide, Audencia’s alumni hold positions in all areas of business and the school’s alumni association plays an important role in maintaining contacts among former students.

Audencia organizes career fairs each year where more than 120 major companies are represented. A dedicated MBA fair is organized in partnership with the MIP Politecnico di Milano School of Management and the HHL Leipzig Graduate School of Management.

Personal development is key in the program; a series of seminars help students manage their career choices and develop their soft skills. Topics covered include business ethics, intercultural management, negotiation, leadership, and communication skills.

Regarding individual coaching, Audencia’s team of career development specialists assists students with their career plans. Each MBA participant benefits from individual coaching sessions with Audencia’s career development team throughout the program. Regular workshops are also organized to cover themes such as job applications (CVs and cover letters), interview techniques, and recruitment methods worldwide.

Students interested in working on social and environmental issues in the nonprofit, public, and for profit sectors are highly supported.

Audencia’s Institute for Entrepreneurship develops research activities focusing on entrepreneurial activity, in order to support and train individuals to become entrepreneurs. The school’s business incubator houses several MBA alumni who develop their own businesses.

Audencia is committed to CSR promotion. The school has signed the United Nations Global Compact and it recently signed a strategic alliance with organizations such as WWF. In the international MBA program, most professors have added content related to CSR into the curriculum. This topic is reinforced through case studies and new practices that companies are applying as part of their structure. Audencia tries to emphasize how businesses are moving towards more responsible governance. Professor Andre Sobczak, the director and founder of the Audencia Institute for Global Responsibility, is a key supporter of CSR in the school. One of the institute’s purposes is to develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy. Audencia’s admissions office places special value on applicants with social and environmental interests. Audencia’s mission statement mentions that “Audencia Nantes provides education and personal development guidance to students who will assert themselves as responsible.”

The Audencia International MBA is a triply accredited program by EQUIS, AACSB, and AMBA, awarded to less than 1% of schools worldwide. During their MBA, participants may enjoy an exchange with MBA partner schools in the United States, Brazil, or China. This period of study allows participants to develop a country-specific network that is consistent with their career plan.

Audencia encourages learning from different geographic backgrounds, with a current student body that represents 11 different nationalities. In addition, Audencia has an international faculty that strongly supports highly qualified professors from a wide range of nationalities.

A series of seminars organized throughout the year are designed to complement the knowledge acquired during the elective and core courses by helping students manage their career choices and develop their soft skills. Themes include intercultural management, negotiating skills, leadership skills, communication skills, and a joint seminar on business ethics held with Politecnico di Milano.
Babson’s F.W. Olin Graduate School of Business has been ranked number one in entrepreneurship by *U.S. News & World Report* for 18 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. The educational experience at Babson focuses on entrepreneurship as a method, recognizing that all members of society can be entrepreneurial—whatever their status and age, wherever they work or hope to work. It begins in the core curriculum and continues as a major theme throughout the program. The core curriculum includes case studies on social and environmental issues, and students have the opportunity to take multiple electives in ethics, clean technology, 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.

Babson believes in furthering Net Impact values through hands-on learning. To this end, the school has a Management Consulting Field Experience (MCFE) program 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. One student comments that “Babson is very interested in growing their commitment to the topic of social and environmental entrepreneurship.”

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 and Environment Club that collaborates with Net Impact on events and initiatives.

Faculty are a critical aspect at 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

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**Program’s strengths:**

1. Social Entrepreneurship
2. Energy & Clean Technology
3. Corporate Responsibility

**Sample Courses**

- Global Marketing Strategy
- Leading and Managing Change
- Leading for Social Value
- Developing Entrepreneurial Opportunities

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**41%** are satisfied with the number of courses offered that include social or environmental issues.

**53%** are satisfied with the faculty emphasis on social/environmental issues in the curriculum.
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 Institute, strategically integrating social and environmental thinking into every course taught at the college. Net Impact co-founder Mark Albion worked with Babson on starting the Lewis Institute, now headed by Cheryl Kiser, a leading voice in the U.S. on the role of business in society. In an interview Mr. Albion noted that “Babson has had an integrated MBA curriculum for 17 years, which makes it one of the oldest green MBA programs in the U.S. Right now, in my opinion, it’s the best positioned of any of the schools.”

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 full-time, one-year full-time, fast track, and evening part-time) participate.

The Net Impact Babson Chapter has been active for seven 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 Babson’s annual Forum on Entrepreneurship & Innovation and the Energy & Environment Club’s Entrepreneurial Energy Expo. For these events the chapter brings high-profile speakers to campus 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 2010–2011 event highlights include:

• The Power of Positive Deviance: How Unlikely Innovators Solve the World’s Toughest Problems—an event with Monique Sternin and Randa Wilkinson, who shared their perspectives on the approach, methodology, and success of Positive Deviance strategies in addressing issues as diverse as childhood malnutrition, neo-natal mortality, school drop-out, hospital acquired infections, and HIV/AIDS.

• Sustainable Packaging: Green Trends Along the Supply Chain—a panel and networking breakfast featuring Rolf Carlson from Stonyfield Farms and Christie Lee from Preserve Products.

• Designing Change: Social Entrepreneurship in the 21st Century—a panel featuring entrepreneurs from Boxxout, Proxy Apparel, Prosperity Candle, and Autonomy Project.

In addition to the 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 Walmart Better Living Business Plan Regional Competition. During the inaugural competition in 2008, a team of Babson students traveled to Bentonville, Arkansas to present their business plan at Walmart headquarters and finished as semifinalists.

Activity of Net Impact compared to other clubs:

Above Average

85% are satisfied with the extracurricular offerings around social/environmental issues

74% agree that the student body is committed to social/environmental issues

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) connects students with numerous opportunities for internships and career development. Sue Lemke, the CCD Senior Associate Director Career Education, 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, environmental, and energy spaces from his time as a clean technology 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 or 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 and Innovation or the Entrepreneurial Energy Expo. As a result, there are numerous opportunities for students to network with alumni.

Prominent Alumni
Jennifer Green (2008) – Founder, Generate Change
Asheen Phancey (2007) – Founder & President, Quaking Aspen LLC
Jay Friedlander (1997) – VPP & COO, O’Naturals
Eric Hudson (1992) – Founder & President, Preserve Products

Feedback on career center services:
56% found career coaching helpful
56% found access to relevant jobs/internships helpful
44% found resources to connect with alumni helpful
58% found support for self-directed searches helpful
71% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

Babson is committed to educating leaders to create economic and social value everywhere. Len Schlesinger, former COO 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 College’s Lewis Institute 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, planet, and profits are all essential to business.

With the 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.

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

in the curriculum, 53% say they are satisfied
in extracurricular activities, 74% say they are satisfied

REASONS TO ATTEND

People are drawn to Babson because it is a place that will not just shape them, but be shaped by them. With the best entrepreneurship education in the world, students graduate equipped to apply their unique talents to any challenge they encounter to make positive change happen. Their mindset of entrepreneurial thought and action allows them to create economic and social value everywhere.

24% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
BAINBRIDGE GRADUATE INSTITUTE
MBA IN SUSTAINABLE BUSINESS

:: AT A GLANCE ::

Location: Bainbridge Island, WA
Number of students: 193

100% of BGI students are Net Impact members
100% of those members are active

GOLD NET IMPACT CHAPTER
Number of survey respondents: 70

"BGi is about exploring the opportunities and possibilities that business as usual ignores."

This chapter in three words:
Supportive, Inclusive, Networked

:: CURRICULUM ::

BGI education combines traditional instruction and coursework with team-based applied projects, research, and field experience to solve real-world business challenges through a holistic lens of sustainability and systems thinking. BGI faculty design instructional activities to encourage students’ active engagement with the content and create interactive dialogue. This approach stimulates critical thinking, analysis, and application of theory to complex business situations.

BGI has two MBA programs: an evening program located in downtown Seattle, and a hybrid program, consisting of a combination of distance learning and monthly classes on-site at the IslandWood campus on Bainbridge Island, Washington. IslandWood is a LEED Platinum certified facility where sustainable behaviors (composting and other waste minimizing practices, locally grown healthful food, and involvement with the local community) reinforce the ongoing discussions about sustainability that are the core of BGI’s culture and academic program.

Curriculum design and delivery methods are selected based on content, topic, learner needs, learning objectives, optimal pedagogy, and computer technology capabilities. BGI believes leadership, teamwork, and fluency with software programs as well as online collaboration tools are essential competencies for tomorrow’s business leaders and managers.

Students are expected to build and demonstrate mastery of skills and knowledge which are defined by learning objectives. Given the importance of high-performance teamwork in managerial and leadership roles, a large percentage of learning activities and assignments require collaboration and active participation. Students are evaluated based on both individual and team performance.

There are four focus areas of the BGI curriculum: Core Business Functions, Business and Sustainability and Entrepreneurship, Intrapreneurship, and Innovation and Leadership & Management in the Context of Change.

What makes the BGI curriculum so innovative is its focus on co-creative learning—BGI is a community of adult learners committed to changing the world. Each quarter, BGI hosts Change Agents in Residence; individuals who are thought leaders and industry pioneers in advancing sustainable practices. Experience-based learning is also a central component of BGI’s curriculum. Action Learning Projects are designed to bring real value to an organization while a student meets individual course objectives.

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

97% are satisfied with the number of courses offered that include social or environmental issues

94% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Where can a BGI MBA take you? Just ask one of our graduates—leaders and entrepreneurs who are changing business for good around the world in energy, technology, food and agriculture, healthcare, finance and more.

Bainbridge Graduate Institute

Learn more about our programs in Sustainable Business and Sustainable Systems at bgi.edu
### STUDENT ACTIVITIES

BGI can be characterized as a vivacious learning community. BGI’s network of business leaders, change agents, and innovators propels industry breakthroughs in the classroom and beyond. Even after graduation, the community continues to share business and learning opportunities. Engagement with the BGI community introduces students to a dynamic group of professionals who are working together to change business for good.

Students, faculty, and industry leaders co-create the BGI education to address emerging industry and social challenges. Students learn from each other’s expertise as well as from faculty and visiting change agents. Their teamwork often leads to the launch of new business ventures that are central to BGI’s entrepreneurial spirit.

Beyond the curriculum, student life is enhanced by involvement in clubs and activities. BGI has many offerings for students, some of which include:

- **Net Impact**—Every BGI student is a Net Impact member. The Net Impact committee oversees student engagement with the organization and helps foster business case competitions and networking with Net Impact chapters at other institutions.
- **Diversity and Social Justice Committee**—This committee has elected officers and meets regularly to discuss diversity and social justice within the BGI community and builds awareness around these societal issues to affect change.
- **Industry Concentrations**—BGI students have the opportunity to select an industry concentration: Outdoor Industry, Community Economic Development, Sustainable Agriculture, or Green Building. Students meet regularly to discuss opportunities to align course projects with areas of interest to enhance their learning and career path.
- **Business Case Competitions**—BGI students take advantage of regional business case competitions as well as Net Impact-sponsored case competitions.

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<tbody>
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<td><strong>Above Average</strong></td>
<td><strong>100%</strong> agree that the student body is committed to social/environmental issues</td>
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### 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, such as consultations to build résumés that demonstrate 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 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 manage various aspects of a student’s current working role.

- **Prominent Alumni**
  - Margo Dannemiller (2010) - Marketing Strategist, Conservation Resources, Seattle City Light
  - Ryan Jones-Casey (2010) - Financial Services Specialist, Goodfunds Wealth Management
  - Efrain Moreno-Salamanca (2010) - Financial Analyst, Boeing
  - Julian O’Reilley (2009) - Operations Manager, Neighborhood Farmers Market
  - Kevin Hagen (2005) - Director of CSR, REI

- **Feedback on career center services:**
  - 34% found career coaching helpful
  - 41% found access to relevant jobs/internships helpful
  - 46% found resources to connect with alumni helpful
  - 47% found support for self-directed searches helpful

- **60%** have been able to find a job or internship that fits with their values

This school has funds available to support students who accept internships with nonprofits.

![Image with text: Published by Net Impact • Content submitted by current students in spring 2011](#)
BGI’s administration strongly supports student involvement in Net Impact; membership is included in every student’s tuition. BGI’s academic program is centered on sustainability in business, and students are selected on the basis of their academic achievements and potential, as well as their commitment and passion for helping create a more sustainable world. BGI graduates are prepared to return to the “real world” as change agents; equipped to foster and promote social and environmental changes on whatever career paths they choose. Students are encouraged to engage with the Net Impact community for career development opportunities, and to supplement their academics by getting involved and keeping up to date with the latest developments on the sustainability front.

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

### REASONS TO ATTEND

BGI’s cutting-edge leadership program and integration of sustainability throughout the entire curriculum are the program’s greatest strengths. BGI is committed to providing each graduate with the skills to be an effective change agent. The leadership track runs concurrently throughout the entire program, reinforcing the ongoing nature of being in a leadership position and the importance of developing hands-on leadership skills.

Today’s business leaders must be prepared to make difficult choices, balancing financial returns against environmental and social impacts. Leaders invested in making positive changes are often faced with significant resistance; it requires great inner confidence and strength of character to successfully introduce new ideas and practices in a world so often resistant to change. Leaders need to connect, communicate effectively, and build relationships in order to generate support within their communities. BGI’s leadership program is designed to enhance and develop character, build powerful communication skills, and foster compassion. BGI’s core leadership focus is to prepare students to handle even the most challenging situations with integrity and respect for all the beings who inhabit our finite planet.

BGI students must complete most of their coursework as functioning members of teams. The team environment serves as a laboratory in which students directly apply the concepts and skills from their concurrent leadership coursework. Students are expected to identify areas of personal strengths and weaknesses, while simultaneously providing a supportive learning environment for their colleagues. This environment most closely resembles the challenges of leadership in the diverse, collaborative, and dynamic modern work sphere.

Students considering BGI should be prepared to immerse themselves in the language and culture of sustainability while learning the core disciplines of business administration. Supporting the paradigm shift toward sustainability in the business world presents significant obstacles, and in preparation for this, students should expect to be challenged not only on an academic level, but also on a deep personal level in order to develop the leadership skills necessary to become successful change agents.
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 College has courses at both undergraduate and graduate levels concerning social and environmental issues. Certain courses (Management and Society and Social and Governmental Environment of Business) are mandated for undergraduates and graduates, respectively, while others are elective. Baruch College also now has a minor in sustainability at the undergraduate level, and a Master’s in Sustainable Business at the graduate level, with a large variety of courses available in each. Courses are either currently available or being developed in all disciplines in the Zicklin School of Business, and there are also courses available in the Weissman School of Arts & Sciences and the School of Public Affairs on sustainability issues. Professors Sethi and Schepers are thought leaders in social and environmental governance issues. Professor Lyons is an expert in social entrepreneurship. Professors Cotten and Watnick are experts in legal environmental issues.

The Lawrence Field Center for Entrepreneurship is home to the national Minority Business Owners Surveys, hosts an annual entrepreneurship competition (with a social entrepreneurship track) sponsored by Merrill Lynch, and has a full calendar of events.

The International Center for Corporate Accountability (ICCA) is also located at Baruch College. ICCA is a non-profit 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 compliance by companies with their voluntarily created codes of conduct. In addition to its numerous and ongoing reports, ICCA hosts a semi-annual international conference at Baruch College on corporate governance, accountability, and social responsibility issues.

The real estate program offers a certificate and related courses in sustainability, and general electives in areas such as social entrepreneurship and community change.

Baruch College is home to the Robert Zicklin Center for Corporate Integrity (ZCCI). Throughout the year, the Center brings leaders in business, government, and the NGO community to campus to participate in a wide variety of seminars and conferences. These free programs are offered to the student body to supplement the business ethics education received in the traditional classroom setting.
STUDENT ACTIVITIES

The Sustainable Business Club (SBC), Baruch College’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 sixth year as a Net Impact chapter and has been growing rapidly since inception—reflecting the increased interest in sustainability among students, faculty, Zicklin 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 mission are mutually exclusive pursuits, and supplementing classroom learning with discussions, speakers, trips, and networking events that create a more holistic MBA experience and prepare students for business in the 21st century.

Recent events include The Bottom Line: “The Crossover Between Corporate and Social Ventures,” a panel discussion on the similar needs that for-profits and non-profits have and how useful an MBA degree applies to both, and “CSR: A Panel Discussion,” which focused on the increasingly important role that CSR plays today, as well as career paths into this role.

Teams of SBC members have competed in the KPMG Living Green Challenge, the Aspen Case Competition, and LiquidNet Impact Challenge. SBC leadership also helped launch and continue to run “Financial Literacy for Youth,” a partnership with the nonprofit organization Junior Achievement dedicated to teaching financial literacy skills to New York City’s youth.

A team from the SBC is utilizing its success from the KPMG competition to construct a sustainable vegetable garden on campus. The vegetables and herbs from the garden will be donated to the cafeteria and promoted to other students to highlight the importance of locally grown produce.

For the 2011–2012 academic year, the SBC will focus on creating green jobs and internship recruiting, advancing campus greening, advocating for more sustainability courses in the Zicklin curriculum, and building awareness of the dynamic Baruch Net Impact chapter.

CAREER SERVICES & ALUMNI

The primary mission of 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. They also consider it a priority to initiate and maintain relationships with potential employers for the purposes of strengthening the connection between students and employers and maximizing students’ employment opportunities. Employers represented in the 2008 Net Impact Company Rankings that have hired Baruch MBAs include Citigroup, Colgate-Palmolive, and PricewaterhouseCoopers.

The GCMC works with the Net Impact chapter to help promote events and develop a résumé book of students interested in sustainability careers. They have also compiled and made available to the membership a database of organizations recognized as socially responsible, searchable by location, industry, and whether they have a history of employing Baruch alumni.

ADMINISTRATIVE SUPPORT

The Zicklin School of Business at Baruch College is committed to developing robust curricular and extracurricular offerings in support of the social and environmental impact of business. In recognition of our efforts, Zicklin was ranked by the prestigious Aspen Institute among the top 100 global business schools for excellence in social and environmental issues.

Zicklin’s diverse MBA student body includes a significant core of students with experience or career aspirations in the broad area of sustainable business. The school welcomes applicants with interests in sustainability. In the 2010–2011 academic year, the Zicklin School introduced a new MBA in sustainable business, which includes a broad spectrum of courses and faculty from the business
school in areas such as entrepreneurship, marketing, international business, and strategy. Furthermore, the City University of New York has launched a major sustainability initiative and is committed to New York City’s “30 in 10” goal to reduce greenhouse gas emissions by 30% in 10 years. Baruch’s Newman Real Estate Institute plays an integral role in this mission.

REASONS TO ATTEND

The diverse MBA student body includes a significant core of students with experience and career aspirations in the broad area of sustainable business. Recognizing that curricular and programmatic change in this area typically starts at the student level, the school welcomes applicants with interests in sustainability. The full-time Honors MBA program, for example, works with student leaders in Net Impact in outreach efforts to prospective students with similar interests. In addition, the Zicklin Dean’s office has offered financial support for travel for student participation in national social entrepreneurship business plan competitions. The school’s participation in the biennial 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 course offerings and faculty research to ensure that Zicklin can meet the standards established by the Aspen Institute.

Three years ago, Baruch formed a Sustainability Taskforce to coordinate curriculum and other changes and lower the College’s carbon footprint. Working with this taskforce, Net Impact members can participate in real-world issues of sustainability in a sizable institution such as Baruch.
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, Provost and Vice President for Academic Affairs, Bentley University

Today’s global complexities require a dramatically different approach to business leadership—and to 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?
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?
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?
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?
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 opportunity to learn a great deal about social responsibility is there if you choose to pursue it.

The corporate social responsibility (CSR) curriculum at Boston College’s Carroll Graduate School of Management 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 Vesela Veleva, ScD, from the Boston College Center for Corporate Citizenship. At the end of the course there is a final project competition sponsored by a corporation, leading to two paid summer CSR-focused internships for the winning team at the Center for Corporate Citizenship or the participating company. 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.

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. This year, through the Boston College Consulting Service, first-year students work for highly regarded nonprofit organizations including the Perkins School for the Blind and the Boston College Lynch School of Education. Additionally, one student team is making CSR recommendations to Gilbaine.

The required Business Plan Project course also includes a large number of social entrepreneurship endeavors such as an enterprise entitled “Containers to Clinic” which was developed to provide healthcare facilities in underdeveloped countries.

The university’s courses also have an international impact. Students in the spring 2010 International Consulting Project, an elective for second year and part-time students, worked on two projects for a French multinational

Program’s strengths:

1. Corporate Responsibility
2. Nonprofit Management & Philanthropy
3. Environmental Sustainability

29% are satisfied with the number of courses offered that include social or environmental issues

42% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
This year, the Net Impact chapter introduced a brown bag lunch series where students visited local companies such as Staples, ACCION International, and Stonyfield Farm to engage in intimate conversation with influential leaders in the corporate responsibility and sustainability space. The chapter also sponsored a dinner lecture series that included responsible leadership speakers from P&G, Seventh Generation, and Dow Chemical. The Net Impact chapter also collaborates with other on-campus, sustainability focused groups such as Sustain BC (a campus-wide sustainability group), and EcoPledge (an undergraduate group). Net Impact representatives met with BC’s Director of Sustainability to review LEED Certification plans and initiatives for new campus construction.

Students often join the chapter because it provides a highly valued supplement to the traditional MBA curriculum. The Net Impact chapter at Boston College is a growing and energized group of students who are committed to sustainable and responsible business. With passionate leaders, the Net Impact chapter at Boston College continues to grow in number and strength.

Activity of Net Impact compared to other clubs:

- Above Average

58% are satisfied with the extracurricular offerings around social/environmental issues

54% agree that the student body is committed to social/environmental issues

The career offerings at Boston College support students and alumni, focusing on professional opportunities with social and environmental impact in the same way that all functional and industry job search activities are supported. As part of introducing professional talent to employers, there is discussion on the professional profile of the students, as well as the curriculum that supports the skill development in that area. Careers in social and environmental impact are deemed to be an important part of that discussion. In addition, Boston College participates in a job board that is specifically targeted to recruiting talent from the top 50 business schools. This allows for students to indicate professional preferences and for employers to screen for talent with those preferences. The career office also works with faculty on leads and other career-related activities that might lead to opportunities for the students. In spring 2011, BC’s Net Impact chapter sponsored a career-related social impact trek to Stonyfield Farm and a local organic eatery.
ADMINISTRATIVE SUPPORT

The administration is very supportive of Boston College Net Impact. Not only have they provided supplementary funding for attending the Net Impact Conference, but have 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.

REGIONS TO ATTEND

The Carroll Graduate School of Management is integrating 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...

in the curriculum, 46% say they are satisfied
in extracurricular activities, 50% say they are satisfied

Regarding preparation for ethical and socially responsible leaders...

Under 10% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
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. 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 incorporates cases involving nonprofit organizations and socially responsible companies.

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 Sustainable Development, explores leading global economies and the role of key stakeholders in developing sustainable global businesses. A third set of courses, Clean Technology Business Models, Investing in Sustainable Technologies, and Investing in Clean Technologies, analyze how new technologies are promoting sustainability across different industries. Finally, Clean Energy immerses students in the complex world of energy generation and distribution and addresses the unique challenges that renewable energy faces.

Additional coursework 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, the College of Engineering, 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), C.B. Bhattacharya (stakeholder management), David Weil (transparency and the role of government in business), Nalin Kulatilaka (clean sample courses: Public Policy Analysis, Marketing Social Change, Accountability and Ethics, Strategic Fundraising and Corporate Philanthropy, Leading the Mission Driven Organization.

Program’s strengths:
1. Nonprofit Management & Philanthropy
2. Healthcare
3. Environmental Sustainability

57% are satisfied with the number of courses offered that include social or environmental issues

39% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
energy), Nitin Joglekar (clean energy), Ned Rimer (non-profit management), and Jack McCarthy (leadership and sustainability management). Faculty members have published articles and books on topics such as cause marketing, corporate social responsibility, charity advertising, and social purpose businesses, and have engaged in a wide variety of sustainability-related research activities.

The Boston University MBA program is a vibrant, diverse community with organizations and events for every interest. The Boston University Graduate Net Impact 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; a tour of Ocean Spray’s cranberry harvest operations and Q&A with staff; and a tour of Stonyfield Yogurt and Q&A with top executives.

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 in collaboration with the university’s Sustainability Director that play 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 the Charles River Conservancy. Through class projects, students have consulted for organizations such as Boston Children’s Museum, the Boston Collaborative for Food & Fitness, the New England Aquarium, the Northeast Center for Youth and Families, Timberland, Ocean Spray Cranberries, State Street, 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, a student-run event for Boston-area MBA students which is now in its 16th 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 launched during the 2010–2011 school year. As one student says, “This community helps to create an inner circle of new friends who understand...your background and interests.”

Activity of Net Impact compared to other clubs:

- One of the Most Active
- 87% are satisfied with the extracurricular offerings around social/environmental issues
- 70% agree that the student body is committed to social/environmental issues

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, environmental sustainability, and energy. In addition to four 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, government, renewable energy, and 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, candidate-driven internship and job search. Job openings are posted daily on an internal career board and dedicated corporate recruiters also send regular emails to students regarding relevant openings and professional development opportunities.

Alumni are another rich resource for current students 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 learn-at-lunch meetings, open to all students to learn about various industries and professions in an informal setting. Additionally, the Career Center hosts 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.”

Feedback on career center services:
- 65% found career coaching helpful
- 57% found access to relevant jobs/internships helpful
- 39% found resources to connect with alumni helpful
- 43% found support for self-directed searches helpful

35% have been able to find a job or internship that fits with their values

The School of Management takes a comprehensive approach to business and management education. Dean Kenneth Freeman has highlighted global sustainability as a sector of vital importance for effective leadership in the 21st century. Since joining the School of Management in 2010, Dean Freeman has continually emphasized his commitment to environmental, social and economic sustainability, and has pledged increased emphasis of these fields in the curriculum. The School of Management is also actively engaged with Boston University’s Sustainability@BU initiative, which was created in 2008 to advance sustainability throughout Boston University. BU has since climbed the rankings nationally for its sustainability efforts.

The administration appreciates the contributions of Net Impact and has embraced 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.

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 Program.
Administrative Support, continued

Clubs through networking events during the application process and admitted student events for students in the Public and Nonprofit Management Program. 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.

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 program concentrations in the health sector, IT, strategy, operations, 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 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 and be 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...

39% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
The International Business School has had a Global Green Initiative since 2008, a multidisciplinary program in research and education dedicated to innovative thinking in corporate sustainability. The Initiative’s mission is to gain a deeper understanding of the impact of environmental and social concerns on businesses strategy, devise new approaches to sustainability, and put them into practice. Today, this initiative encompasses a wide array of the school’s activities in this area including: cutting-edge research by IBS faculty, high-profile speakers from the industry on campus, student events, and courses related to the new MBA in Socially Responsible Business called “The Global Green MBA.”

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. Given this, nearly all students in the program have come to Heller with a vision of learning to better “manage for a social mission.”

The program is diverse with students from around the globe who have worked in the nonprofit, public, and for-profit sectors, both in the United States and abroad. The Heller MBA has all the same core MBA courses as any business program, but with a twist: every course asks, “How do these tools apply to socially oriented organizations?” Most of the cases used in all core courses span nonprofit and for-profit organizations and review management challenges in health care, education, social enterprises, international development, and social work.

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. Heller has a diverse range of graduate courses that cover topics in sustainable international development, social policy, and health policy. The diversity of these programs offers a wealth of electives focusing on work with a social
mission. 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 to take more specific management courses and electives on topics like Business and the Environment, Corporate Fraud, and Corporations and Communities. The Heller MBA has summer team consulting projects where MBA students consult with local clients. 100% of these consulting projects have a social orientation to their scopes. While Heller has courses through the summer and does not offer full-time internships, many MBA candidates undertake part-time internships in the fall. All of these students work with socially-oriented organizations.

**STUDENT ACTIVITIES**

Net Impact is the most prominent student club at Heller and one of the most prominent at the International Business School. While Net Impact is only going into its sixth year at Brandeis, it is increasing its offerings and presence both on campus and in the greater Boston area.

In the 2010–2011 academic year, Net Impact hosted two long-term projects, two conferences, and encouraged student participation and involvement in publicizing jobs and internships in areas related to sustainability.

International Clean Energy Markets was a research-based project which included an Executive Round Table and a series of brainstorming sessions with students, faculty and industry professionals. The goal was to discuss and combine research and structured analysis with on-field perspectives. Brandeis students contributed to the content of the event by conducting thorough analysis during the fall and spring semesters and presenting their findings at a conference.

The chapter also started an engagement with State Street Bank/State Street Global Advisors and is looking to reach out to other companies in the Boston area who have made corporate sustainability a major part of their comparative advantage. In this project, students work with executives and sustainability coordinators at State Street Bank where IBS students, many of whom do not have work experience, are able to develop consulting skills such as group brainstorming, managing team dynamics, and research and analysis techniques. The topic of the project in the last semester was water and sanitation risk, and in the spring semester the group continued its analysis on water management but also focused on employee engagement.

Chapter events included an executive roundtable on clean energy which was comprised of a student presentation, an expert panel discussion, Q&A, and closing remark sections followed by a meal and networking opportunity. A discussion session on Global Corporations and Water Management was also held in order to show students the lessons learned from the State Street water risk management program.

Activity of Net Impact compared to other clubs:

- **Average**
- 58% are satisfied with the extracurricular offerings around social/environmental issues
- 58% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

The IBS Career Center assists students in their pursuit of summer internships and permanent employment, including positions which focus on social and environmental sustainability for the Global Green MBA. The Career Center facilitates interaction between employers and students and provides a wide variety of programs to meet a range of career interests and needs.

Job, internship, and employer information is updated daily on the online Career Management System. The career services calendar is a student/alumni resource for all on and off campus recruiting events, application deadlines, and other important career activities.

For business students looking to branch into the nonprofit sector or other sectors that focus on social and environmental issues, Heller is an ideal place to be. While many MBA programs struggle to find career services that are adequately focused on socially-oriented work and career skills, this is the primary focus of Heller’s Career Services. Perhaps most exciting is the fact that the Career Services staff are incredibly supportive of and ac-
tively engaged with Net Impact. Career Services offers a large range of support programs like mock interviews, résumé and networking tips, and sector-specific information sessions. Panel discussions and guest speakers are also brought to campus to expose students to broader networks and new information. While there are no loan forgiveness programs or funds to support students pursuing nonprofit internships (as nearly every student is in these categories), the Heller MBA does offer an unparalleled amount of financial aid. There are grants specific to applicants from Americorps, the Peace Corps, and other national service organizations.

Feedback on career center services:

42% found career coaching helpful
35% found access to relevant jobs/internships helpful
38% found resources to connect with alumni helpful
52% found support for self-directed searches helpful

31% have been able to find a job or internship that fits with their values


The Heller MBA’s administration and school leadership is extremely supportive of the Net Impact chapter. With the Heller MBA Program Director as the chapter’s faculty adviser, the leadership team has a strong ally in the program and has had the opportunity to guide and influence leadership in the program. As the most prominent student club at Heller, Net Impact is well-regarded and supported. Even in difficult financial times, the Heller administration has prioritized funding the chapter’s activities.

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

in the curriculum, 54% say they are satisfied
in extracurricular activities, 58% say they are satisfied

**: : : REASONS TO ATTEND : : :**

The program at Heller is well-known for its curriculum in both social policy and sustainable development. The International Business School includes a well-developed program on business and finance, and adds key subjects of sustainability and innovation through its Global Green MBA Program. The Heller School’s areas of greatest strengths include nonprofit management, international development, social entrepreneurship, and social and health policy. If a student is looking for a program where they can gain core management skills, yet be in an environment where nearly every student and faculty member shares their values, these are ideal choices.

23% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

Regarding preparation for ethical and socially responsible leaders...
Tepper’s curriculum has expanded in recent years to incorporate more social and environmental issues into coursework. Students currently may choose between twelve concentrations for their MBA. Driven by student and alumni demand, faculty and administrators hope to create a concentration in corporate social responsibility within the next year.

One of Tepper’s greatest strengths is its stellar economics department, boasting eight Nobel Prize winners among former faculty and students. These same faculty members helped to found Carnegie Mellon’s Green Design Institute (GDI), an interdisciplinary group performing cutting-edge research on sustainability. Students may elect to take classes offered by these professors. CMU Net Impact recently hosted a Sustainability Boot Camp featuring presentations on economic life-cycle analysis by two GDI faculty.

Although Tepper is a small school, there are a number of electives that emphasize corporate social responsibility, including The Sustainable Business: Energy & Environmental Policies, and Business, Government, & Strategy. Students at Tepper may also choose to take electives in other schools at Carnegie Mellon, including Environmental Hackfest and Accounting and Control in Not-for-Profit Organizations.

The joint MBA-MSPPM degree between Tepper and the Heinz School of Public Policy has grown exponentially and many of these joint degree students are members of CMU Net Impact. This degree option allows interested students to focus their studies on the intersection of social and environmental responsibility, corporate activities, and government policy.

Program’s strengths:
1. Energy & Clean Technology
2. Social Entrepreneurship
3. Environmental Sustainability

10% are satisfied with the number of courses offered that include social or environmental issues

10% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

CMU Net Impact actively collaborates with numerous other clubs at Carnegie Mellon and draws members from across campus. Membership is open to all graduate students at Carnegie Mellon, and the club boasts a large contingent of Heinz School of Public Policy students, as well as biology and information systems students.
CMU Net Impact’s most popular initiatives each year include its campus greening initiative, pro bono consulting, and annual Net Impact Conference trip. Two years ago, CMU Net Impact started the popular Zero Waste initiative at Carnegie Mellon. This highly visible greening initiative is run by students and involves active composting and recycling at major events to divert as much food waste as possible from landfills.

Nearly 20% of Tepper’s first-year students participate in the Pro Bono Consulting program each spring, which is jointly sponsored by both CMU Net Impact and the Tepper Consulting Club. The program allows students the opportunity to gain real-world consulting experience while providing value for socially responsible nonprofits in Pittsburgh. One such organization would be a company that tries to divert surpluses of office supplies to classrooms in need.

CMU Net Impact students receive corporate sponsorship funds to help them attend the annual Net Impact Conference each year. This popular trip allows students the opportunity to learn and network with other Net Impact chapters.

CMU Net Impact also sponsors numerous other speakers and facility visits during the year, bringing in corporate social responsibility and sustainability directors from companies as diverse as ExxonMobil, Walmart, Harrah’s Entertainment, and Bayer Corporation. These events are typically jointly sponsored with other Tepper clubs, including the Tepper Energy Club, the Entrepreneurship & Venture Capital Club, and Tepper Women in Business.

Activity of Net Impact compared to other clubs: Above Average

65% are satisfied with the extracurricular offerings around social/environmental issues

80% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

CMU Net Impact members work closely with the Career Opportunities Center at Tepper to raise awareness about corporate social responsibility and sustainability positions available to students. The chapter helps support its members who want to pursue social and environmental positions by posting information about part-time, full-time, and internship opportunities available in that sphere. The chapter also has numerous connections in the city of Pittsburgh, as well as in departments across campus that helps to identify and spread the word about these opportunities. As a result, CMU Net Impact helps place at least half a dozen students in socially and environmentally-minded internships each year.

Prominent Alumni
- Masahiro Ogiso (2010) - Finance Associate, EverPower
- Sola Talabi (2007) - Founder, Oxridge
- Scott Matthews (1999) - Environmental Engineering Professor, Carnegie Mellon University
- Jean-Luc Park (1998) - Founder, Impact PRI
- Les Silverman (1973) - Director, McKinsey & Company

Feedback on career center services:
- 60% found access to relevant jobs/internships helpful
- 65% found resources to connect with alumni helpful
- 30% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

Student services, alumni relations, and career services at Tepper are extremely supportive of CMU Net Impact and are trying to incorporate principles of social and environmental responsibility into the Tepper curriculum. Tepper has been working hard to bring a corporate social responsibility concentration to fruition, and new electives such as Sustainable Operations, a quantitative operations research class, are added to the curriculum every year. An increas-
The number of Tepper applicants each year are interested in renewable energy, nonprofits, and social entrepreneurship, and CMU Net Impact and the administration are there to support this interest. In response to increased student demand for knowledge about sustainability, CMU Net Impact recently inaugurated a Sustainability Boot Camp, featuring faculty from across campus as well as sustainability directors from major corporations. This event appealed to a wide variety of students, as most of the attendees were not Net Impact members.

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

- In the curriculum, 50% say they are satisfied
- In extracurricular activities, 60% say they are satisfied

REASONS TO ATTEND

Interest in social and environmental issues continues to grow at Tepper, and related initiatives are gaining more administrative and student support. From pro bono consulting to Sustainability Boot Camp to a soon-to-be-approved concentration in corporate social responsibility, there are a growing number of ways that all students at Tepper can get involved and become more socially responsible corporate citizens.

Regarding preparation for ethical and socially responsible leaders...

- 30% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The Weatherhead School of Management’s core curriculum is continuously modified to incorporate social and environmental themes into both required and elective courses. Multiple electives incorporate these themes into their coursework and readings, and are recognized for doing so. Weatherhead offers a year-long elective called the *MBA Practicum in Sustainable Value and Social Entrepreneurship*, which was included among *Forbes’* Top 10 Innovative Courses in Sustainable Value. Students have been deeply involved in bringing social and environmental themes into the Weatherhead curriculum, contributing through leadership in Net Impact Case Western Reserve University (CWRU) and student-involved academic committees. Students have the opportunity to serve on focus groups and informal advisory committees that review and inform how these themes are incorporated into the curriculum. Being part of a world-class research institution like CWRU also provides access to natural and environmental sciences and engineering courses for business students. Additionally, clubs such as the university-wide Entrepreneurship Club provide a forum for students from a variety of disciplines to network and share ideas.

Weatherhead is proud to host the Fowler Center for Sustainable Value and the Mandel Center for Nonprofit Organizations. The Fowler Center leverages interdisciplinary scholarship and practice to help leaders capitalize on new profitable business opportunities to solve the world’s growing social and environmental problems, while the Mandel Center supports the mission of nonprofits through a blend of services and programs that nurture the development and prosperity of nonprofit organizations and their leaders.

On a whole, Weatherhead is very active in participating in sustainability-focused activities. The faculty, staff, and students of the school are active in many events such as Sustainable Cleveland 2019, a yearly summit geared toward transforming the city into a green city; the Aspen Institute Case Competition, which was won by Weatherhead students in 2010; and numerous lectures and speakers on social and environmental topics through the school year.

Many faculty members are supportive and work to involve social and environmental themes into their courses.

**Sample Courses**

*Marketing Value Creation*
*Green Finance*

**Program’s strengths:**

1. **Environmental Sustainability**
2. **Healthcare**
3. **Corporate Responsibility**

81% are satisfied with the number of **courses**

offered that include social or environmental issues

85% are satisfied with the **faculty emphasis** on social/environmental issues in the curriculum
These ventures are possible because of the vast knowledge three particular faculty members bring to Weatherhead: Roger Saillant, PhD, the Executive Director of the Fowler Center for Sustainable Value, David Cooperrider, PhD and Chris Lazlo, PhD. These faculty members, along with many others, leverage their expert knowledge as leaders and creators of ventures like Sustainable Cleveland 2019, United Nations Global Compact, the Global Forum for Business as an Agent of World Benefit, The Innovation Bank, and The Journal of Corporate Citizenship.

STUDENT ACTIVITIES

Net Impact CWRU prides itself in providing a wide variety of events to educate Weatherhead students about opportunities to intersect core business principles with the fundamentals of sustainability. Net Impact CWRU develops its events to foster dynamic relationships. The club’s events and activities give students the opportunity to interact with other Weatherhead students, additional students throughout the university, faculty members, and organizations in the community. The chapter’s key events focus on career preparation: linking students to sustainable organizations, connecting students to resources available within Weatherhead, and collaborating with others as often as the opportunity arises.

Because the chapter encourages seeing sustainability as an opportunity for both the business owner and the consumer, Net Impact CWRU interacts with other clubs to show how their focuses intersect. Net Impact CWRU has collaborated with clubs such as the Entrepreneurship Club to showcase individuals who have created products and services that embrace sustainable value; the Operations Club to hold discussions with organizations to understand how missions, objectives, and processes support the longevity of a business’ existence; and the Community Service Committee to help improve and maintain the condition of the school environment.

Weatherhead has worked on various projects that provide diverse opportunities to make an impact inside and outside of the school community. Weatherhead has put many campus greening initiatives in place that have encouraged energy consumption savings and composting on top of recycling programs. Chapter leaders, members, and students as a whole are active in providing feedback on ways to incorporate principles of sustainability into core and elective courses. Through relationships at the Career Management Office, the Fowler Center for Sustainable Value, and the Net Impact network, a number of students have served as members of advisory boards to provide their perspective, gain insight from the other members, and form relationships. Weatherhead’s relationship with the Mandel Center for Nonprofit Organizations and the career office gives students access to other projects that intersect sustainable enterprise and business development.

Activity of Net Impact compared to other clubs: Above Average

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>88% are satisfied with the extracurricular offerings around social/environmental issues</td>
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<tr>
<td>88% agree that the student body is committed to social/environmental issues</td>
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CAREER SERVICES & ALUMNI

At Weatherhead, students interested in using business as a platform for economic, social, and environmental sustainability have access to a wide range of resources to turn their interest into a career. Weatherhead’s Career Management Office offers one-on-one student advising, workshops, networking, career fairs, and career exploration events. Through the creation of programs such as Coffee with Alumni, the Career Management Office connects students with like-minded individuals who also can contribute a perspective on what is happening in the business world. Both Net Impact CWRU and the Career Management Office regularly post social- and environment-related internship and job opportunities to give students a broader perspective of ways to use their business knowledge.

Additionally, Case Western Reserve University is one of 52 members in the MBA Enterprise Corps consortium.

Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Chuck Fowler</td>
<td>CEO, Fairmount Minerals</td>
</tr>
<tr>
<td>John Paganie</td>
<td>Vice President, Energy Efficiency, FirstEnergy</td>
</tr>
<tr>
<td>Don Gallagher</td>
<td>President, Cliffs Natural Resources, Inc.</td>
</tr>
</tbody>
</table>
The program is overseen by the Career Management Office, and provides students an opportunity to exercise their social and environmental interests by volunteering on long-term assignments that are centered on economic development.

Students interested in a more self-directed career search also benefit from highly accessible faculty and the Fowler Center for Sustainable Value, which dedicates its efforts to solve the world's growing social and environmental problems by finding new profitable business opportunities.

Feedback on career center services:

- 56% found career coaching helpful
- 69% found access to relevant jobs/internships helpful
- 73% found resources to connect with alumni helpful
- 67% found support for self-directed searches helpful
- 27% have been able to find a job or internship that fits with their values

The administrative staff at Weatherhead is highly instrumental in helping Net Impact CWRU in its endeavors. The staff plays a big role in providing support for students to attend the Net Impact Conference each year. Additionally, with the help of the administrative staff, the chapter is able to arrange many activities on campus, partnering with local and in-state organizations. The staff provides key logistical support in inviting eminent personalities to talk with students about the relevance of sustainability in their careers. Additionally, the staff's involvement with student extracurricular activities like the yearly Aspen Institute Case Competition gives students the broad knowledge and outlook needed to tackle business sustainability issues.

The Weatherhead admissions office recognizes the passion and commitment of individuals interested in social and environmental issues, and encourages them to apply and take advantage of the various programs the school offers. Sustainability is an interwoven theme in the Weatherhead MBA curriculum. In the second year, electives such as the yearlong MBA Institute in Sustainable Value and Social Entrepreneurship and Appreciative Inquiry, which combines the disciplines of sustainability and organizational behavior, are available to students. Scholarships are offered to deserving students, as well as available opportunities to work with The Fowler Center for Sustainable Value, whose core projects include the United Nations Global Compact (UNGC) program and the Center for Business as an Agent of World Benefit (BAWB).

Net Impact CWRU is fortunate to be housed in a university that is very focused on instilling values and achieving goals that surround its potential in being sustainable. The school is heavily invested in analyzing the university's trends in areas such as curriculum, transportation, energy, and construction in order to seek ways to improve or maintain the impact it has on the community.

Regarding the administration's commitment to including social and environmental themes... in the curriculum, 88% say they are satisfied in extracurricular activities, 88% say they are satisfied

Case Western Reserve University's Weatherhead School of Management provides a program that is filled with an abundance of opportunities for a student to actively participate. Weatherhead boasts a heavily involved sustainability institute; however, it is one of the many cogs in the wheel that create the rich experience provided by the school. Weatherhead’s world-class faculty is one of the greatest assets of the program. The school is home to many of the top leaders in disciplines such Organizational Behavior, Finance, Managing By Designing, and Entrepreneurship, who are the professors that educate the students and discuss their experiences.

Weatherhead's class sizes provide an invaluable opportunity to develop strong relationships with faculty and classmates. Relationships with faculty, which may not be as likely at larger institutions, commonly provide an
opportunity for mentorship and connection to industry. Additionally, the environment created by Weatherhead is conducive for students to form close relationships with their peers, brought on by the major focus of teamwork in the program.

The abundance of clubs and activities created by students to broaden their skills and potential is also a testament of the autonomy and support given to students in having a rich academic experience. Along with Net Impact CWRU, clubs centered on many principles and interests are available for students to exercise leadership and participation so as to find valuable application of students’ passions.

The Weatherhead School of Management is a business school of innovation, engagement, and collaboration. Attending its graduate program ensures the experience of a curriculum that is complementary in the development of one’s academic and career endeavors.

**Regarding preparation for ethical and socially responsible leaders...**

38% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
It is not enough for a business to do well. It must also do good. –Peter F. Drucker
Clark University is one of 13 colleges and universities in Worcester, MA, but stands out for its commitment to local and global engagement through service, activism, and research. Clark’s motto, “Challenge Convention, Change our World,” is evident through not only 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 Clark 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 such as Green Business Management, Eco-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.

Several faculty members at Clark GSOM are interested in social and environmental impact topics, publishing research in related areas such as base of the pyramid strategies and green supply chain management. While not all of Clark GSOM’s faculty is engaged in this field, it appears to be a growing topic for 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.

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

43% are satisfied with the number of courses offered that include social or environmental issues

36% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
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.

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

Named one of the top 16 schools for "green business" by *Entrepreneur Magazine* and *The Princeton Review*.

Visit www.clark.edu/gsom or call 508.793.7406
The Net Impact chapter at Clark University formed in spring 2010, becoming the newest student group at Clark GSOM that focuses on involving students in knowledge sharing, career development, and social networking outside of the classroom. Clark Net Impact works in four main focus areas: international development, nonprofit management, environmental sustainability, and CSR and social entrepreneurship. In the past year, Net Impact has collaborated with other student organizations within Clark GSOM, including the GSOM Student Council, the Finance Association, and Clark Women in Business; other groups in the Clark community, such as CUES (Clark University Environmental Sustainability) and the Innovation and Entrepreneurship Program; and 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.

During its inaugural semester, Clark Net Impact’s activities 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 Regional Environmental Council. In its second academic year, Clark Net Impact brought in a professional panel to discuss the subject of socially responsible investing, hosted a Trivia Night, and sponsored a viewing of the film *The Corporation*. Most recently, the chapter participated in a professional development trip to Stonyfield Farms, and coordinated the 3rd Annual Clark University Green Run 5K, raising more than $1,000 for the Regional Environmental Council. The chapter is continually raising campus awareness of the existence of Clark Net Impact, and hopes to increase overall membership in coming years through increased offerings of professional development, networking, and educational opportunities.

Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>Average</th>
<th>54% are satisfied with the extracurricular offerings around social/environmental issues</th>
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<tbody>
<tr>
<td></td>
<td>68% agree that the student body is committed to social/environmental issues</td>
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The Stevenish Career Management Center offers general assistance in résumé writing, interview preparation, personal branding, and other career search skills. The MBA 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.

Feedback on career center services:

| 14% found career coaching helpful |
| 32% found access to relevant jobs/internships helpful |
| 25% found resources to connect with alumni helpful |
| 18% found support for self-directed searches helpful |

Prominent Alumni

Matthew Tillo (2011) – Commercial Lending Trainee, Community Based Lending, Commerce Bank
Maria Arabatzis (2010) – Portfolio Associate & Researcher, Reyenders, McVeigh Capital Management
Steven Collins (2008) – Contract & Budget Analyst, Contract & Grant Administration, Management Sciences for Health
Jane Kaplan (2008) – Social Enterprise Fellow, First Book
Paul Cahill (2007) – Energy Trader, TransCanada

As society becomes increasingly global, the Clark GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social and environmental 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 Clark GSOM continues to look for innovative ways to enhance these programs, offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni and expanding their presence at graduate fairs through organizations like Idealist.

As current students in these programs, Clark Net Impact members 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, which range from industrial ecology to affordable housing.

The administration has been extremely supportive of the launch of Clark’s Net Impact chapter, seeking opportunities to advise and advance its mission. Throughout its initial year, Clark Net Impact’s relationship with the administration has strengthened as students continue to find areas for collaboration with the GSOM and other student groups.

Clark GSOM core curricula are increasingly focused on issues of social and environmental impact, primarily through the strengthening collaboration between Clark GSOM and IDCE. Clark 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 Clark 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 the infancy of these programs provides some challenges, there are many opportunities for students to contribute to the programs’ development and provide input. Clark Net Impact is well positioned to be a strong voice that contributes to this development process, and will be an effective tool in reinforcing the application of social and environmental impact themes in the business curriculum. Clark University is a good fit for students interested in attending a school where students and faculty are on the forefront of social and environmental issues, and who want to build upon an existing base of social and environmental impact activities with opportunity for significant growth.
The Monte Ahuja College of Business (previously the Nance College of Business Administration) introduced a graduate certificate program in Global Sustainable Business Practices starting in fall 2010. The 16-credit certificate program includes four courses: two required and two electives. The two required courses are Principles of Sustainable Business Practices and Applied Sustainable Business Practicum, in which students provide consulting services to local businesses that seek to improve their triple bottom line through lean processes. The program is open to current MBA students as well as those who already have a graduate degree. Electives may be chosen from among five new courses and two existing courses.

Monte Ahuja provides managers of small-to-medium size enterprises with the knowledge and tools necessary to successfully implement environmentally, socially, and economically sustainable business practices.

The certificate program is part of Monte Ahuja’s ongoing commitment to the United Nations Global Compact Principles in Management Education (PRME). The UN Global Compact was established to coordinate efforts towards sustaining corporate citizenship, safeguarding the environment and society, and stabilizing financial markets in the global context.

Cleveland State University (CSU) Net Impact participates in many activities on campus, some of which are exclusively offered to Net Impact members. One such exclusive invite includes participating in the Corporate Roundtable, which convenes with Monte Ahuja’s Center for Sustainable Business Practices and the Corporate Sustainability Network. A group of business leaders meets monthly for peer learning about best practices and innovation in corporate and community sustainability. Participants who invest in this forum comprise many of the region’s largest national and multi-national corporate citizens who maintain global or division headquarters in Northeast Ohio. Discussion focuses on enhancing economic, environmental, and social values through sustainable practices, products, technology, and strategy.

Net Impact members also are invited to participate in the Campus Sustainability Coalition, with a chapter member serving as one of two student representatives in the Coalition. Their meetings help to shape and communicate the sustainability initiatives on campus.

CSU Net Impact partners with career services to help bring businesses that its members have interest in to annual career fairs.

Prominent Alumni
Julia Ferguson (2010) - Manager of Green Corps Projects, Cleveland Botanical Gardens
THE CENTER FOR SUSTAINABLE BUSINESS PRACTICES, through the Outreach and Business Centers, is crucial to the success of the CSU Net Impact chapter, offering financial and administrative support. For example, the Center for Sustainable Business Practices offers one graduate assistant time to serve as the liaison for Net Impact. This allows a student to help focus on the program development and continued success of Net Impact at CSU. The Center for Sustainable Business Practices helped three officers attend the Net Impact Conference in 2010 and has supported all of its programming. Colette Hart, the Director of Outreach and Business Centers, and Marie Herlevi, the Program Manager for the Outreach and Business Centers, are champions for the success of the Net Impact chapter and tirelessly support CSU Net Impact as well as other sustainable initiatives on campus.

Dean Scherer of the Monte Ahuja College of Business is very supportive of the programming and initiatives of the Net Impact chapter. He sees the value that Net Impact brings to its members as well as the entire business community. Dr. Tukel, Chair of the Department of Operations and Supply Chain Management, is the advisor for the chapter and great supporter of sustainable business practices in the departments’ courses.

CSU Net Impact offers Monte Ahuja a competitive edge and a chance to network with local sustainability professionals that no other organization can offer. Its program has extensive connections with the local professionals that allow hands-on and applied opportunities to utilize students’ knowledge and talents. A partnership with the Levin College of Urban Affairs helps Net Impact delve into social and environmental issues at much greater level of understanding and from different perspectives. This is a unique partnership which can take business students out of the box and to explore alternative concepts that may not be taught in class every day.
COLLEGE OF WILLIAM & MARY
MASON SCHOOL OF BUSINESS

:: AT A GLANCE ::

Location: Williamsburg, VA
Number of students: 206

20% of Mason students are Net Impact members
80% of those members are active

Number of survey respondents: 47

:: CURRICULUM ::

At the Mason School of Business, community service begins during new student orientation, which is required for all first-year MBAs. In August 2010, students volunteered at the York River State Park to help protect and preserve natural resources. During the academic year, William & Mary held MBA Program Days, focused on sustainability as it relates to global hunger concerns and recyclable materials. Every year, there are at least two Program Days related to sustainability. Students have various opportunities to conduct research in social and environmental impact through coursework, field consultancies, and collaboration with faculty on research projects.

Students have the opportunity to take social and environmental elective courses at the College through the William & Mary School of Law and the William & Mary Thomas Jefferson Program in Public Policy. William & Mary also offers a joint JD/MBA with the Law School, an MBA/MPP with the Program in Public Policy, and dual-degree programs with the Masters of Accounting Program (MBA/MAcc), and with the Thunderbird School of Global Management (MBA/MGM), where additional relevant elective courses can be pursued.

In October 2010, the Mason School of Business opened the Alan B. Miller Entrepreneurship Center which seeks to foster the entrepreneurial spirit. While projects in this center are numerous, it has become a thought leader in social entrepreneurship. Through the Miller Entrepreneurship Center students have been working in a number of important areas regarding social and environmental issues though consulting projects, research, and case competitions.

While the Mason School of Business offers electives directly relating to social and environmental themes, it also infuses these topics into many of its course offerings. Also as a LEED Gold certified building, the Mason School has implemented the Do One Thing (DOT) initiative for the entire campus, which began in partnership with Saatchi and Saatchi S. This program asks campus members to change one aspect of their lives to become more environmentally sustainable.

:: STUDENT ACTIVITIES ::

New MBA students can get involved in Net Impact immediately by running to be a first-year representative. In this role, they are responsible for planning an event for the following semester and preparing the club for the Net
STUDENT ACTIVITIES, continued

Impact Conference in October. The chapter engages in a case competition in November, takes trips to visit various social entrepreneurs, and co-hosts events with other clubs. Panel discussions, guest speakers, and a faculty member who regularly discusses sustainability and social entrepreneurship make an excellent atmosphere for collaborating with like-minded thinkers.

Events held throughout the year include brown-bag lunches with faculty and speakers on environmental and ethical issues. The William & Mary School of Business practices environmental consciousness by engaging in a voluntary recycling program and also partners in the Do One Thing. The graduate chapter is a motivated club that is developing fast on both a local and national scale, and is full of sincere people who are ready to make a positive difference.

Activity of Net Impact compared to other clubs:

| 43% are satisfied with the extracurricular offerings around social/environmental issues |
| 49% agree that the student body is committed to social/environmental issues |

CAREER SERVICES & ALUMNI

William & Mary’s MBA CareerPREP and Corporate Relations teams work together to source opportunities for MBA students interested in corporate social responsibility (CSR) as well as environmental impact. In addition to posting green and CSR jobs through William & Mary’s own portal MASONlink, students have access to hundreds of positions through MBA-Nonprofit Connections and membership in Net Impact. Through “Career Insider” by Vault, students can gain a basic understanding of careers in CSR and the environment, and to further their knowledge, the school refers students to organization sites such as idealist.org, justmeans.com, and csrwire.com. The business school has also welcomed several speakers and a symposium on sustainability. All MBA students are eligible for free travel stipends, which they can use to attend CSR conferences and job fairs or to interview with organizations. Students also have access to the Mason School’s Executive Partners network, which include senior executives from the nonprofit arena.

Feedback on career center services:

| 32% found career coaching helpful |
| 30% found access to relevant jobs/internships helpful |
| 38% found resources to connect with alumni helpful |
| 38% found support for self-directed searches helpful |
| 62% have been able to find a job or internship that fits with their values |

ADMINISTRATIVE SUPPORT

The administration provides guidance and helps facilitates the Net Impact chapter’s initiatives. The chapter’s role is to encourage, support and offer guidance when needed. The administration and students also collaborate on initiatives to enhance awareness of social and environmental issues throughout the business school community and greater campus. Financial support is also offered to students for participating in case competitions.

Regarding the administration’s commitment to including social and environmental themes in the curriculum, 47% say they are satisfied in extracurricular activities, 45% say they are satisfied...
**::: REASONS TO ATTEND :::**

The William & Mary School of Business MBA program includes a quantitatively rigorous core curriculum, flexible Career Acceleration Modules, a Leadership Development Experience, Executive Partner mentoring, a Field Consultancy Program, and summer internships, among its many other programs.

William & Mary is looking for revolutionary thinkers who intend to do great things and make a positive difference in the world. Successful candidates interested in social entrepreneurship and sustainability should consider that the William & Mary chapter of Net Impact exists to cultivate values-driven business leaders by equipping and empowering them to be social and environmental change-makers as they enter the workforce. Students in Net Impact gain exposure to environmental, social, and ethical values issues during their graduate work and will enter the workforce with a competitive advantage. Additionally, the William & Mary School of Business dedicated its new home, Alan B. Miller Hall, with a public ceremony on October 2, 2009. Miller Hall, designated as a LEED Gold certified building demonstrates the college’s commitment to innovation and sustainability.

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**Under 10%** strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

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Regarding preparation for ethical and socially responsible leaders...

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http://mason.wm.edu
COLUMBIA UNIVERSITY
COLUMBIA BUSINESS SCHOOL

:: AT A GLANCE ::

Location: New York, NY
Number of students: 1,450

40% of Columbia Business School students are Net Impact members

70% of those members are active

SILVER NET IMPACT CHAPTER
Number of survey respondents: 24

Students are committed to learning to change the world in an impactful, sustainable, and effective way.

This chapter in three words: Community, Diversity, Expansion

:: CURRICULUM ::

Columbia Business School’s Individual, Business, and Society (IBS) curriculum has integrated social and environmental issues into every core course, including 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 investments?” 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 also cover many functional areas, including business economics, finance, management, marketing, and operations. In addition, new courses are being developed in areas including small and medium enterprise development and energy—however, the school focuses on teaching excellence rather than expanding its course offerings at the expense of quality.

These 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 average enrollment levels.

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 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 rede-

Program’s strengths:

1. Social Finance, Responsible Investing, & Microfinance
2. Social Entrepreneurship
3. International Development

75% are satisfied with the number of courses offered that include social or environmental issues

58% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
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, etc.) and with other universities—especially for students interested in a joint MBA and Master's of International Affairs degree. Columbia MBAs are also able to take up to two elective courses outside of the business school.

The Social Enterprise Club, Columbia Business School’s Net Impact chapter, is one of the largest clubs on Columbia’s campus. 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 business school and Columbia community through educational events that showcase the business cases and 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. To build the community, the club hosts social gatherings, including a Catskills retreat at the home of Professor Raymond Horton, happy hours, and local field trips to explore companies and organizations of interest in New York. The club is also very active in the Global Social Venture Competition, and hosts a round of judging.

The Social Enterprise Club is unique because of its Peer-to-Peer groups. These are groups within the club that address specific interest areas, including nonprofit consulting, CSR, and social entrepreneurship among others. Each holds at least one event per semester, which are often panels, field trips, and dinners.

Activity of Net Impact compared to other clubs:
One of the Most Active

88% are satisfied with the extracurricular offerings around social/environmental issues
79% agree that the student body is committed to social/environmental issues

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 Management Center.

The Social Enterprise Program’s staff conducts one-

This school has funds available to support students who accept internships with nonprofits
This school has loan forgiveness available to graduates going to work in the nonprofit sector
on-one sessions in which program administrators and students discuss the students’ interests and objectives, and subsequently develop a plan for achieving the students’ professional objectives. 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 Peer-to-Peer groups, students not only learn more about their specific areas of interest, but are also able to network with the panelists and presenters. In addition, the club promotes discussions with 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. Columbia Business School also has two Executives-in-Residence—William Baker and Bruce Usher—with backgrounds in social enterprise who are 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, students have raised nearly $100,000, which when combined with funds from the Social Enterprise Program allowed over 50 students to work with organizations in New York and around the world.

Columbia Business School students searching for opportunities in social enterprise may use the online career database, which is updated frequently. Additionally, Career Services employs two Social Enterprise Career Coaches. These advisers 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.

Columbia is increasingly committed to social enterprise. The school supports the Social Enterprise Program, which has staff devoted to creating a strong curriculum and program for interested students. Its admissions office places special value on Social Enterprise students, and the Net Impact chapter has an open line of communication with two admissions officers so that it can lobby on behalf of promising prospective students. 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 in order 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 that organize study tours with a social enterprise focus. In past years, students have traveled to meet 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... in the curriculum, 58% say they are satisfied in extracurricular activities, 75% say they are satisfied
REASONS TO ATTEND

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 six student clubs and related groups: the Social Enterprise Club (the Net Impact chapter), the International Development Club, the Green Business Club, Pangea (international development consulting projects), Microlumbia (a microfinance fund), and the Bernstein Board (focused on leadership and ethics). Membership across all groups totals greater than 600 students. The program also boasts a professional staff of six and over 13 full-time and adjunct faculty.

Many other activities—including international study tours, practitioner conferences, research symposiums, 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. New York City adds immensely to Columbia’s Social Enterprise Program, and students take advantage of this through local 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.

58% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
Sustainable Global Enterprise at Johnson frames the world’s social and environmental challenges as unmet market needs that can be addressed most appropriately by business through innovation and entrepreneurship. The focus on business growth and revenue generation, as well as market and enterprise creation, helps students develop valuable critical management skills which can be applied broadly to any business challenge.

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. The course also includes two treks to visit public and private sector institutions tackling these issues each day, including Generation Investment Management, Goldman Sachs, the Department of Defense, the White House Council on Environmental Quality, Honest Tea, and Accenture ADP.

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 business and sustainability. Concurrent with the Immersion program, students are encouraged to take classes across departments within the business school, and across all of Cornell’s schools.

Faculty leadership and support is driven by Johnson’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 toward the suc-
cessful 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.

The Sustainable Global Enterprise Club (SGE Club), Johnson’s Net Impact chapter, 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 SGE Club hosts a variety of speaker events, company visits, conference calls, forums, social events, and conferences spearheaded by its affinity groups, including Creative Design for Affordability, Sustainability Consulting, Social Enterprise and Microfinance (SEAM), and more.

In 2009, Johnson and Cornell hosted the Net Impact Conference in Ithaca, NY, which drew more participation from private sector organizations than ever before. This past year the SGE Club and the Energy Club held the first Johnson Energy Connect (JEC), bringing alumni who currently work in the energy industry back to campus and providing a platform for them to share thoughts and experiences about their careers in the energy industry. The event also provided students an opportunity to interact with alumni on a one-on-one basis, learn more about the companies they represent, and get advice about job searching.

SGE Club members are very active in the community impact space. For example, members participating in Big Red MicroCapital (BRM) work one-on-one as a coach with small business owners to help them tackle business problems; members participating in Community Impact’s Community Consulting Program serve as consultants to nonprofits; and members participating as Board Fellows serve as non-voting board members with NGOs in Ithaca. SGE Club members are also 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 the 2011 IDEA-Corps Challenge in New Orleans and the International Impact Investing Challenge at J.P. Morgan headquarters in New York City.

In terms of student life, the SGE Club forms a tight-knit 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 Sustainable Global Enterprise Immersion program, SGE members collaborate with Engineering, Public Affairs, and City and Regional Planning graduate students among others.

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<th>Activity of Net Impact compared to other clubs:</th>
<th>94% are satisfied with the extracurricular offerings around social/environmental issues</th>
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<tr>
<td>One of the Most Active</td>
<td>68% agree that the student body is committed to social/environmental issues</td>
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::: CAREER SERVICES & ALUMNI : : :

The Johnson School’s approach to career management for students focused on SGE is multifaceted and is constantly being refined.

From the perspective of an SGE-focused student, career resources at the Johnson School can roughly be divided into the following categories:

• Career Management Center—This is a broad re-
Sustainable solutions, profitable businesses.

We get it.

Smart business is on the horizon. The Center for Sustainable Global Enterprise is there.

Combining the business expertise of the Samuel Curtis Johnson Graduate School of Management 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/
source available to all Johnson School students. Within this office, there is a dedicated resource to assist with sustainability job searching.

- Center for Sustainable Global Enterprise—As a clearinghouse for all things related to business and sustainability at the Johnson School, this resource is invaluable for students looking to make connections to companies.
- Second-Year MBA Students—Charged with running Career Work Groups and a handful of other career-focused initiatives, second-years are perhaps the most important resource for sustainability-focused career preparation at the Johnson School. Second-years also have valuable insights into companies that they have interned with or with whom they are pursuing full-time positions.
- 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 by 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.

Feedback on career center services:
- 71% found career coaching helpful
- 76% found access to relevant jobs/internships helpful
- 85% found resources to connect with alumni helpful
- 73% found support for self-directed searches helpful
- 82% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

Students interested in sustainability at Johnson have an extensive support network from academics, current students, and career advisors from the Center for Sustainable Global Enterprise, SGE Club, SGE Immersion, and the Career Management Center. Cornell University as a whole is committed to the sustainability field as well, evidenced by the programming and curriculum of the Atkinson Center for a Sustainable Future, which cuts across the numerous different fields of study and schools at the University.

The admissions office recruits people who are passionate about their current or future field. People who apply to Cornell with social and environmental interests and who demonstrate action, professional experience, passion, or interest are looked upon favorably.

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

**REASONS TO ATTEND**

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 Sustainable Global Enterprise Immersion allows students to 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 Sustainable Global Enterprise Club/Net Impact chapter has a unique, flat structure and focuses on interest areas—something unique within the realm of typical MBA clubs. The resulting community is a diverse, tight-knit group of students committed to exploring in depth a myriad of areas of sustainable business.

Regarding preparation for ethical and socially responsible leaders...

65% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
DARTMOUTH COLLEGE
TUCK SCHOOL OF BUSINESS

:: AT A GLANCE ::

Location: Hanover, NH
Number of students: 541
25% of Tuck students are Net Impact members
80% of those members are active
Number of survey respondents: 32

“Business school is not about aligning interests with others, but challenging each other to think differently.”

This chapter in three words:
Passionate, Engaged, Creative

:: CURRICULUM ::

The Tuck School of Business (Tuck) shapes leaders that are mindful of the growing relevance of social and environmental issues in business by providing a broad and integrated experience. While Tuck is a small general management-focused school, the curriculum and co-curricular opportunities incorporate a range of social and environmental topics providing the knowledge and experience base for all students to thrive as business leaders capable of navigating the connection between business interests, social needs, and environmental challenges.

Both core courses and electives at Tuck incorporate socially and environmentally relevant themes. Additionally, Tuck requires all students to take at least one elective related to business ethics or social responsibility 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. As always with Tuck, faculty members are extremely accessible and help students create independent studies which provide an opportunity for students to work directly with a faculty member on an in-depth project. Other project-focused courses enable students to pursue 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 U.S. These projects have given students a myriad of opportunities to work with nonprofit organizations worldwide including Save the Children and City Year South Africa. Additionally, all students have a capstone first-year project (FYP) course in which they choose a client and project; many choose to work with nonprofits or companies with a social and/or environmental focus. Tuck’s Allwin Initiative for Corporate Citizenship plays a central role in enhancing course offerings, supporting academic projects, and providing opportunities such as Tuck’s participation for the last two years in the UN hosted climate change talks.

Finally, Tuck professors and students bring numerous guest speakers to augment in-class learning, including executives from socially responsible companies such as Timberland, Waste Management, and Green Mountain.

Program’s strengths:
1. Corporate Responsibility
2. Healthcare
3. Energy & Clean Technology

84% are satisfied with the number of courses offered that include social or environmental issues

78% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Coffee, as well as leaders from innovative nonprofits such as Grassroots Soccer and New Profit Inc.

In addition, Tuck offers dual degree programs. There is a three-year MBA/MA dual degree program with the School of Advanced International Studies at Johns Hopkins University, a three-year MBA/MALD dual degree program with the Fletcher School at Tufts University, an MBA/MPA dual degree with the John F. Kennedy School of Government at Harvard University, and for an environmental focus, an MELP/MBA dual degree with nearby Vermont Law School.

**STUDENT ACTIVITIES:**

Tuck’s small size allows students to engage in and lead all types of 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 and social impact issues in general. The chapter is heavily supported by Tuck’s Allwin Initiative for Corporate Citizenship, which allows for additional funding and faculty backing for initiatives and events. Tuck Net Impact plans events for students including prominent guest speakers, career-focused student panels, field trips to local sustainable businesses, documentary screenings, and more.

The Allwin Initiative, which focuses on issues at the intersection of business and society, supports and funds a range of major events and activities on campus supporting the mission and goals of Tuck Net Impact. These events include the Tuck Business in Society Conference, a completely student-run conference with approximately 300 attendees, two keynotes, six panels, and company office hours; the Tuck Consulting Services; and Tuck GIVES, a charitable auction with proceeds funding students’ nonprofit internships, which raised $65,000 in 2011. The Allwin Initiative also has a Board Fellows Program providing students with the opportunity to sit on the board of a local nonprofit.

Beyond Tuck Net Impact, Tuck features organizations such as Tuck Sustains, which is a student-administration partnership 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. Additionally, Dartmouth College has a campus-wide Sustainability Initiative, with many Tuck students participating on its high-level committees.

Activity of Net Impact compared to other clubs:

- Above Average
- 91% are satisfied with the extracurricular offerings around social/environmental issues
- 81% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI:**

Growing student demand has led to the emergence of a range of personally-focused career services offerings at Tuck directed at students pursuing careers in social or environmentally relevant fields. The small size of the school allows career services to provide aid in personalizing the job search for non-traditional candidates, including having a Career Development Adviser focused specifically on social enterprise careers. Student organizations augment Tuck’s career services, with both the Net Impact chapter leaders as well as the Allwin Student Roundtable members working closely with career services and organizing activities to help students better understand professional options in the social impact space. In addition, the director of the Allwin Initiative is in constant communication with Tuck’s career services office to generate leads and serves as a fantastic resource helping to connect students with opportunities and alumni.

Known for its dedicated and highly responsive alumni

**Prominent Alumni**

- Shruti Sehra (2006) - Partner, New Profit, Inc.
- Deborah Warner Brooks (1986) - Co-Founder, Michael J. Fox Foundation
- Jeffrey Swartz (1984) - CEO, Timberland
- David Murphy (1984) - President and CEO, Better World Books
- Curt Welling (1977) - President and CEO, AmeriCares
base, Tuck provides students and graduates a valuable resource in its alumni network, many of whom are in the nonprofit sector. Furthermore, Tuck frequently welcomes relevant professionals to campus. The Business and Society Conference features impressive executives in social and environmental fields and provides a great opportunity for students to network with business leaders. Tuck is also making a concerted effort to bring to campus more visiting executives from environmentally and socially-focused companies. Nearly every visiting executive holds office hours, providing students the opportunity to meet one-on-one with visitors in fields of their interest.

Tuck also provides resources to financially support those entering the nonprofit and public sectors. The annual Tuck GIVES auction ensures that students with internships at nonprofit and public sector organizations receive significant financial support for their summer position. Finally, Tuck provides financial support to students entering full-time employment with a nonprofit or public sector organization within a year of graduation.

Feedback on career center services:
- 63% found career coaching helpful
- 81% found access to relevant jobs/internships helpful
- 94% found resources to connect with alumni helpful
- 66% found support for self-directed searches helpful

97% have been able to find a job or internship that fits with their values

Tuck has a strong curriculum that incorporates social and environmental leadership through coursework, the Allwin Initiative for Corporate Citizenship dedicated to these issues, 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 relevant electives dealing with social and environmental issues, and students have many opportunities to craft academic projects to suit individual interests with strong support and guidance from the school’s faculty and directors. Additionally, opportunities abound for closely engaging in Tuck Net Impact activities through the numerous student-run groups and events, as well as those from the Allwin Initiative for Corporate Citizenship. Both faculty members and the administration are continuously enhancing the program’s offerings, and students have a lot of say in this process. Tuck’s location in Northern New England is a great asset, as the school is located close to many environmentally-minded and progressive companies, such as Green Mountain Coffee and Stonyfield Farm. Tuck students have many opportunities to network with these and other companies via field trips and consulting projects.

Perhaps Tuck’s greatest strength is its small size, allowing 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...

38% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

Published by Net Impact • Content submitted by current students in spring 2011
The degree to which the curriculum at DePaul incorporates social and environmental themes varies depending on concentration. DePaul is very in tune with business ethics, as is the majority of the student body, and such themes are definitely present within the curriculum. 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 involved with social entrepreneurship and sustainability issues.

The faculty at DePaul tends to lean toward the socially responsible side. A number of faculty members across a variety of departments are involved in social and environmental issues and they 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 receptive to listening to new student ideas about how to engage in further discussion and education regarding social and environmental issues. If students feel like something is missing, they have the opportunity to change curriculum. There are enough people on campus that would support such efforts that new programs often build enough momentum to get implemented.

While it is possible to get a degree at DePaul without taking any courses that feature social or environmental issues, it is virtually impossible to leave DePaul without any exposure to those issues. Students can make their educational experience at DePaul as socially and environmentally integrated as they want it to be. They can also readily seek out numerous networking opportunities and projects to supplement their education and carve their own path of sustainability with the support of one of DePaul’s numerous faculty members engaged in sustainability ventures.

The smaller size of DePaul’s full-time program allows each student to have more of an ownership of what the program looks like from year to year. Each cohort develops its own unique characteristics and interests, which ultimately can 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 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 Net Impact (DNI) 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 four years, the SEC and now DNI have annually sent a team of approximately 20 students down to New Orleans to provide this service.

Recently, DNI has started a new pro bono consulting service called the DePaul Community Consulting Corps.
(D3C). Moving forward, DNI is continuing to become more interactive with campus and the surrounding community. It held its first social responsibility-focused case competition in May 2011 and is aiming for two per school year in the future. The smaller cohorts at DePaul allow students to play a more active role within organizations (like DNI) and make an impact almost immediately.

**CAREER SERVICES & ALUMNI**

Being located in the heart of the third largest metropolitan area in the United States gives DePaul students an opportunity to be exposed to many different companies and many different careers, and a growing number of those are related to social responsibility. Having not been known for being an epicenter of socially responsible thinking in the past, Chicago is seeing a drastic rise in the number of businesses looking to incorporate sustainability into their organizations. Additionally, this has given rise to opportunities for startups and consulting firms who focus on sustainability to become more prevalent throughout the community.

With a smaller number of full-time students, MBA students can experience a very intimate relationship with DePaul’s Career Management Center (CMC). This ultimately plays to the advantage of students trying to scout out CSR players within the community. Additionally, the CMC offers a plethora of tools for students from databases, third party software, career testing, and interview and cover letter/résumé critiques.

DePaul’s incorporation of the Vincentian values of St. Vincent De Paul into its mission clearly resonates through its faculty. Many professors are interested in sustainability and have connections or side projects they are working on throughout the community. Their availability and willingness to work with students provides even more opportunities to explore a career in this field through their connections and outreach into the community.

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, startup knowledge, and contacts throughout the community, the CEC is a launching pad for many students aspiring to start the “next big thing.”

**ADMINISTRATIVE SUPPORT**

The administrative support at DePaul is one of the program’s greatest strengths. Not only is the administration generally accessible to students, but they actually listen to and support students’ ideas, so long as they make a positive impact on other students or the community and fit DePaul’s core values.

The administration also generally provides funding for new programs, if students ask for it. This level of support is rarely seen at many major universities. At DePaul, students have the opportunity to make a difference and have their voices heard. The administration deserves credit for the support they give students that makes that possible.

**REASONS TO ATTEND**

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 simultaneously receive a great education.

While young and relatively small, DePaul Net Impact is growing and carries a lot of potential. Students who want to help strengthen and grow a chapter are strongly encouraged to come to DePaul. With the faculty and administrative support and overlapping values between Net Impact and DePaul University, the chapter is a sleeping giant with the ability to become a major force for social and environmental responsibility in the Chicago area. DePaul Net Impact has already begun making a strong push in this direction but needs to continue to engage a greater number of students.

Prominent Alumni

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<tr>
<th>Name</th>
<th>Title and Company</th>
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<tr>
<td>Justin Henderson</td>
<td>Founder &amp; President, Breathe</td>
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<tr>
<td>Lucas Weingarten</td>
<td>Founder, Red Seed Group</td>
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<tr>
<td>Jen Moran</td>
<td>Owner &amp; Director, Greenola</td>
</tr>
<tr>
<td>Erin Espeland</td>
<td>Adjunct Professor of Management Strategy, DePaul University</td>
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While young and relatively small, DePaul Net Impact is growing and carries a lot of potential. Students who want to help strengthen and grow a chapter are strongly encouraged to come to DePaul. With the faculty and administrative support and overlapping values between Net Impact and DePaul University, the chapter is a sleeping giant with the ability to become a major force for social and environmental responsibility in the Chicago area. DePaul Net Impact has already begun making a strong push in this direction but needs to continue to engage a greater number of students.
DOMINICAN UNIVERSITY
BRENNAN SCHOOL OF BUSINESS

:: AT A GLANCE ::

- Location: River Forest, IL
- Number of students: 261
- 58% of Brennan students are Net Impact members
- 10% of those members are active

Our program challenges each of us to develop our leadership skills so that we can change the way business is done.

This chapter in three words: Growing, Collaborating, Ambitious

:: CURRICULUM ::

The core curriculum at the Brennan School of Business addresses social and environmental themes in a variety of ways. First, the Corporate Social Responsibility course is one of the core courses required of all students. In addition, if a course is not focused on the topic of CSR, professors always include the idea whether through an assignment or simply by discussing how CSR fits into the lesson.

The school also began offering the course Special Topics in Management—Sustainability, a one-week course that takes students to South Africa.

Faculty and staff of Brennan also engage students with the idea of social and environmental business by offering volunteer events such as the Tax Preparation Program and Teach Children to Save Day.

The MBA program has a Center for Global Peace through Commerce, providing programs that deal with social and environmental business issues. This program is highly supportive of the Net Impact chapter and the two organizations often collaborate to bring interesting speakers to campus.

Finally, the school itself offers CSR-related programming. The annual Edward A. Brennan Business Forum on Corporate Governance is one event which brings global leaders to talk about social issues.

:: STUDENT ACTIVITIES ::

Brennan provides a large number of activities and programs to students and is extremely open to collaboration. This is due largely to the fact that many of the initiatives on campus already focus on social and environmental responsibility; after all, the mission of the Brennan is to “provide ethics-centered management education.” Therefore, Brennan Net Impact receives support from the entire university community. The chapter has collaborated with the Center for Global Peace through Commerce, the Environmental Club, and the International Club.

Examples of campus support include Brennan Net Impact being invited to speak at the new student orientation each semester, and administrators bringing Net Impact flyers to events within the Center for Global Peace through Commerce or Brennan School of Business when Net Impact officers cannot attend.

:: CAREER SERVICES & ALUMNI ::

The career center at the Brennan School of Business offers very accessible personal one-on-one career advising. In addition, faculty members have proven to offer help and have participated in career events. The chapter hopes to work with the career center to bring a focus on social and environmental job and internship opportunities.

:: Sample Courses ::

- Corporate Social Responsibility
- Public and Nonprofit Management
- Competitive Intelligence
Brennan’s administration completely supports the Net Impact chapter because of its parallel mission to the school. Since the university as a whole has a firm commitment to global citizenship and sustainability, the administration is supportive and willing to collaborate with the chapter.

As an example of this trust and collaboration, the school has approached Net Impact to help with aspects of its newly launched program titled 4RFuture, which evaluates the campus in regard to sustainable technology and other climate and environmental goals.

Brennan is the ideal program for a business student interested in the issues of corporate social responsibility. The program’s small size is complemented by the administration’s support of the Net Impact chapter. Students’ suggestions are taken into account when it comes to planning programs and events. Faculty and administration support the chapter and are very enthusiastic about how they can help or become involved. In addition, they encourage new students to become active in the chapter.

Two additional programs that complement Net Impact are the study abroad program in South Africa, providing students with the opportunity to work on a social entrepreneurship project by helping local residents, and the school’s Center for Global Peace through Commerce.

The enthusiasm of the faculty and their constant commitment to student development and growth makes the program a great place for students who are interested in gaining a foundation in business and leadership skills, in an ethics-centered environment. The possibilities of what the school can accomplish with its resources and the enthusiasm of its students, faculty, and staff are endlessly positive.
Drexel University’s LeBow College of Business has an outstanding reputation for leadership, corporate partnerships, technological strengths, industry perspectives, and flexibility to meet the demands of today’s business world. The forward-looking MBA and MS curriculums stress leadership and ethics, industry perspectives, and technology management. LeBow sets a precedent for students to share in the highest level of professionalism through a common commitment underscored by honor, integrity, and personal contributions toward protecting the learning environment—core elements in the educational experience that prepare students for leadership in the business world.

Due to the 10-week quarter system, LeBow streamlines required introductory curriculum, including accounting, finance, and economics courses, allowing each student to complete multiple concentrations in finance, marketing, entrepreneurship, and innovation management.

LeBow offers several Centers of Excellence, catalysts for innovation in entrepreneurship, leadership, teaching, and research excellence, which are very appealing to prospective students interested in using business for social and environmental impact. LeBow’s Center for Corporate Governance is recognized as a premier research center for effective and responsible management. The Center for Experiential Learning supports co-curricular activities and innovative curricula that engage students and help them to better understand the connections between theory and practice.

The Center for Experiential Learning’s first endeavor was a consulting project for Girard College, a boarding school for academically capable students grades 1–12 who come from families with limited financial resources. Girard’s administration sought assistance from LeBow to help improve its financial status. While the project is still in its preliminary discovery stages, the students are investigating several cost-cutting and containment measures, as well as looking at new opportunities for revenue generation and marketing.

LeBow also offers co-curricular experiential learning components that enable students to explore and stimulate their strengths and passions and reflect on and discover their true ambitions. The Business of Ambition Program was created as a result of this initiative, in which all events and projects incorporate socially conscious business concepts.

While LeBow has added several new courses in recent years, most of the curriculum focuses on traditional business topics. Net Impact LeBow has taken steps over the past year to correct this by creating awareness and demand for the incorporation of more socially responsible concepts into LeBow’s core MBA curriculum. LeBow has the student interest, faculty knowledge, and topical interest of social responsibility to incorporate such classes into its curriculum.

Program’s strengths:
1. Education
2. Corporate Responsibility
3. Social Entrepreneurship

20% are satisfied with the number of courses offered that include social or environmental issues
30% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Student life at LeBow is fast-paced but rewarding. A stone’s throw away from downtown Philadelphia, the university offers a vast array of extracurricular activities from rock climbing to philosophy clubs. Net Impact LeBow strives to capitalize on the variety by creating strategic alliances with other student groups to tackle environmental and philanthropic initiatives. The chapter’s geographic proximity to Net Impact chapters at surrounding universities and Philadelphia’s professional chapter provides a wealth of networking and collaboration opportunities to its members. Several networking events are coordinated with these chapters to promote collaboration among members.

Net Impact LeBow members are also involved in curriculum change projects, involving student surveys, a corporate socially responsibility case study workshop during new student orientation, and working with faculty to incorporate socially responsible concepts into their courses. Net Impact LeBow is regularly involved with Net Impact competitions and has successfully made it to the finals for the 2010 Pioneer Case Study Competition, 2010 Leeds Net Impact Case Competition, and the 2011 Liquidnet Impact Challenge. In its first year as a chapter, Net Impact LeBow lobbied Drexel’s president to sign the American College and University Presidents’ Climate Commitment. Drexel’s president has made a commitment to significantly reduce the university’s greenhouse gas emissions and become climate neutral within the next five years.

In addition to Net Impact LeBow, the student body actively tackles global issues. For instance, the Drexel Student Consulting Group has promoted the participation of business students in environmental issues with nonprofit consulting projects. Additionally, LeBow’s Business of Ambition promotes events that direct social responsibility and environmental concern to both LeBow’s and Philadelphia’s community. Net Impact LeBow has collaborated extensively with both of these groups over the academic year.

Activity of Net Impact compared to other clubs: Above Average

45% are satisfied with the extracurricular offerings around social/environmental issues
60% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

Offering career enhancement and support, LeBow College Career Services shapes talented professionals who are prepared to think strategically, step into leadership roles, and make sound decisions. LeBow College Career Services holds workshops and maintains strategic relationships with top employers in the region and beyond, helping students and alumni realize their career goals. LeBow’s world-renowned cooperative education program enables students to gain real-world professional experience before graduation.

LeBow is known for its remarkable participation in both the local and national job market. These attributes have made its MBA program attractive to both employers and students. Students choose to enhance their careers at LeBow because it offers an educational process that combines the different political, economic, and social factors involved in the development of strategies and operations of companies. This integral model makes LeBow graduates very attractive candidates for employers.

Since 1926, LeBow has graduated more than 30,000 alumni and expanded its network to over 100 countries. LeBow’s alumni are comprised of business leaders who continue to make an impact on the Philadelphia region and beyond. This group of esteemed alumni collaborates to find solutions and drive business.

Feedback on career center services:

- 50% found career coaching helpful
- 40% found access to relevant jobs/internships helpful
- 30% found resources to connect with alumni helpful
- 50% found support for self-directed searches helpful

Prominent Alumni
Steven Snyder (1976) • Former CEO, Net Perceptions
Raj Gupta (1972) • Former President, Rohm and Haas
Bennet S. LeBow (1960) • CEO, Borders Group

25% have been able to find a job or internship that fits with their values
ADMINISTRATIVE SUPPORT

The administration and faculty have been very supportive in helping launch Net Impact LeBow. LeBow’s Business of Ambition played a crucial role in establishing Net Impact LeBow and has remained very supportive of all chapter activities. The administration has recognized its student body’s desire to make a positive impact in the environment and community, so it has provided Net Impact LeBow with access to all the resources it needs to succeed. In return, Net Impact LeBow is strengthening the MBA program’s ability to attract talented business leaders interested in making a positive impact in the world.

REGIONS TO ATTEND

LeBow has established itself as an up-and-coming business school that integrates cutting-edge experiential learning with academic excellence. LeBow’s MBA program is forward-looking and leverages its core strengths in leadership, technology, and connection to industry. LeBow is one of only 25 percent of U.S. business schools to be accredited and ranked.

According to BusinessWeek, LeBow’s part-time MBA programs rank tenth in the nation. During October 2007, LeBow’s Executive MBA was ranked by Financial Times as one of the top 20 MBA programs in the nation. LeBow’s undergraduate program was ranked in the top three programs for entrepreneurs in Entrepreneur magazine, and its graduate program for entrepreneurs was ranked in the top 10. LeBow also appears in The Princeton Review’s list of “Best 290 Business Schools,” released in October 2007.

In November 2010, Drexel University announced plans to construct a $92 million state-of-the-art facility. The new building will feature a finance trading lab, 300-seat auditorium, five-story atrium, special areas for experiential learning simulations and business consulting, video conferencing capabilities, and a recording studio to support LeBow’s online programs. The structure will be Green Globe certified, meeting worldwide sustainability standards.
The Duke MBA program offers a strong foundation for any student looking to make a positive social and/or environmental impact through his or her career. Fuqua promotes the concept of “leaders of consequence,” where students are able to work through complex, global problems and skillfully engage their colleagues, clients, and community. Students use these skills in both traditional and non-traditional business paths. Fuqua uses both lecture and case methods to explore the ethical, social, and environmental impact of business decisions. Many core classes include cases that consider these topics.

The Fuqua School of Business supports two research centers that specifically aid students in deepening their social and environmental impact. The Center for the Advancement of Social Entrepreneurship (CASE) promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise. CASE offers electives to complement Fuqua’s core curriculum including Introduction to Social Entrepreneurship, Corporate Social Impact Management, and the Global Consulting Practicum in Social Entrepreneurship. CASE faculty and staff all combine practical experience working in the social sector with experience as researchers, educators, and administrators in academic institutions. CASE collaborates regularly with programs at Duke’s Global Health Institute and the Sanford School of Public Policy. Specific programs of interest include Sanford’s Center for Strategic Philanthropy and the Foundation Impact Research Group (FIRG), which regularly hosts foundation and nonprofit leaders for an intimate discussion. Students may pursue a dual MBA/Master’s of Public Policy degree (MPP), which is completed in three years.

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, career support, and member engagement, EDGE identifies 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. EDGE offers opportunities to broaden students’ knowledge base 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).

EDGE pursues education, career coaching, and outreach focusing on two primary topical areas: global energy and corporate sustainability. These complementary topics represent Duke’s deep commitment to the global energy sector and its pressing issues, and to the challenges of environment and sustainability that confront the global economy.

Fuqua, CASE, and EDGE are also supportive of students interested in pursuing independent study opportunities, working with faculty, students, and administrators from schools and departments across Duke. Specifically, CASE and EDGE offer concentrations in Social Entrepreneurship and Energy and Environment, respectively.
Many relevant courses are also available to Fuqua students through other graduate schools at Duke, including the Duke Law School and the Sanford School of Public Policy.

Program’s strengths:
1. Social Entrepreneurship
2. Healthcare
3. Energy & Clean Technology

52% are satisfied with the number of courses offered that include social or environmental issues

41% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

**STUDENT ACTIVITIES**

The Net Impact Club (NIC) at Duke organizes a large number of events, conferences, and activities for its members and the larger Duke and Research Triangle communities throughout the year. Events are not restricted to NIC members—all students are encouraged to participate and promote a more socially responsible Fuqua student body, and most events are open to professionals and members of the public. These events complement the classroom experience by stimulating discussion on these meaningful 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 sustainability and social responsibility through community development, seminars, lectures, and more.
- Day in Durham—Introduces incoming students to key players in social entrepreneurship and sustainability in Durham, including leading organizations such as Burt’s Bees, The Redwoods Group, and B Lab.
- Educational & Career Development—Hosts job search teams, case competitions, educational series, and collaborative events with other career clubs. A yearly Week in Cities trip is also organized to visit companies/divisions focusing on social and sustainable business practices. The fall 2010 Week in Cities was held in Boston; the 2011 trip is planned for San Francisco.
- Community Outreach—Signature programs include the Students Teaching Entrepreneurship Program (STEP); the Job Opportunities Program (JOP); Junior Achievement; and FLIP IT (a program which seeks to help local businesses become more sustainable, and engage students and community members in community development initiatives).

Students are very supportive of the Net Impact Club on campus—this is illustrated by Fuqua’s Gold Chapter status, as well its membership of 450+ students, 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.

Activity of Net Impact compared to other clubs:

One of the Most Active

93% are satisfied with the extracurricular offerings around social/environmental issues

67% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

The Duke MBA Net Impact Club is deeply committed to providing career development opportunities for its students. The club continually looks to expand its career programs, resources, and support for Fuqua students interested in careers within the corporate responsibility and environmental sectors.

- This school has funds available to support students who accept internships with nonprofits
- This school has loan forgiveness available to graduates going to work in the nonprofit sector
Career resources for students include: hosting a “Careers of Consequence” series of panels with leaders in different business areas (Marketing, Strategy, Operations, Finance, etc.) discussing how they incorporate sustainability and social impact in their work, weekly Job Search Teams for all students, and other networking events such as “Speed Networking” with second-year students. In addition, the Fuqua Net Impact Career Team facilitates attendance and preparing for the Net Impact Conference, and is working with other Fuqua professional clubs to incorporate social sector/sustainability speakers and internship/job opportunities into their career workshops, symposiums, and more.

In addition to other sources of financial aid at Fuqua, daytime MBA students and alumni with an interest in the social sector may be selected for the CASE Social Sector Scholarship, a tuition stipend awarded to incoming students with a strong nonprofit background and commitment to returning to the social sector post graduation. For summer internships, students may qualify for a CASE Summer Internship Fund (SIF) stipend to supplement a nonprofit summer salary, and/or the Class of 1990 Nonprofit and Small Business Scholarship for interns at nonprofits and small businesses. A loan forgiveness program is administered by CASE for students pursuing full-time opportunities in the social sector.

Feedback on career center services:
- 56% found career coaching helpful
- 67% found access to relevant jobs/internships helpful
- 67% found resources to connect with alumni helpful
- 67% found support for self-directed searches helpful

89% have been able to find a job or internship that fits with their values

Administrative Support

The administration at The Fuqua School of Business at Duke University is dedicated to promoting social and environmental initiatives within the student body. With the additional resources of dedicated research centers CASE and EDGE, the program provides ample opportunities for students to develop skills to create positive, sustainable social and environmental impact through the course of their careers. Students receive a tremendous amount of support from the administration in such endeavors; as a result, student initiative in particular has been a key component to the growth and success of the Duke MBA Net Impact Club. Students spearhead new activities, identify and invite guest speakers to campus, provide input on course and program development, engage within the community, interact with prospective students, and help develop networks of Fuqua MBAs committed to applying their skills to create positive social and environmental impact. In addition, the Fuqua Admissions Office has made strides in placing special value on attracting applicants with social and environmental interests, as evidenced by the growing number of students interested in these issues enrolled at Fuqua each year.

REASONS TO ATTEND

The mission of the Net Impact chapter at Fuqua is to instill the desire in all students to make a meaningful impact in the world, and to equip them with the necessary tools to accomplish these goals. It aims to do this regardless of which sector, company, or position students choose to pursue.

Fuqua’s Net Impact Club is a professional club that provides career, social, and service opportunities for its
members. The Net Impact chapter is very large in terms of student involvement and general campus presence. As its offerings span horizontally and are multidisciplinary, the chapter collaborates with all other professional clubs within Fuqua, its research centers, and other organizations in the larger Duke community. As a result, the Net Impact Club is unique in terms of its reach and the opportunities and networks it can provide.

As a student and/or participant of the Net Impact Club at Fuqua, membership offers access to presentations, speeches, and networking events with key leaders, with particular expertise in the field of social entrepreneurship and environmental sustainability. It also offers social sector job teams to guide students through the recruitment process. Partnership with the Center of Advancement of Social Entrepreneurship (CASE) and Center for Environmental Development and Global Energy (EDGE) provides top-notch academic resources, advice, and career opportunities. The Duke MBA Net Impact Club operates with the goal of connecting Fuqua students not only with each other, but also with students at other Duke graduate schools and professionals in Raleigh/Durham/Chapel Hill. The Duke MBA programs provides access to exceptional resources across all functional and specialty areas to increase social and environmental impact.

41% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
Duquesne University’s Sustainable MBA program is the best in the country for those that want to learn and apply sustainability-driven frameworks to impact companies’ stance on corporate citizenship. Every class is geared in some way, shape, or form towards sustainability. Even classes like accounting or finance are given appropriately green-themed case studies. Duquesne’s MBA Sustainability degree builds on a solid foundation of core coursework in business fundamentals: accounting, finance, marketing, operations, information technology, and economics. The difference in this program can be found in the “integrated sustainability” content delivered across required and elective courses. The MBA Sustainability curriculum also adds co-curricular experience and training to further enhance classroom learning.

Program’s strengths:
1. Environmental Sustainability
2. Corporate Responsibility
3. Energy & Clean Technology

83% are satisfied with the number of courses offered that include social or environmental issues
91% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

While Duquesne’s career services often have a very busy workload, the MBA program in particular has stepped up to offer a lot of support to its students. The program holds monthly idea cafés, where SMBA students visit local companies such as Deloitte, Bayer, and Heinz to listen to presentations and engage in networking opportunities. The SMBA program has also hired a résumé and job seeker consultant to provide general support to students, answer questions, and revise résumés. The school has also sponsored social events with alumni in order to allow students to interact with former students to get a better a sense of the job market and places to search for jobs.

Feedback on career center services:
17% found career coaching helpful
Under 10% found access to relevant jobs/internships helpful
48% found resources to connect with alumni helpful
17% found support for self-directed searches helpful

Under 10% have been able to find a job or internship that fits with their values
The University has recently started a University Academic Sustainability Committee (UASC) that addresses the sustainability agenda of Duquesne, made up of administrators, graduate students, and faculty. Duquesne is slowly transforming with new LEED residence halls and a co-generation plant, producing 80% of the power the school needs and buying the other 20% from renewable energy corporations. The Duquesne administration is making efforts to expand their knowledge base and appreciation of the priorities that drive students in the SMBA Program.

Regarding the administration’s commitment to including social and environmental themes in the curriculum, 74% say they are satisfied in extracurricular activities, 65% say they are satisfied.

Duquesne has some of the most brilliant thinkers in sustainability and entrepreneurship teaching its classes every day. Students in this program have access to unparalleled opportunities, including multiple real-time sustainability consulting projects with big name companies like Google, Fedex, and UPMC. With a class of 25 talented individuals from all over the world, the program stresses teamwork and collaboration through group projects in every class. The program dives deep into the corners of the latest sustainability frameworks and theories, leaving students feeling that businesses both can and should take ownership of the idea that they are capable of making a positive change on our environment and on society.

52% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

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http://www.business.duq.edu/grad/
At Goizueta, social enterprise, corporate social responsibility and nonprofit studies are a large part of both the core and elective curriculum. What is perhaps even more impactful is the way that social enterprise themes permeate classes in other concentrations. This year’s Business 360 first-year core class conducted focused projects and conversations on Dharavi and women’s rights. Goizueta Marketing Strategy Consultancy offers real-world marketing consulting projects, with a Fortune 500 consumer packaged goods brand’s recycling campaign as a recent project. Similar social themes have found their way into the curriculums of Data & Decision Analytics and Market Intelligence classes as well.

Courses, both core and elective, incorporate social and environmental themes in a variety of ways. From case discussions to assignments to real-world projects, students are able to delve into the material and gain diverse experience and expertise in the subject area. The Social Enterprise course, in addition to classwork, asks that students dedicate at least twenty hours to a local nonprofit organization in order to gain experience in the field as well as work toward a solution for one of the organization’s business needs. Business Statistics, a first semester core class, teaches students key statistical concepts through the example of local nonprofit Fernbank Museum’s quantitative study needs. Business 360, a core curriculum capstone course, requires students to read Muhammad Yunus’ Banker to the Poor and lead a discussion on the state of the microfinance industry. Outside of Goizueta, MBA students are able to take courses in other areas of study. In particular, the Rollins School of Public Health offers an array of classes on social issues through the public health lens. Collectively, over 80% of the courses offered within the University cover some aspect of sustainability within the curriculum.

One of Goizueta’s proudest components of the social enterprise effort is Professor Peter Roberts. His passion and enthusiasm for the field is unmatched, and he inspires students, faculty, and the community daily in his effort to broaden the reach and impact of social enterprise. Thanks to Professor Roberts, Goizueta students have been able to interact with local nonprofits and social enterprises such
Goizueta Business School is a community that offers tremendous opportunities for student leadership, and Net Impact Goizueta and other social or environmental organizations take full advantage of these opportunities. This year, the chapter focused on sustainability. It began the school year with the 1st Annual Sustainability and Service Week in September, a week of activities around community volunteer projects, social activities, and career events. Carrying this theme throughout the school year, the club was able to decrease the environmental impact of Goizueta’s operations by turning social events into no-waste events, starting a pilot project to halve the amount of paper used in computer labs, and educating the student body about community sustainability efforts such as the Atlanta BeltLine urban redevelopment project. Net Impact Goizueta has also fostered conversation within Goizueta by hosting key leaders of corporate sustainability from corporate, nonprofit, and government sectors. As well, this past year Net Impact Goizueta has hosted intra-chapter socials, networking events, and recycling campaigns.

Net Impact Goizueta also partners with other student organizations and departments within the University, realizing that the united efforts will foster a greater environmental impact. Also, Emory University has close ties to the CDC, and Goizueta is able to take advantage of those, bringing in world-renowned leaders to talk about global health issues in a business context.

Looking further into the community, Goizueta has a strong tradition of working with the Georgia Center for Nonprofits, this year placing 24 students as nonvoting board members on a slate of community organizations. Goizueta offers projects that send students to Ethiopia to investigate how to foster an environmentally and economically sustainable wine industry, and to Honduras, to investigate how to build an economically sustainable eye clinic for poor populations. Net Impact Goizueta also supports other social enterprise-themed clubs including the Microfinance Club, which invests in a microfinance institution in Bolivia and administers its own MFI portfolio. Goizueta also has strong ties to local Habitat for Humanity efforts, Atlanta’s local social enterprise incubators, and local impact investing firms such as Gray Ghost Ventures. Social Enterprise at Goizueta is also a growing organization, enabling further integration of social enterprise themes into curriculum, career center events, clubs, and student life.

Activity of Net Impact compared to other clubs:

One of the Most Active

77% are satisfied with the extracurricular offerings around social/environmental issues

78% agree that the student body is committed to social/environmental issues

By leveraging Goizueta’s unique intersection of educational excellence, tight-knit community and an advantageous location in Atlanta, students looking to enter nonprofit and social enterprise careers have extensive resources at their fingertips.

From the moment a student enters the program, Goizueta offers a dedicated social enterprise and nonprofit career advisor who is ready to help students with their career search. Often known as a field that requires an ‘organic’ job search, Goizueta goes above and beyond to help students find their niche. For example, the Career Center hosted a Nonprofit, Social Enterprise, and CSR Panel and Networking Reception to allow students to engage with local and national nonprofits in the Atlanta area. Along
with the Career Management Center, Net Impact Goizueta and Social Enterprise at Goizueta team up to offer networking and exploratory opportunities for students. This year, Net Impact Goizueta brought in speakers from Burt’s Bees, Coca-Cola, and Interface, among others, to speak about working in the social enterprise space. The chapter hosted its first ever Green Careers Workshop and members traveled to take a company tour of Interface’s offices, plant, and recycling facility. Net Impact Goizueta also has a relationship with the University Career Center and connects Goizueta students with University-sponsored events like Green Networking Night.

Alumni are also very well connected to Goizueta. Not only do alumni participate in mentor programs, but they connect students to internships and jobs, participate in career panels, and offer networking opportunities. Goizueta’s tight-knit community enables strong relationships between students, faculty, and alumni. Students are able to gain valuable information on the industry, job search, and career prospects through close relationships with alumni. Atlanta is a highly important resource to students as well. The city offers numerous opportunities to network, intern, and build relationships with local social enterprise firms and nonprofit organizations.

**Prominent Alumni**

- Donald Mayer (2009) – Director of Business Development, GREENGUARD Environmental Institute
- Bill Hosken (2009) – Interim Director, City of Atlanta, Division of Sustainability
- Paul Towne (2007) – Director of Corporate Partnerships, Points of Light Institute
- Rob Brawner (2006) – Program Director, Atlanta BeltLine
- Jim Hartzfeld (1993) – Managing Director, InterfaceRAISE

**Feedback on career center services:**

- 64% found career coaching helpful
- 73% found access to relevant jobs/internships helpful
- 82% found resources to connect with alumni helpful
- 64% found support for self-directed searches helpful

**77% have been able to find a job or internship that fits with their values**

**:: ADMINISTRATIVE SUPPORT ::**

The administrative support of Net Impact Goizueta and Social Enterprise at Goizueta is considerable and is enabling a burgeoning social enterprise community.

Goizueta’s administration is supportive of the Net Impact chapter’s personal mission and vision as students. The amount of resources for social enterprise at Goizueta consistently increases year after year. Often, the Dean and other school administrators attend Net Impact Goizueta events, signaling not only their monetary support but genuine interest in the chapter’s events and activities. The Dean’s Office has instituted a five-year plan to advance Goizueta as a leader in the space. Class offerings and opportunities for activities will only increase in that time.

The administration also provides funding to Goizueta’s social enterprise students through admissions scholarships and student subsidies. For example, attendance to the 2010 Net Impact Conference was subsidized, as are many social impact events. Goizueta also offers supplemental stipends to students who accept a summer internship in the nonprofit or government sectors. The high personal commitment of the administration is evident. The administration also helps to further social enterprise causes through public relations and marketing efforts, and plans for additional social enterprise-focused international student trips are under development by the administration.

The administration not only supports the chapter’s efforts to produce relevant and compelling programming for the student body, but also Net Impact Goizueta’s goal to minimize the school’s environmental footprint. The administration is open to meeting with students and developing ways to work together on this goal. This year, the chapter improved students’ ability to recycle throughout Goizueta and began producing monthly recycling reports which highlight the amount of waste diverted from landfills as a direct result of student and faculty efforts.

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

- 77% say they are satisfied in the curriculum
- 77% say they are satisfied in extracurricular activities
At the intersection of program excellence, world-class city, and close-knit community, Goizueta offers immense opportunities for students to learn, develop, and transform themselves into the businesspersons they seek to be. With a growing focus and involvement in the social space, those aiming to enter the social enterprise, CSR, and nonprofit arena have incredible resources available to them.

Specifically, Goizueta enables access to and leadership opportunities in several social enterprise projects and clubs within the school. Goizueta’s experiential learning style gives students the opportunity to work with real businesses to solve socially-relevant business problems. The curriculum and small class environment strongly encourage social enterprise and responsible, principled leadership. With a boutique class size, students receive unmatched support from the administration, faculty, and alumni who believe in and who contribute resources to the Net Impact mission.

The Office of Sustainability of the greater Emory campus has been an important asset to Net Impact Goizueta. Working directly with the Office’s Director, the chapter is able to cross-pollinate learnings and translate successes from the university level to the business school. Emory University’s position as a leader in campus greening provides ample opportunities to learn from the Office’s expertise. The University has a number of campus-wide sustainability initiatives, including having three-quarters of the food it serves come from local or sustainably grown sources by 2015 and a “no net loss of forest canopy” policy on campus, ensuring removed trees are replaced to maintain the same green space ratio overall.

Specifically, Net Impact Goizueta’s vision is to inspire and empower Goizueta students to act as socially and environmentally-responsible future business leaders, serving as stewards in resource renewal, energy conservation, and waste reduction. To accomplish this, the chapter uses programming, career and alumni resources, and greening initiatives. As a school, Goizueta is dedicated to producing leaders that can solve the most challenging business and societal problems. Goizueta’s core values, which include integrity, accountability, and community, permeate the way students conduct themselves.

Regarding preparation for ethical and socially responsible leaders...

41% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
EOI MADRID
INTERNATIONAL MASTER IN SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY

:: AT A GLANCE ::

| Location: Madrid, Spain |
| Number of students: 250 |

24% of EOI students are Net Impact members
100% of those members are active

“ My program prepares students to be leaders by delivering a broad set of skills crucial to making a meaningful impact.”

This chapter in three words:
Passionate, Idealistic, Creative

:: CURRICULUM ::

Escuela de Organización Industrial (EOI), is driving towards a new model in line with the demands of an open global society; however, at the same time, the school wants to remain faithful to its history in these critical times. For these reasons, EOI Spain’s School for Industrial Organization is making a major effort to transform itself.

The EOI believes in sustainable economics, ensuring continued development with limited resources, promoting new values, and fostering a more equitable distribution of wealth. Digital economics, based on a new way of understanding corporate culture dependent on participation, collaboration, and creativity is a concept explored through EOI’s curriculum. In addition, social economics as a model that combines production and employment with values related to solidarity, responsibility, and dignity in the workplace are emphasized in the program.

EOI’s principal charge is to train future leaders, entrepreneurs, and managers in the areas of creativity and entrepreneurship, globalization, technology, regional development, and regulation.

The EOI believes entrepreneurship and creativity are the foundations and engine of social and economic development. New forms of innovation are based on an understanding of the open society and new consumer culture, and spur the creative development of products and services. The design thinking paradigm, coupled with an entrepreneurial culture, has attracted extraordinary efforts in experimenting with a hybrid model of design, technology, and new management and communication methods.

Lastly, the EOI is committed towards mainstreaming the concept of sustainability within a context of a dynamic expansion of the business world and evolving political realities. Management strategies are taught which incorporate environmental, social, and economic aspects because EOI wants to equip its students with a framework of knowledge that business success can be measured by more than just economic benefits.

:: STUDENT ACTIVITIES ::

Currently, the EOI Net Impact Chapter, named Leading Our Future, is working hard on bringing social entrepreneurs and their projects to an “open-door” event, the EOI Social Entrepreneurship Friday. This activity was conceptualized as a networking event, bringing prospective speakers for the Leading Our Future conference to the school, where students can get to know projects that aim to tackle social and environmental issues from a business perspective. The EOI chapter’s main goal is to create a network between students, EOI, and social entrepreneurs. EOI already has a very practical approach to its graduate programs, with all professors being highly acknowledged professionals within their fields. EOI chapter leaders and members believe that having a network of professional contacts, as well as the opportunity to experience projects and interact remarkable individuals that work towards social and environmental good are of value to EOI students; these contribute towards EOI’s aspirations to become a
green, social, and digital school in changing times. However, as the EOI Net Impact Chapter is young, and because of this fact, it is working on creating a detailed plan for development in the coming months, in order to offer EOI students the most value possible.

**CAREER SERVICES & ALUMNI**

The main aim of the Club EOI Alumni Association and EOI career service department is to improve and contribute to the professional development and corporate success of EOI graduates. With this in mind, Club EOI collaborates with over 1,700 companies that actively participate in the pursuit of a common aim to identify and enhance professional talent.

EOI has been deeply committed to sustainable development for 35 years. It was the first school in Spain to adhere to a new code of sustainable and responsible management, and today it remains dedicated to this mission. The teaching programs have served as breeding grounds of some of today’s brightest and most passionate social and business leaders. EOI has adhered to the Principles of Responsible Management (PRME) of the UN Global Compact, a United Nations-sponsored initiative that seeks to promote responsible corporate citizenship.

**Administrative Support**

The EOI has always had a deep commitment to enhancing professional talent and adhering to a strict code of ethics in management. The EOI is undoubtedly leading the transition towards green, digital, and social economics, and encourages its students to take a leading role in shaping this transition. The administrative support for curriculum change activities that drive students towards pursuing careers with a beneficial social and environmental impact is evident.

**Reasons to Attend**

These demanding programs call for a firm commitment from participants to their postgraduate studies. After a year of intense learning experience, students will acquire the knowledge and tools necessary to develop successfully in organizations where the key priorities are sustainable development and corporate social responsibility.

Among the first of its kind in Spain, the International Master’s in Sustainable Development and Corporate Responsibility (IMSD) is a flagship program of EOI. It combines both academic and practical perspectives on the contemporary global issues of corporate responsibility, business ethics, and sustainability. This innovative and imminently practical program focuses on understanding the real situational and future trends in sustainable development and corporate responsibility taking place in international companies and institutions. The purpose of the IMSD program is to prepare a new generation of responsible business and community leaders that will motivate organizations and policy makers to meet the global challenges of the 21st century.

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The EOI wants students to be imaginative and participate in shaping their own future, promoting the understanding that this will have an impact on the economies of tomorrow. The EOI offers ample support to develop young leaders that are flexible enough to respond to the challenges of a changing world economy, and visionary enough to incorporate social and environmental issues in their careers.

**Prominent Alumni**

Irene Arredondo Gutiérrez (2010) - Director of Safety and Environment, Repsol YPF
Maria Gomez-Reino Perez (2010) - Project Management Intern, European Solar Thermal Industry Federation
Patrick Wightman (2010) - Analyst, Climate Change and Sustainability, KPMG
Jocelyna Valle Zacharias (2010) - Executive Assistant, Odebrecht Oil & Gas
Heidi Koester (2010) - International Public Affairs, Coca-Cola Company

Prospective students can therefore rely on extensive career support, from consultancy and enrollment in employment vacancies to EOI linking students with HR firms and headhunters. EOI has proven its commitment to fostering the professional development of its students through the extensive career preparation resources it offers.
The ESADE MBA offers a robust curriculum that incorporates its strengths in entrepreneurship, innovation, and social responsibility with a diverse and collaborative student body. Within the program’s curriculum, students engage in discussions, debates, and projects in courses that focus on CSR themes. Together with the Consulting Club, ESADE’s Net Impact chapter organizes a case competition that forms part of the curriculum, where all first-year students analyze a prominent company and the integration of sustainability into its core business strategy. The initiative takes place in the fall and aims to provide competition practice while also preparing students to understand the importance of evaluating the social and environmental impact of business decisions.

Students in the ESADE MBA program also benefit from the university’s Institute for Social Innovation (ISI) and Entrepreneurship Institute. ESADE’s ISI is responsible for producing cutting-edge research and training programs for leaders in the nonprofit sector. The institute houses some of the brightest and most highly-published thought leaders in the field and brings together organizations from across Europe for knowledge sharing at its annual conference. Students enjoy opportunities to take classes from professors in the institute, as well as engage with them during panels, workshops, and discussions held on campus. The ISI also attracts people and organizations to campus, such as leading author on sustainability management Michael Russo and nonprofit Oxfam International. The Entrepreneurship Institute also offers resources to students interested in creating social and environmental impact, including professors and alumni with experience in social entrepreneurship. As an example, Entrepreneurship Institute Director Luisa Alemany offered ESADE Net Impact students an exclusive seminar on how socially-driven startups can tap into resources from philanthropic venture capital firms to grow their enterprise.

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

44% are satisfied with the number of courses offered that include social or environmental issues

67% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
2011 started with “Social Entrepreneurship Month.” This month-long event included educational seminars, guest speakers, and a case competition. It brought together Net Impact members, the greater student body, faculty members, the Barcelona community, and other MBA programs.

The Net Impact Club also hosted several career-oriented events, including company presentations, interview and résumé tips, career fair preparation, and recruiting case study discussions.

In May 2011, several ESADE clubs collaborated to organize a one-day conference on emerging markets. The conference discussed trends, opportunities, and challenges in emerging markets, with specific panels on finance, operations, and CSR. Net Impact has attracted top panelists to discuss the challenges of pursuing the triple bottom line concept and shared value. The Net Impact chapter continues to collaborate on joint events with other clubs including the Emerging Markets and Entrepreneurship club, and marketing, finance, operations, and consulting clubs.

Net Impact offers both pro bono nonprofit consulting and a Service Corps program (skills-based volunteer projects for nonprofits). Escolas Emprendedores allows students to teach a basic business class to local high school students in Barcelona. The course aims to introduce entrepreneurship and sharpen English language skills. Net Impact members are also developing a business plan to launch a business school program in the Democratic Republic of Congo.

As much of ESADE’s curriculum is concerned with environmental and social issues, much of the wider student body is interested in learning about Net Impact. Specifically, there is significant positive interest and feedback around the Net Impact sessions in which professors apply learning from class—such as strategy and finance—to a social sector context. These sessions draw large audiences, with many people outside of Net Impact in attendance who wanted to go beyond the “typical” applications of these teachings.

The chapter has also seen a very positive student uptake in Net Impact-orientated case competitions and service learning or consulting projects. Many students—both club members and non-members—are interested in applying what they have learned in the MBA program to a “real life” scenario, whether that be competing in a case competition with a social focus or creating a business plan for a social entrepreneur.

Activity of Net Impact compared to other clubs:

- **One of the Most Active**
- **74%** are satisfied with the extracurricular offerings around social/environmental issues
- **78%** agree that the student body is committed to social/environmental issues

ESADE Career Services has a foundation in career preparation for a positive impact and continues to improve access to Net Impact-related career resources each year.

While there are a variety of Career Service team members who work with social and environmental organizations from around the world, there is also a key contact in Career Services who supports the Net Impact Club’s Career Service VP. ESADE has relationships with organizations ranging from international development work to international health to social entrepreneurs to multinational corporations with CSR teams. Currently, the most-accessed student resources include company visits and internship/full-time job postings in the Career Services newsletter, Career Service portal, and Net Impact Newsletter. Looking toward the future, ESADE continues to expand Net Impact-related career information into larger events such as career fairs, building on the presence of international organizations that currently attend.

In the last couple of years, Career Services has begun partnering with larger NGOs to create student events that help build awareness around Net Impact organizations and future career possibilities. These events have included conferences about access housing, case discussions about health access, and integrated social entrepreneurship/con-
sulting project meetings.

There are challenges in creating career information for all student interest areas, as fragmented interest leaves smaller groups interested in each topic area. Together with the Net Impact Club, however, Career Services has begun programs this year to provide greater opportunities, including creating a Net Impact CV book for all of those interested in Net Impact jobs, presenting new opportunities at career fair meetings to help learn about key players in each “segment,” and hosting a range of nonprofits and social enterprises to complement the opportunities presented by larger organizations.

Feedback on career center services:

- 56% found career coaching helpful
- 44% found access to relevant jobs/internships helpful
- 37% found resources to connect with alumni helpful
- 37% found support for self-directed searches helpful

48% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

ESADE as an institution is committed to producing socially responsible leaders, and this commitment is pervasive across the organization. The ESADE Net Impact Club is one of the most active business clubs on campus and significant efforts have been made from all ends to incorporate the pillars of the chapter into the institution’s DNA. The administration has been partnering with the Net Impact chapter along with the Institute for Social Innovation to create a blended curriculum that incorporates the leading research on sustainability and social responsibility within core business classes. The admissions office also places strong emphasis on recruiting a balanced, diverse class with a sizeable portion of admits from the nonprofit and development sectors.

In addition, the administration works closely with ESADE Net Impact on university-wide campus greening efforts across areas such as energy efficiency and waste reduction. In the future, ESADE and the Net Impact Club together hope to be able to offer students the first carbon-neutral MBA program.

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

- In the curriculum, 56% say they are satisfied
- In extracurricular activities, 67% say they are satisfied

**REASONS TO ATTEND**

ESADE has a deep commitment to educating responsible leaders, led principally by the university’s progressive Institute for Social Innovation. The first-year curriculum is packed with classes and activities on responsible business, and in the second year students have a wide range of social and environmental electives from which to choose.

The strong faculty focus, coupled with an active student body, results in an ever-growing Net Impact club membership, with students who arrived with pure for-profit motives leaving ESADE inspired to work in social entrepreneurship or international development.

ESADE students have a high level of access to profes-
sors; if there is a social case study competition (for example at the Aspen Institute, where ESADE came in third), a student-run conference, club workshop, personal project, or job interview on the horizon, professors go out of their way to make time to help. Career Services is also very active, building long-term relationships with Net Impact-related employers and providing a stipend for certain unpaid internships.

ESADE’s reputation as a fast-developing, innovative, and entrepreneurial school is embodied both by its students and staff. There is a remarkable openness from the program and faculty offices to collaborate with students on further improving the school’s commitment to responsible business. It is this chance to not simply learn, but to contribute to ESADE’s development that makes it an incredibly exciting place to be.
The George Washington School of Business (GWSB) provides students innumerable opportunities to tailor their coursework to their career track. Coursework integrates the values of sustainability, ethics, and corporate citizenship in a meaningful way. Preparing leaders with integrity for the global business environment is one of the main pillars of the school’s vision statement. In 2008, the GWSB launched a new curriculum that enhanced core coursework in the topics of ethics and sustainability.

There are specific knowledge domains for Net Impact members at the GWSB, and students can focus their electives in areas such as Environmental Policy and Management and Strategic Management and Public Policy (SMPP). Outside the GWSB, students can select from countless electives at other George Washington (GW) schools, including the Trachtenberg School of Public Policy and the School of Engineering and Applied Science. Beyond GW, students can take courses at the consortium of schools in the DC area, or receive joint degrees with the Law School (MBA/JD) or the Elliott School of International Affairs (MBA/MA). During their first year, Global MBA students complete an International Residency Project that allows them to apply their classroom learning in countries like Sweden, where students studied alternative energy marketing.

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 exploring the intersection of international management and environmental issues, and holds an annual climate action conference. Dr. Timothy Fort, a Lindner-Gambal Professor of Business Ethics, teaches business ethics at the GWSB 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 courses with a focus on corporate social responsibility, including a study abroad class comparing CSR practices between the U.S. and 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

Program’s strengths:
1. International Development
2. Corporate Responsibility
3. Public Sector Innovation & Government

58% are satisfied with the number of courses offered that include social or environmental issues

50% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Principles for Responsible Management Education. In 2010, the GWSB was awarded a grant from Cleantech U to become a hub for clean technology innovation in the D.C. area. This course brought students of many disciplines together with early stage companies to explore the emerging clean technology space.

In 2009, the Certificate in Responsible Management (CRM) program was developed by GWSB students and provides students with an opportunity to demonstrate their commitment to becoming responsible managers through the completion of service learning hours, extracurricular work with Net Impact or a like-minded organization, and coursework pertaining to social and environmental issues.

STUDENT ACTIVITIES

GW Net Impact is the largest, and widely considered the most active, club in the MBA program. The chapter offers a broad range of events and activities focused on networking, professional development, community volunteering, and educational opportunities, including panels and speakers. GW Net Impact’s events and programming are supported by the GW MBA Association, and the chapter works in collaboration with other GW clubs, including the Graduate Finance Club and the International Business Society, as well as with other Net Impact chapters in the D.C. area. In addition to MBA students, the 2010 GW Net Impact board has representation from the Master in Tourism and Master in Public Policy/Public Affairs programs.

Now in its second year, GW Net Impact partnered with the GW Energy Group to organize the Business Response to Climate Change, a full-day conference featuring speakers from The Department of Energy, USAID, GE, and ICF International, and hosting 16 companies at its inaugural climate change career fair.

GW Net Impact also offers monthly service events, called Beyond Foggy Bottom, that offer students the opportunity to connect with local area organizations on projects such as green roof installation, tree planting, and invasive species removal.

New this year, GW Net Impact partnered with Green Impact on a service corps program, which will train students to perform basic pro bono energy audits for local small businesses, and provide tools for reducing their energy impact.

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 2010, GW placed 11 Board Fellows among nine local organizations. This program focused on projects in areas such as marketing, finance, and strategic business planning.

GW Net Impact also offers a Career Trek series including site visits to D.C.-area organizations. Recent visits have included Opower and the United States Green Building Council.

The GW Office of Sustainability oversees GW’s Climate Action Plan, and works to reduce the university’s contributions to climate change through energy efficiency, transportation, renewable energy, and carbon offsets. Several Net Impact members have been engaged in these initiatives through the plan’s task force, and are working with the office on pro-bono consulting projects looking at campus greening opportunities such as recycling and composting.

Finally, several institutes, such as the Institute for Corporate Responsibility, the GW Solar Institute, and the Sustainability Institute, involve students in their research opportunities and work. Net Impact members are also actively involved in the school’s Admissions Ambassador program, connecting with prospective students interested in Net Impact mission areas.

Activity of Net Impact compared to other clubs:

One of the Most Active

74% are satisfied with the extracurricular offerings around social/environmental issues

84% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

The Career Center offers an impressive range of services for Net Impact-minded students, and has dedicated career counselors in the areas of sustainability, international development, and energy. Career Center services include panels and career networking events, résumé review and interview preparation, and on-campus recruiting events.
and career fairs. In 2011, students teamed up with the Career Center to organize the inaugural energy career fair at GWSB.

First-year students have access to peer advisors in their career areas that help them prepare for interviews, explore career avenues, and review résumés.

GW’s location in the heart of D.C. greatly enhances the networking potential for students, and allows them to leverage opportunities for career advancement and learning. The GWSB alumni network includes professionals working in social, environmental, and government organizations, and is a growing resource for students.

The GWSB offers students opportunities to network with professionals through the GW MBA Career Trek program. During these treks students travel to cities like Chicago, New York, and San Francisco to meet with professionals and alumni in their area of interest. Recently students have met with organizations such as Opower, Net Impact’s central office, and Business for Social Responsibility.

The GWSB’s MBA program ranks 13th out 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.

In 2011, GW Net Impact and the Career Center teamed up to offer a bi-weekly newsletter dedicated to highlighting jobs and internships with social and environmental themes. GW Net Impact’s member newsletter also includes career postings in these areas.

Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students taking unpaid or underpaid internships. In 2011, GW Net Impact raised funds to provide two students with this fellowship.

Prominent Alumni

- Patty Pina (2011) - Director of Global Partnerships, Teach For All
- Dave Kirkland (2010) - Executive, Client Solutions, OPOWER
- Sarah Truitt (2008) - Senior Project Leader, National Renewable Energy Laboratory
- Aditi Vora Mohapatra (2007) - Sustainability Analyst, Calvert Investments
- Miranda Ballentine (2003) - Director of Sustainability, Walmart

Feedback on career center services:

- 61% found career coaching helpful
- 50% found access to relevant jobs/internships helpful
- 45% found resources to connect with alumni helpful
- 68% found support for self-directed searches helpful

66% have been able to find a job or internship that fits with their values

The administration views social and environmental topics as a key priority and strength of the MBA program. Its mission is to prepare students to “Act Responsibly, Lead Passionately, Think Globally,” and this goal is present in a revised curriculum that prioritizes ethical and environmental issues. The administration gives Net Impact freedom to organize extracurricular activities, and supports the club’s feedback and continued work to provide relevant programming and career development offerings. Students are working closely with the administration to develop additional electives that reflect current topics in energy and sustainability.

In addition, the administration supports the chapter’s efforts by providing financial support for events like the 2011 Business Response to Climate Change Conference. The administration and faculty are highly accessible to the students, permitting Net Impact members to propose new initiatives and provide recommendations. Every year, the MBA office helps cover entry fees to the Net Impact Conference, and the MBA Association reimburses entry fees for case competitions like the Net Impact Leeds Case Competition at the University of Colorado, Boulder and the Race & Case by the University of Denver. These funding sources serve to ensure that the financial requirements of any particular student activity do not remain a formidable obstacle.
REASONS TO ATTEND

The GWSB Global MBA program prepares full-time students for leadership and management careers in the private and public sectors. Students gain a comprehensive foundation in the fundamentals of business, familiarity with the global business environment, and the analytical tools for strategic and intelligent decision-making.

During the first year, students complete the core curriculum and its introductory social, environmental, and ethics courses. The design of the first year “cohort” experience develops students’ communication and teamwork skills in close-knit groups, along with their general business acumen. A capstone International Residency Project helps apply classroom learning in a hands-on way in the global environment. Second-year Global MBA candidates enjoy a fully flexible program of study by either developing expertise in a specific field of concentration, or designing an individualized 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, strategy, and accounting for nonprofits.

The GWSB 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 Solar Energy Institute. The curriculum includes countless electives and several joint masters programs within the university. Extracurricular advantages include access to industry experts and government agencies throughout D.C. The GWSB 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 these reasons, the GWSB is an excellent choice for anyone pursuing a socially and environmentally conscious education and career.

Regarding preparation for ethical and socially responsible leaders...

50% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

Duques Hall 550, 2201 G Street, NW, Washington, D.C. 20052, USA • Phone: +1 202-994-1212 • Email: gwmba@gwu.edu

http://business.gwu.edu
The atmosphere around the intersection between business and social impact is electrifying and contagious.

This chapter in three words: Globally-Minded, Interactive, Dedicated

The Georgetown MBA curriculum offers dynamic courses that address the needs of diverse Net Impact students, with particular strengths in international development, ethical business, and nonprofit management and marketing.

A highlight of the MBA program is an international consulting project that includes a 10-day on-site visit called Global Residency. Recent sites have included Shanghai, Ho Chi Minh City, Johannesburg, and São Paulo. Students can arrange cultural and volunteer activities during their visit.

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

- International Development—Georgetown MBAs may access a wide variety of international development courses, including Investing in Africa and Social Enterprise. Students may also take courses, or pursue a joint-degree, with Georgetown’s School of Foreign Service, a top-ranked International Affairs graduate school. The “International Business Diplomacy” certificate, open to MBA students, addresses topics in development, security, microfinance, global supply chain, and related issues. Alumni go on to the World Bank, IMF, FINCA, USAID, Ashoka, and others.

- CSR/Ethical Business—All Georgetown MBA students take Leadership and Business Ethics, a two-part course on managerial ethics and corporate social responsibility. In past years, students in this course have worked with Coca-Cola Enterprises to produce its annual CSR report. Other ethical business elective courses include Corporate Social Responsibility, Small Business Clinic, and Climate Change. Alumni go onto Coca-Cola, Green Mountain Coffee, Nike, Walmart, and others.

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

- Net Impact in the Core Curriculum—Students are

Program’s strengths:

1. International Development
2. Corporate Responsibility
3. Energy & Clean Technology

39% are satisfied with the number of courses offered that include social or environmental issues

44% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
increasingly exposed to Net Impact–related topics in their core course load, as more assignments center on analysis of socially–responsible case studies. Topics such as sustainable supply chain and expanding business into developing countries are included within the core courses. Students have analyzed weather-index microinsurance in Pakistan, built models for automobile recycling in Germany, and more. This allows students new to Net Impact to be exposed to the issues in a business context.

• Tutorial Courses—To supplement formal course offerings, Georgetown allows students to form their own courses under the guidance of a faculty supervisor. For the last three years, students have worked with Net Impact’s adviser to write a CSR report for Cisco. This year, students also examined the feasibility of living-wage food service operations for a national worker cooperative.

STUDENT ACTIVITIES

The Georgetown MBA facilitates many opportunities for its diverse student body to learn about, explore and engage in a variety of social and sustainability issues in all sectors and careers.

Net Impact hosts many events for its members to connect with other Net Impact chapters, employers, and the community. The Net Impact Trek offers the chance to visit organizations at their offices while Net Impact Day, Social Impact Week, and speaking events bring distinguished practitioners in international development, ethical business and investing, and nonprofit management to campus to share their experience and connect with students, including Ashoka, Citi Sustainability, and Network for Good, among others.

Program–wide events are run through the business school and partner clubs and often include socially/environmentally responsible speakers. Distinguished Speaker Series and Leadership Breakfasts are hosted by Student Services. This year’s speakers have included Bill Marriott (Marriott International), Ted Leonsis (author of The Double Bottom Line), and Seth Goldman (President and TeaEO, Honest Tea).

Each “industry” club hosts a functional day on campus to educate students on careers available in each sector and substantively connect to potential employers. A new highlight this year was the Energy at the Intersection of Business & Policy conference co-hosted with the Energy & Cleantech Club.

McDonough offers students many ways to engage with the greater DC community. Each of the programs provides unique leadership opportunities for MBAs.

Net Impact Board Fellows connects members 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 social marketing campaigns.

The MBA Volunteers club coordinates service opportunities so interested members can easily connect with volunteer projects. Georgetown MBA students who carry out more than 100 hours of total community service over the course of the MBA are eligible to become a Community Fellow, an honor that is bestowed at graduation.

Activity of Net Impact compared to other clubs:
One of the Most Active

79% are satisfied with the extracurricular offerings around social/environmental issues
80% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

Georgetown's MBA Career Center has strengthened its focus on social and environmental recruiting by expanding resources for the non–traditional job search, building new connections with government, international development, and public sector consulting, and deepening its network in Fortune 500 CSR.

Georgetown has two Career Center staff members assigned to Net Impact; they work with employers to develop job and internship opportunities and with students on self-directed searches. Georgetown's MBA Career Center is proactively developing its Net Impact focus, and this year established memberships with the MBA Nonprofit Connection (MNC) and DevEx, a leading international development resource, to offer broader job listings. The center
also instituted job-support meetings focused on nonprofit and international development, emerging markets, and other social impact careers for recruiting in the spring.

Georgetown features several relevant career treks each year, including the Net Impact trek, Marketing trek, Energy and CleanTech trek, Consulting trek, and California trek. There are several nonprofit and government career fairs in D.C. each year, as well as opportunities to network with the D.C. Professional Chapter of Net Impact, one of the nation’s largest professional chapters. On campus, the Nonprofit Internship Fund provides scholarships to students who accept unpaid internships with nonprofits or government agencies.

Georgetown has a strong reputation among D.C. area organizations, especially in government, federal consulting, and international development. More recently, it has built a strong national reputation and alumni network within Fortune 500 corporate social responsibility departments, with alumni staffing CSR at Nike, Pepsi, Walmart, and other prominent organizations.

### Feedback on career center services:

- **58%** found **career coaching** helpful
- **70%** found access to **relevant jobs/internships** helpful
- **52%** found resources to connect with **alumni** helpful
- **59%** found support for **self-directed searches** helpful

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### PROMINENT ALUMNI

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin Deliso</td>
<td>Associate Marketing Manager, Walmart</td>
</tr>
<tr>
<td>Jamie Dunchick</td>
<td>Associate, Social Finance Group, JP Morgan Chase</td>
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<td>Amy Celep</td>
<td>President &amp; CEO, Community Wealth Ventures</td>
</tr>
<tr>
<td>Mike Dupee</td>
<td>Vice President of CSR, Green Mountain Coffee Roasters</td>
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<tr>
<td>Michael Havard</td>
<td>Vice President of Marketing, Newman’s Own (Ashoka Changemaker)</td>
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### ADMINISTRATIVE SUPPORT

McDonough’s administration values its diverse student body and actively supports social and environmental issues through programming and leadership experiences.

The admissions staff at Georgetown notes the value of diverse experiences in each incoming class and a high portion of students have international experience and/or non-traditional business backgrounds (such as nonprofit management, public policy/advocacy, law, government, and international development).

The Georgetown University motto is “Men and Women in Service to Others,” and the McDonough administration strives to incorporate its purpose throughout the business school.

This year marked the first corporate partnership for the newly formed Global Social Enterprise Initiative. A $1 million contribution by Bank of America will fund the foundation of this new innovative program at McDonough, which has already garnered much interest and growing involvement from students and faculty.

In addition to the standard curriculum, the administration introduced a new program this year with the weeklong “Business & Public Policy Residency,” which brought business, government, and civil interest leaders from the greater D.C. area to emerge students in a more holistic view of public and private partnerships.

### REASONS TO ATTEND

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

**Do they want to be part of an engaged and active community?** 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 has been 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 strong curriculum, lots of alumni, and many extracurricular opportunities in these areas. A D.C. 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 service officers, health scholars, and academics from across Georgetown’s graduate schools. This broadens the academic experience and can also be a powerful networking tool.

Georgetown’s key strengths are its D.C. location, its international character, its academic excellence, and its Jesuit tradition. These traits combine to create a culture that is collaborative, open, ethically-minded, and engaged with government and social change. All of this gives 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.

Regarding preparation for ethical and socially responsible leaders...  

45% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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Email: GeorgetownMBA@georgetown.edu • http://msb.georgetown.edu/
Social impact is the icing to the HEC MBA. While the core curriculum does reflect social and environmental concerns, the really interesting courses can be found in the customized portion of the program through select electives. Superficially, the curriculum would seem to have suffered a backlash, as the once mandatory Sustainable Business Strategy course has disappeared. However, this is merely part of the bigger shift in paradigm where social responsibility is a given. In fact, two cases focusing on sustainable strategies have been integrated into the Strategic Management course.

In addition, HEC provides many other opportunities outside the framework of the MBA. The Social Business, Enterprise & Poverty certificate provided by the faculty from HEC’s highly regarded Grand École (Masters) program is open to MBA students. This certificate is comprised of five specialized courses over an intensive two-month period including hands-on field experience working with a NGO or social enterprise in France.

Furthermore, HEC MBA students may continue their studies in the HEC Masters in Sustainable Development program and earn both degrees in an accelerated manner. Both of these programs have expanded every year due to their high success and popularity.

Program’s strengths:
1. Energy & Clean Technology
2. Social Entrepreneurship
3. Corporate Responsibility

38% are satisfied with the number of courses offered that include social or environmental issues

40% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Perhaps even better than the academics are the student activities. Net Impact has by far the widest reach across campus in terms of membership and is the most active among the many professional clubs.

Every spring, HEC hosts its annual Sustainable Business Conference (SBC), which has by now become a regular destination on the European map for the latest on sustainable, social, and environmental business. Net Impact is the driving force behind this event, which draws multitudes of thought leaders, industry movers, entrepreneurs, and students from Europe and all over the world. The whole event is planned, organized, and run by members of the club.

Throughout the year, Net Impact also coordinates pro bono consulting projects and Mission in Action Projects (MAPs). The MAPs are projects working with a nonprofit or international organization in a developing country over the summer or the first quarter of the year, depending on
when the student starts the program. Participants, who have spent three months or more searching for insight and practical solutions in Senegal, Haiti, and Ecuador, for example, say that the experience really changes one’s perceptions of life and business.

Of course, students don’t have to travel to an exotic locale to take part in the action. Net Impact leads on and off-campus greening efforts and a whole battery of fun fundraising events to finance these activities. At Net Impact, there is room for everyone to contribute and also numerous opportunities to develop and hone the leadership and professional skills required by today’s challenging business environment.

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

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<th>Activity</th>
<th>62% are satisfied with the extracurricular offerings around social/environmental issues</th>
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<tr>
<td><strong>Above Average</strong></td>
<td>62% agree that the student body is committed to social/environmental issues</td>
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### CAREER SERVICES & ALUMNI

The Career Management Center (CMC) is the main engine of support in the HEC MBA program. But with an MBA class size that has been growing over the last few years, the CMC needs to invest more manpower to develop in the hot growth sector of sustainability. For now, the CMC has its operations oriented around three focal points: finance, consulting, and the rather broad designation of industry.

While there is no person dedicated to careers in corporate responsibility, social business, or renewables, Net Impact does have a main contact point within the CMC. Every few months or so, students have the opportunity to confer with a headhunting consultant specializing in renewable energy and clean technology industries.

**Prominent Alumni**

Walid E. Malouf (2006) – Director for France, Clinton Climate Initiative

In the meantime, alumni are perhaps the most reliable source of support for networking and advice. HEC alumni are always helpful and open, with little regard to the specific program they were in, be it MBA, Grand École, or Specialized Masters.

**Feedback on career center services:**

45% have been able to find a job or internship that fits with their values

40% found career coaching helpful

31% found access to relevant jobs/internships helpful

57% found resources to connect with alumni helpful

40% found support for self-directed searches helpful

### ADMINISTRATIVE SUPPORT

One area that the administration has been focusing on the last few years is to boost HEC’s sustainability credentials. HEC has already created an image for itself with its various programs and initiatives in the realm of social and sustainable business, and the challenge is pushing it to the next level.

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

in the curriculum, 36% say they are satisfied in extracurricular activities, 43% say they are satisfied
For those who are looking for more independent work, there are opportunities to find funding and other aid through the HEC Incubator. The only caveat is to wait to perfect one’s business plan as only graduates are eligible for support through the incubator.

The previously mentioned Mission in Action Projects (MAPS) are considered as non-paid internship equivalents, and funds are set aside by the administration to at least cover a basic stipend and travel costs for those who dedicate their time to noble deeds. In connection with the MAPs, there is also a joint program specifically geared to pair up teams of HEC and Wharton MBAs to work on such projects every fall.

**REASONS TO ATTEND**

One of the best things about the HEC MBA is the diversity and variety to be found in the MBA student body. Despite a class size which is on the smaller side, one can find individuals with the most unimaginable professional experiences, without even having to talk about the truly international distribution. This provides a foothold to enter any region or niche sector that might be of interest. For those who pursue the less beaten path, this is where one can find fellows who have been walking down a similar one on the other side of the world.

**Regarding preparation for ethical and socially responsible leaders...**

12% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Right now, the courses offered at Hofstra are fairly traditional, but student activities and faculty emphasis supplement this with content for students interested in corporate social responsibility. The Zarb Corporate Social Responsibility Association, Hofstra's Net Impact chapter, is working to incorporate CSR into the curriculum. There are some students interested in CSR initiatives and the organization takes a lot of drive from such students to move these initiatives forward. Additionally, a few faculty members have supported the association’s initiatives, particularly in organizing a CSR conference at Hofstra. Various CSR leaders were present at last year’s event, and faculty led the discussions on various social topics. The event featured guest speakers from the NBA and top firms in the New York area to give an overview of CSR activities underway, and discuss what can be done to improve the focus on CSR.

The Net Impact chapter introduced the notion of CSR to many of the students not previously interested in these topics, and has made it a learning experience for them. International and study abroad students have been an important component, and have used involvement of Net Impact to enhance their experience at Hofstra. The chapter frequently collaborates with the microfinance and marketing associations to best cover these topic areas. Overall, these activities have created a sense of high esteem for Net Impact. More students have approached members with an interest in joining the club this past year. The student club also organized visits to CSR-implementing firms, such as a restaurant in New York that uses social and environmental initiatives in its operations. The Net Impact chapter is still relatively new, and will be working toward increasing its reach in a big way.

The career services department has been helpful on various fronts. While Net Impact students haven’t received a large number of job or internship opportunities in CSR through Hofstra career services, the chapter has received strong support to run the organization in various ways and to help provide these services to students. The chapter has a job committee that concentrates on job and internship postings to help members and the general student population at Hofstra.
Hofstra University, continued

**** ADMINISTRATIVE SUPPORT ****

Hofstra has a sustainability officer appointed on campus for taking care of CSR activities. The chapter has worked with this office on hosting events and activities, such as the Earth Hour initiative. The administration has also been very supportive and helped fund the club attend the last Net Impact conference.

**** REASONS TO ATTEND ****

Hofstra has a strong focus on finance. Proximity to financial firms in New York has directed finance-interested students to seek Hofstra. The university celebrated its 75th anniversary with a conference on sustainability procedures in finance and other corporate practices, keeping this tradition alive. This strong core focus, combined with student enthusiasm and faculty and administrative support, makes the Hofstra MBA what it is today.
IE BUSINESS SCHOOL
INTERNATIONAL MBA

:: AT A GLANCE ::

Location: Madrid, Spain
Number of students: 1,085
16% of IE students are Net Impact members
75% of those members are active

:: CURRICULUM ::

Through the exploration of innovation and entrepreneurship, IE encourages the student body to tackle crucial sustainability issues.

:: SILVER NET IMPACT CHAPTER

Instituto de Empresa (IE) Business School’s commitment to bringing new solutions to sustainability challenges has produced a learning model that goes beyond the traditional MBA experience. Through the exploration of innovation and entrepreneurship, it encourages the student body, one of the most diverse in the world, to tackle crucial sustainability issues such as renewable energy, industry, ecology, impact investment, creative management, and social business.

In addition to a core curriculum that incorporates social, environmental, and governance discussions into every class—from exploring business ethics in Financial Accounting to debating the basis of truly sustainable business in Entrepreneurial Management—IE provides a large variety of elective courses on these themes. Example electives include Social and Sustainable Entrepreneurship, in which students analyze business cases of successful social enterprises; The IE Consulting Project, which provides selected students with the opportunity to consult for a Fortune 100 company on its corporate social responsibility strategy; Business, Government, and Society: Management Beyond Markets, a course that examines the political, regulatory, societal, cultural, and natural factors that shape business’ nonmarket environment; and The Eco-Innovation Research Project, which sheds light on the theory and practice of eco-innovation from the viewpoints of business management, research leaders and policymakers, among others.

Engagement and outreach initiatives in sustainability extend beyond the classroom through various programs and events. One initiative, IE’s Venture Lab, incubates the development and consolidation of social and responsible business startups launched by IE students and fosters an ecosystem aimed at facilitating the funding projects as an engine for growth and social welfare. Other spaces to explore sustainability include workshops in design thinking for social innovation, cross-cultural intelligence, and sessions led by actors from London’s Globe Theatre to enhance the use of creative thinking to provide corporate and social solutions.

Knowledge and research at IE are powered by social impact management centers like the PricewaterhouseCoopers/IE Public Sector Center and IE’s Center for Diversity. Additionally, IE is generating knowledge through the recently launched Master’s in Global Environmental Change in the IE School of Biology. The objective of this graduate program is to prepare professionals that wish to gain new strategic insights in sustainability issues such as biodiversity loss, food security, and disease transmission along with climate change. MBA students at IE will soon be able to take electives from this graduate program.

:: STUDENT ACTIVITIES ::

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 2011 are to increase awareness within the IE community of opportunities in the field of social enterprise and entrepreneurship, with an emphasis on the potential to earn sustainable profits; ensure that the reach of IE Net Impact...
expands across all courses, student groups, alumni, and the Madrid community; and create a sustainable network for IE Net Impact members to engage with each other both during and after their time at IE.

Among the signature initiatives of the chapter, Impact Weekend is a 60-hour, hands-on startup experience that brings together students, social entrepreneurs, and investors to share ideas and develop business plans for social enterprises. It leverages IE students’ experience, business acumen, and strong culture of entrepreneurship to empower participants with the tools to create a more socially and environmentally-sustainable world through business. The ultimate goal of each venture should be to achieve social, environmental, and financial impact. This event is developed in collaboration with Ashoka and IE Venture Lab.

Another signature event, the IE Social Responsibility Forum (SRF), is the most important conference on campus and aims to promote sustainable business through constructive dialogues among the IE community, businesses, and their stakeholders. This year the theme was “Invent Your Own Paradigm.” The program included two days of inspiring keynotes, engaging workshops, thought provoking panel discussions, and networking opportunities. Last year, the forum had the privilege of hosting Mr. Rodrigo Baggio, Ashoka Fellow and founder of CDI, an internationally awarded nonprofit organization that uses information technology to fight inequality and groom new social entrepreneurs through digital inclusion. The topics covered include corporate social responsibility, environmental change, impact investing, and social business through an interactive design thinking approach. The SRF enables more than 400 students every year to interact with their peers, professionals, and inspirational change makers from all over the world.

In addition, the IE Net Impact chapter promotes Global Village, a week-long event where the students of IE celebrate the unique diversity of the school through showcasing the best of their country’s cuisine, culture, arts and craft, and traditions, with over 50 countries represented. IE also hosts a number of “Socially Responsible Careers” keynote addresses, and participates in the Aspen Institute’s Business & Society International MBA Case Competition.

**Career Services & Alumni**

It is the mission of IE’s Career Management Center (CMC) to increase employment opportunities for IE students and alumni. It focuses on corporate relations, education and advisory services for present and former IE students, and resources for improving the search for employment.

The CMC provides students with access to recruiting companies through corporate presentations, the annual career 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.

The CMC also equips students with the skills required for success in the job market. The CMC 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. The center compiles databases on companies, employment search guides, and books on career guidance. It also partners with several international online recruitment providers.

One exclusive opportunity at IE includes the Emzingo Internship program, which allows up to 16 IE MBA students to apply the skills that they have learned in the classroom to consult for social enterprises in Johannesburg, South Africa on business development, funding opportunities, and program strategy.

**Administrative Support**

IE Business School’s commitment to bringing new solutions to sustainability and social challenges through innovation and entrepreneurship permeates every aspect of the school, including the core program content and an extensive range of specialized electives. IE’s professors are on the cutting edge of the social enterprise movement, and
the curriculum is constantly adjusted to incorporate new ideas in this field. Furthermore, IE pursues outreach initiatives that provide students with opportunities to interact with leaders in the field. For instance, IE is a strategic partner of the Hub, a Madrid-based incubator for social innovation that supports local social entrepreneurs.

IE actively recruits students with diverse backgrounds, including those with experience in social and environmental fields, and relies on the student body to pursue its interests in this space through designing and running their own initiatives.

IE’s awareness of the need for constant evolution of social and environmental issues has translated into the creation of social enterprises by its students, coupled with responsible management practices.

What makes IE’s MBA program stand out is the international diversity of its student body, its emphasis on entrepreneurship, and its culture of collaboration. Students have the opportunity to learn about global issues both in the classroom and from fellow students, who hail from over 65 countries. It is inspiring to see students from completely different cultures and backgrounds join together to construct a business plan for a social enterprise—revealing that social and environmental issues transcend geographic borders. The culture of entrepreneurship is evident in every student-run activity on campus. IE’s Net Impact chapter is the largest club on campus, with over 500 members. The Net Impact team is constantly creating new opportunities to participate in the sustainability dialogue, from hosting speaker events to creating entirely new events such as Impact Weekend, which makes its debut this year. Further, competition is friendly and collaborative at IE; students readily offer their expertise to assist in social initiatives.
A MS in Environmental Management & Sustainability (EMS) from IIT’s Stuart School of Business in Chicago is the perfect stepping stone for jobs in environmental management, compliance, green business, environmental consulting, and environmental policy.

The core EMS classes include Environmental Law, Climate Change & Carbon Management, and Sustainable Enterprise, among others. Students can also 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, greenhouse gas management, and the policies fostered by many international organizations such as the Environmental Defense Fund, the Pew Center on Climate Change, GreenBiz, the World Council on Sustainable Business Development, and the United Nations Framework Convention on Climate Change.

In addition to the MS in Environmental Management & Sustainability, IIT Stuart offers a wide range of master’s degrees including an MBA, MS in Finance, MS in Marketing Communications, Masters in Public Administration, and several joint degrees. A particular favorite for green-minded business students is the MBA in Sustainable Enterprise.

The EMS program is around 80 students, making it small enough to get to know everyone and have a personalized experience, while being large enough to benefit both professionally and culturally from a diverse student body. EMS students hail from governmental jobs, engineering firms, consulting agencies, banks, marketing firms, and everything in between. The program also has a mix of domestic U.S. students and international students from Mexico, China, Japan, France, and many other countries. Students from IIT’s other elite programs, including its Design, Architecture, and Engineering Schools, are also valued contributors in many classes.

The rigorous EMS curriculum prepares Stuart alumni to thrive in the fields of health and safety, CSR, environmental policy, environmental auditing and compliance, energy consulting, and NGO positions. The course work is geared towards preparing students for the practicalities of environmental management while placing the field within the bigger picture. Students often work off case studies in class and participate in research projects on environmental topics while learning the best business practices in sustainability. There is a focus on corporate sustainability, eco-efficiency, triple bottom line metrics, emerging economic development, environmental law, renewable energy, and pollution prevention.

The EMS program has several faculty members who are leaders in social and environmental topic areas. Associate Professor and Net Impact faculty adviser Weslynne Ashton (PhD Environmental Science, Yale University) has wide-ranging consulting expertise on cleaner production and green business strategies working with the Inter-American Development Bank, United Technologies Corporation, and the Kohala Center in Hawaii. Professor...
Ashton’s current focus is how to build sustainable communities with a focus on industrial ecology. Professor David Ehrlich (PhD Political Science, Wayne State University) was a senior analyst for the U.S. Government Accountability Office, where he briefed members of Congress on legislation and policy design issues. He has co-authored reports on energy, the environment, and innovative policy approaches, as well as on major projects in transportation. Professor George Nassos (PhD Chemical Engineering, Northwestern University) is the founder of the EMS program and is Program Director for the Center for Sustainable Enterprises. He is a key source of inspiration and knowledge for all EMS students. He focuses today on developing and teaching sustainable strategies that create a competitive advantage while protecting the environment.

Classes are frequently privilege to guest speakers brought in by professors’ great industry contacts, including recent speaker Ron Meissen, Senior Director of Sustainability at Baxter International.

IIT’s Net Impact chapter is the perfect complement to the focused, multi-disciplinary EMS program with its wide range of sustainability endeavors and events. The guest speakers and educational events only add to the breadth and depth of students’ and members’ sustainability education. Net Impact has become the club of choice for all environmental activities and opportunities for green-minded students.

Program’s strengths:
1. Environmental Sustainability
2. Energy & Clean Technology
3. Corporate Responsibility

86% are satisfied with the number of courses offered that include social or environmental issues
86% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

STUDENT ACTIVITIES

IIT renewed its commitment to sustainability by establishing the Office of Campus Energy and Sustainability (OCES) in fall 2008. This department is devoted entirely to campus initiatives, from retrofitting campus vehicles as hybrids to recycling and alternative energy projects. There are monthly sustainability forums on topics from organic food to alternative transportation that are widely attended by students and industry professionals. The OCES, in conjunction with Stuart EMS students, has in a short time succeeded in calculating such things as recycling rates, greenhouse gas emissions, and water use. Net Impact members are heavily involved and many work part-time internships with the OCES.

IIT’s Net Impact chapter is extremely active and continues to expand not only its membership, but its wide-ranging interest in all things sustainable. Events held this past year included educational tours of an Invenergy’s Grand Ridge Wind Farm, a recycling services plant, PepsiCo’s LEED Platinum-certified Sustainability Center, and a cutting-edge urban vertical farm called ‘The Plant.’ IIT Net Impact has screened several movies in conjunction with the Chicago Net Impact Professional Chapter, including Carbon Nation and Fresh. Local organic food was provided to round out the experience.

The chapter has hosted talks such as “Sustainability and Climate Change and How They Impact Environmental Law,” “Business Case for Sustainability,” and “How to Build Sustainability into Corporate Decision Making.”

Giving back to the Chicago community is also very important, and the chapter has volunteered as part of Rooftop Gardens, Adopt a Beach Cleanup, and Chicago Care.

Without forgetting its career focus, Net Impact hosted a career panel of three environmental professionals, a session on how to perfect one’s elevator pitch, and co-hosted a Net Impact Chicago Happy Hour Event.

Net Impact events draw an eclectic mix of current EMS students, Stuart alumni, industry professionals, and Net Impact professional members.

Activity of Net Impact compared to other clubs:
59% are satisfied with the extracurricular offerings around social/environmental issues
64% agree that the student body is committed to social/environmental issues
CAREER SERVICES & ALUMNI

The Stuart EMS program places a strong emphasis on practical skills. The school actively helps students locate attractive internships, co-ops, and jobs. Recent addition Luigi Pecoraro, Director of the Career Management Center (CMC), works hard to get to know all the EMS students and provide them with opportunities to get out into the professional world and practice what they are learning. The CMC will also help students with their résumés, hold interviewing workshops, and host career fairs. Many students have also found internships and jobs through professors such as George Nassos, whose professional networks are unmatched. Professor Nassos will often send out emails with job openings that are never released to the public, thanks to his strong contacts and revered industry position. Networking is strongly encouraged as a major tool in building professional relationships and finding jobs. Nearly all students and staff utilize LinkedIn and other websites to network amongst their peers. Students also have the opportunity to take part in networking events including the Chicago Sustainable Business Alliance, Green Drinks, the USGBC Chapter, Climatini, the Chicago Council of Global Affairs, and the Air and Waste Management Association.

Prominent Alumni

Linda Kurtos (2009) – Adjunct Professor, Northwestern University
Caty Lamadrid (2009) – Energy and Sustainability Consultant, Shaw Environmental
Stuart Mann (2009) – Certified Water Specialist, Water Quality Association
Larry Pfafflin (2009) – Senior Engineer, Northrop Grumman Corporation
Tim Ryan (2008) – Founder, Pioneer Eco Strategies

Feedback on career center services:

50% found career coaching helpful
45% found access to relevant jobs/internships helpful
27% found resources to connect with alumni helpful
55% found support for self-directed searches helpful

50% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

IIT pays Net Impact chapter dues each fall and supports the group with funds each semester for events and activities. They also funded Net Impact shirts for all chapter members. The school also provides copying services, transportation to events if needed, advertising on an LCD screen, and all-student emails. In general, IIT Stuart is very supportive of Net Impact, which is due in large part to Net Impact being the most active group on campus.

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

in the curriculum, 68% say they are satisfied
in extracurricular activities, 50% say they are satisfied

REASONS TO ATTEND

The core strength of the IIT Stuart is its focused, interdisciplinary approach to environmental policy, business practices, sustainability, and management. The EMS program prepares students to understand complex environmental issues and excel at solving them; taking into account each problem’s social, economic, business, and governmental relationship. Students are prepared to be true environmental managers, understanding how business and sustainability go hand in hand in solving today’s complex and interrelated issues. The IIT Stuart EMS program prepares students to work on energy policy, sustainability, environmental mitigation, internalizing environmental accounting, and environmental law.

The cross-disciplinary opportunities with the MBA, engineering, MPA, and design program lead to a unique, collaborative atmosphere at IIT. The program continu-
Business as usual: The Student Guide To Graduate Programs 2011

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The one year postgraduate program at the Indian School of Business (ISB) challenges some of the brightest and most exemplary people in India and around the world to expand their knowledge on business. A year at ISB proves to be transformative for these young professionals, who develop their skill sets to rise as tomorrow’s leaders.

Academically rigorous yet career-oriented, the program exposes students to 32 new subjects over the course of the year, 16 of which are chosen by the students themselves as their specialization. These courses are taught by some of the most illustrious names in academia, who include ISB’s resident faculty and the visiting faculty from schools such as Wharton, London Business School, Haas, Anderson, Ross, and Kellogg. ISB’s faculty members are highly coveted consultants, regularly engaging with industries, institutions, and governments. The program prides itself in being integrated with the cutting-edge research of these faculty members.

ISB’s curriculum is a judicious blend of insights from the East and West, and enables a coherent understanding of the emerging economies of the world. The curriculum is reviewed and upgraded every year for its theoretical rigor and its practical relevance.

The faculty at ISB carries forward the process of learning through various methods such as case studies, problem-solving sessions, and team projects. The method of teaching changes according to the need and the requirement of a particular course. In this manner, one gets to apply theoretical knowledge to practical issues and will be able to effectively address the challenges managers may face in their career.

The one year postgraduate program in management starts with the pre-term and orientation courses, followed by eight terms of six weeks each. The first four terms cover the core courses, laying the foundation for the advanced elective courses in later terms. To specialize in one area, a student has to take a minimum of six electives from that area. Students can choose a maximum of two specializations. There is also the option of enrolling in two additional electives.

**Sample Courses**

- The Green Business
- Sustainable Business Operations: Value Creation and Environmental Considerations
- Change Management

**STUDENT ACTIVITIES**

The wide variety of student clubs reflects the diversity of the ISB community. The clubs give a chance to apply what has been learned in the classroom and to gain invaluable leadership and life skills. In addition to connecting with others who have similar interests, it is a platform to interact with alumni and professionals in specific fields, helping to build formal and informal networks while exploring career opportunities.

The Graduate Student Board, the elected representatives of the ISB student body, coordinates and manages
the activities of the clubs. Conferences, talks by eminent
guest speakers, and many other events enrich experience
at the school.

Aside from Net Impact, there are a variety of profes-
sional and social clubs at ISB, including the Business
Technology club, Entrepreneurship & VC club, Interna-
tional club, and Photography club, among many others.
The ISB Net Impact chapter (the first in Asia) began
in 2003 when a network of new generation leaders in the
ISB class of 2004 committed themselves to use the power
of business to improve the world. Over the years, the club
has used its business skills, which have been developed
with lots of corporate exposure, to solve social and envi-
ronmental problems.
The Net Impact club at ISB is focused on fostering a
sense of lasting social responsibility and inspiring student
interest in applying business skills towards positive social
and business impact. The club holds several unique events
every year. A few are highlighted below.

ISB iDiya is a national social ideas challenge for work-
ing professionals set up by the Net Impact club in 2009.
The competition attracts over 1,000 participants. The top
10 teams go through a week long boot camp at the ISB
campus and get mentorship from a social investing firm.
The Board Fellows Program places current ISB students
on the management boards of nonprofit organizations for
three months. Board Fellows attend board sessions and
relevant committee meetings while completing a strategic
project for the organization under the mentorship of the
executive director or a current board member.

Pro bono consulting provides nonprofit organizations
and social enterprises access to world class business talent
who provide strategic direction to maximize social impact.
Around 20 projects are started every year.

:: ADMINISTRATIVE SUPPORT ::

The ISB administration supports the Net Impact chap-
ter completely. The office of co-curricular activities and
the postgraduate program provide the chapter with stra-
tegic direction and resources.
The entire ISB community, including faculty, staff,
alumni, and student spouses, actively participates in Net
Impact events and activities. Their involvement ensures
greater impact, better outreach, and sustainable engage-
ment in social causes.

:: REASONS TO ATTEND ::

The Indian School of Business grooms future leaders
by imparting knowledge that has a blend of global best
practices and relevance to emerging economies. Founded
by eminent business leaders, entrepreneurs, and academics
from around the world, the ISB has lived up to its vision
of becoming a global leader in management education.

ISB enjoys the distinction of being the first Indian busi-
ness school to be ranked among the top 12 global business
schools in the annual MBA rankings by Financial Times.

The Indian School of Business has associations with the
Kellogg School of Management, the Wharton School, and
the London Business School, to ensure that the students
gain international exposure and have the opportunity to
interact with industry leaders, entrepreneurs, and faculty
from some of the world’s leading business and manage-
ment institutions.

The corporate-academia linkage ensures that the pro-
gram is relevant, international in perspective, and deliv-
ered to world-class standards. In the last few years, several
dignitaries have visited and recognized the school as an
international center of business excellence.

The Indian School of Business guarantees minimal ca-
reer interruption and tremendous savings opportunities
through the one-year post graduate program in manage-
ment. In one short year, students get a thorough under-
standing of the world business market and take on chal-
 lenging roles in some of the best companies in the world.
Moreover, students become a part of a growing network
of over 1,000 alumni who have started making a mark in
their chosen careers.
The curriculum at Kelley provides many opportunities for students to learn more about the intersection between business, the environment, and society. For instance, over the past three years, the annual first-year case competition has revolved around creating sustainable business strategies for companies such as Whirlpool and Eaton in both established and emerging markets.

In addition, members of the Kelley Net Impact leadership team continue to work with faculty and administration to incorporate more themes of CSR, sustainability, clean energy, and social entrepreneurship into the curriculum. This year, one of the core professors included a lesson about marketing to the base of the pyramid. The administration has been very open in helping to facilitate these discussions, and the faculty is very open to making changes in order to incorporate these themes into their curriculum.

After the core curriculum, students are given several opportunities to further explore their interest in social and environmental issues. Global Business and Social Enterprise (GLOBASE) is an experiential course that allows students to work directly with entrepreneurs and small- to medium-sized enterprises in developing countries. This year, more than 80 students traveled to Peru, Ghana, and India during spring break to utilize their business skills to improve the livelihoods of social entrepreneurs, small business owners, and communities in the developing world. The GLOBASE program, though relatively young, continues to expand, and will offer students the opportunity to again work in Ghana, India, and Guatemala next year.

Students also have the chance to pursue a Certificate of Social Entrepreneurship. This allows students to not only take courses available at Kelley, but also to take courses at the School of Public and Environmental Affairs at Indiana University. This provides an incredible opportunity for Kelley students to combine their business knowledge with classes in nonprofit management, international development, and urban development from faculty at a top-ranked public affairs program.

Lastly, Kelley’s MBA Program Chair continues to support social entrepreneurship and microfinance by inviting speakers who are experts in these areas to campus. Most recently, Greg Casagrande, Chairman of South Pacific Business Development, came to campus to discuss the work of his microfinance institution, and share the impact a small group of Kelley students made in Fiji in September 2010.
related to corporate social responsibility and other topics such as social entrepreneurship, nonprofit management, international development, and environmental sustainability. Past activities include professional speaker series, networking events, and fundraising events. In the speaker series, leaders from GE, Eli Lilly, Social Enterprise Associates, Aid for Artisans, Stonyfield Farms, Education Pioneers, Pfizer, and Cummins spoke about current issues including corporate social responsibility, nonprofit work, and sustainability. Net Impact members have had the opportunity to network with students across Indiana University.

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

Several Net Impact members are committed to making a positive social impact, but are restricted from making the commitment to a nonprofit or social internship due to limited financial compensation available with such opportunities. To tackle this problem, career services along with 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 founded a Social Internship Fund. The Net Impact leadership team is currently accepting applications for the Social Internship Fund, and will award its first recipient this year. Both current Kelley students and alumni plan on raising additional funds for the Social Internship Fund in the coming years.

The Kelley Net Impact leadership team is committed to building upon past successes the chapter has had in the areas of networking and career development. While the current leadership team is focused on creating new opportunities for non-members to learn more about Net Impact, such as using video to record all events and utilizing social media to raise greater awareness, the Kelley chapter is still committed to exposing students to various career paths in the social sector by inviting dynamic groups of professionals to speak to its students.

Individual student leaders continue to reach out to the MBA administration and advocate for additional Net Impact-related topics to be incorporated in the curriculum and future case studies.

Kelley students gain hands-on and practical experience through its Academies, which are faculty-led groups linked to a specific industry (consumer marketing, business marketing, consulting, investment banking, and

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**Prominent Alumni**

- **Walla Elsheikh (2010)** - Data Leadership Consultant, Education Pioneers
- **Susan Maupin (1996)** - Director of Marketing, Stonyfield Farm

**This school has funds available to support students who accept internships with nonprofits**

**This school has loan forgiveness available to graduates going to work in the nonprofit sector**
more). In addition to ongoing activities throughout the program, students participate in three “Academy Intensive Weeks” during their two-year career. These weeks are solely devoted to gaining industry knowledge and functional skills through company visits, consulting projects, and networking opportunities.

In additional to the technical skills that students gain through the Academy program, Kelley students have access to Indiana University’s School of Public and Environmental Affairs, whose graduate programs in nonprofit management and environmental policy are recognized as the best in the country. The Certificate in Social Entrepreneurship is an opportunity for Kelley students to customize their studies and integrate courses in Net Impact-related topics available only at this world-class institution.

The administration is very flexible towards independent studies in areas of sustainability, nonprofit management, green energy, and CSR, so students have a number of opportunities to work closely with related companies or organizations in Indiana.

Lastly, given its unique location in southern Indiana, there is a strong sense of community in Bloomington, allowing students to gain access to the MBA faculty and administration. This access is incredibly helpful for internship and full-time career searches, especially to students who are interested in careers in the social sector.
The Loyola Marymount (LMU) MBA Program has taken significant steps towards offering projects and courses that provide students with exposure to corporate social responsibility.

The MBA Program offers a variety of courses with social and environmental focus. In addition, students have the opportunity to choose social and environmental themes for class projects. One example is the core Managerial/Financial Accounting course where students have the opportunity to research and analyze corporate sustainability reports for the required group project. This past semester, one of the faculty members began designing a student sustainability consulting group. This group will develop a metrics system and report on sustainability practices for local companies. The leadership team is meeting over the summer with plans to launch in fall 2011.

There are several faculty members who are committed to CSR and contribute in various ways, including publishing articles on business ethics, writing a book on social enterprise, starting a sustainability consulting group, coordinating an ethics competition, bringing in guest speakers to talk about CSR, and promoting Net Impact events. These faculty often incorporate their work into their classes by having students create socially and environmentally responsible business plans, consult local non-profit organizations in the community, or interview social enterprises.

The Center for Ethics and Business hosts an annual ethics competition with international student participation, allowing students to put theory to practice and engage in real-life situations. Lastly, the MBA Entrepreneurship program consistently recognizes alumni who are social entrepreneurs by adding to the Wall of Fame and offering events and dinners to students throughout the year in an effort to inspire and create more entrepreneurs committed to social and environmental impact.

Although the LMU MBA is a fairly small program, it provides a significant number of opportunities for students to learn about and participate in social and environmental programs.

The LMU Net Impact club successfully launched in fall 2010 and currently has 57 members and seven board members for 2011–2012. LMU Net Impact brought in representatives from Boeing and Fox Networks to present on their sustainability programs. The chapter board made a point to promote relevant campus events, volunteer events, local sustainability conferences, and networking opportunities on the Net Impact listserv. The chapter also worked with the MBA Student Activities Board to promote philanthropy events like Food Kitchen Service, a Christmas toy drive, Walk for Wishes, and a beach cleanup.

LMU as a whole is a leader in campus sustainability design. It was one of the first universities to utilize solar panels extensively, and it has developed a sophisticated recycled water system for irrigation throughout the campus. LMU has also recently hired a full-time Sustainability Coordinator and the new President is working on campaigns to increase environmental practices. The under-
graduate student government board has a position for environmental sustainability as well as the student-led group Eco Students. The Center for Service and Action is an extremely active student service department that coordinates awareness programs, service projects, and alternative breaks throughout the year.

The Bellarmine College of Liberal Arts hosted its first annual Interdisciplinary Symposium titled *The Sustainable City*, with prestigious speakers committed to environmental change. LMU recently hired a new professor with a background in urban ecology to teach in the undergraduate Environmental Studies department and to work with the Ballona Wetlands project. Recently, LMU started a new urban garden on campus for students to experience the grow-your-own-food movement. LMU Net Impact has initiated partnerships with key undergraduate and graduate faculty, undergraduate student groups, staff working in sustainability, and community groups to promote events and educate students about CSR within the LMU and Los Angeles community.

**Student Activities, continued**

**LMU Career Services & Alumni**

LMU has seen an increase in student demand for environmentally and socially conscious career tracks and opportunities, and has taken action to provide new opportunities for development in the CSR field. This past year, the Alumni Board put together a Green Panel with three alumni who work full-time in environmentally-related jobs. The event was very successful and many students were able to introduce themselves and network with the presenters. In the spring, the MBA Career Services Department partnered with LMU Net Impact to host a panel of socially-conscious entrepreneurs. One of the Net Impact event ideas for next year is a CSR round table with local representatives, which would give students face-to-face time with individuals working in environmentally and socially-conscious industries.

The MBA Career Services Department is in the process of developing strategic partnerships with faculty who are connected to businesses in the area and can provide hands-on learning for students. This past semester, the club provided the Career Office with a copy of Net Impact’s *Corporate Careers that Make a Difference* guide to keep staff updated and aware of industry trends. As companies take new strides for corporate social responsibility, new jobs will be created and the LMU MBA Program will continue providing a strong sense of social justice, ethical behavior, and socially-conscious graduates.

**Administrative Support**

The LMU MBA administration has been very supportive of the startup phase of the Net Impact chapter. They supported LMU Net Impact by providing financial resources for the launch event and assistance reserving rooms, printing promotional materials, and planning events. They promote events regularly through the weekly MBA Update. They have acknowledged the increase in demand of CSR programming and have taken an interest in developing philanthropy and green programming at LMU. The MBA administration has also supported faculty research and publishing in the CSR industry and encourages continued research in the field.

**Reasons to Attend**

The overall strengths of the LMU MBA program are flexibility, accomplished faculty, and opportunities for involvement. The LMU MBA Program is small enough to allow students to really get involved in planning a variety of social, philanthropic, and educational events. Faculty members are extremely personal and available. Although the MBA Program doesn’t have a specific center for social and environmental programs, they have multiple centers who have taken on social and environmental projects. They provide dedicated staff and room for students to create their own roles and step into leadership. The LMU MBA Program has taken extra effort in the past year to grow their career services, student groups, and alumni relations. Students who are looking for a campus that is committed to social justice, volunteerism, holistic learning, and interpersonal relationships will benefit from LMU’s commitment to society as well as business.
Loyola University Chicago (LUC) offers full-time and part-time programs of study in the Graduate School of Business (GSB), and a range of specializations to meet the needs of both non-working and working students. The Dean of the School of Business Administration, Kathleen Getz, believes that GSB’s education program promotes a collaborative and diverse environment and an educational philosophy which emphasizes socially responsible decision-making and leadership, integrated curricula, global and cultural perspectives, and experiential learning. As a Jesuit institution, the school prides itself on its commitment to socially responsible leadership.

LUC offers Microenterprise Consulting, a course with 12 years of history, which provides MBA students with an opportunity to gain hands-on experience in consulting for individual entrepreneurial and nonprofit clients who are starting up or operating businesses in economically disadvantaged neighborhoods in Chicago. In this course, working directly with the client is a unique learning experience, and it was recognized by the Association to Advance Collegiate Schools of Business, Loyola’s accrediting association, when it awarded the Microenterprise Consulting course first place in its 2007 Innovation in Business Education competition.

The GSB is proactively working to implement programs that have an environmental or sustainability component. While LUC offers critical courses such as Business Ethics, Environmental Ethics, International Business Ethics, and Ethics in Finance, there are areas where LUC can expand on social and environmental sustainability. Over the last year, LUC Net Impact members worked closely with Loyola faculty, staff, and Chicago professionals to discuss ways to integrate a sustainability focus into Loyola’s undergraduate and MBA curricula. This process is currently underway for evaluation to implement a concentration in sustainability. LUC 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 challenges in awareness. 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 and continue to enhance the efforts.

Program’s strengths:
1. Corporate Responsibility
2. International Development
3. Education

28% are satisfied with the number of courses offered that include social or environmental issues
36% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
LUC Net Impact has offered a series of educational programs, professional networking events, and unique projects for its members in order to raise awareness of various topics in sustainability. In September, members created a petition requesting that Loyola’s Shareholder Advocacy Committee continue their work to end financing of mountain top removal for coal by directly petitioning students, and received over 100 signatures. In the same quarter, Dr. Mine Cinar, Professor of Economics and Director of the Center for Global Management and Responsible Leadership, gave a round table discussion titled “Microfinance vs. Microcredit System for the Core Poor.” During the winter quarter, LUC Net Impact teamed up with the Investment Banking and Financial Markets Association to bring Paul Herman, CEO and Founder of HIP Investor Inc., to learn the impact of strategically investing in companies that create value in a socially responsible manner. Recently, LUC Net Impact also teamed up with Loyola’s Strategic Consulting Group in hosting Debra Natenshon, CEO of The Center for What Works, to learn about effectively measuring outcomes and progress in a nonprofit business environment.

LUC Net Impact has also made opportunities available for its members to work on projects that give them experience in community development domestically as well as internationally. In one project, members participated in a day of community service at the Anixter Center, where they renovated the interior of a community room for children and adults with disabilities to live, learn, work, and play in their community. In its most recent project, the chapter teamed up with Loyola’s marketing and entrepreneur organizations to run the 6th annual Loyola Business Plan Competition, with a theme of “Tomorrow’s Innovator for Sustainability.” Maryanne Colter, Vice President of Project Management, provided a presentation on the topic of “Marketing Sustainability” for the participants. Furthermore, she conducted two workshops for Public Ally, a nonprofit organization funded by Americorps that helps develop leadership skills for emerging leaders in the nonprofit sector, titled “Engaging the Community in your Vision” and “Preventing Silos in Your Organization and Projects.” LUC Net Impact members were able to travel to help small businesses in East Africa with Global Alliance for Africa, an organization based in Chicago. Throughout the year, the leadership team enhanced relationships with other offices at Loyola to cross-promote events such as the Dean’s breakfast for bridging talented students with employers, career fairs, student orientations, and a series of networking breakfasts with the Executive Women’s Leadership Club of Chicago, provided through Career Management Services.

Activity of Net Impact compared to other clubs:

Average

40% are satisfied with the extracurricular offerings around social/environmental issues

32% agree that the student body is committed to social/environmental issues

Loyola’s Career Management Services (CMS) offers various opportunities for students of all backgrounds by providing professional development and skills workshops. The doors are open to students who want to learn more about career paths and strategies to attain a competitive advantage in the job market. Aside from general career workshops and advising, the office allows students access to a job board with hundreds of job and career opportunities that is updated daily. In addition to these efforts, the school offers several job fairs that are open to all business concentrations.

While CMS offers students the opportunity to explore multiple careers, there is an opportunity to broaden the current job pool provided and include positions for students with a social and environmental focus. The future of this effort will certainly expand as Loyola’s plans to introduce a concentration in sustainability proceed. To assist these efforts, LUC Net Impact has been in the forefront, collaborating with CMS and professors through panel discussions, workshops, and networking events to introduce students to current social and environmental issues and to provide a better understanding of various opportunities in the field. CMS, which has a Net Impact member on staff, has been a strong proponent of our organization’s efforts by inviting speakers from organizations, such as Education Pioneers, to initiate opportunities in the social and environmental fields.

Prominent Alumni

Scott Best (2011) – Executive Director, Common Pantry
Feedback on career center services:
24% found career coaching helpful
36% found access to relevant jobs/internships helpful
16% found resources to connect with alumni helpful
36% found support for self-directed searches helpful
24% have been able to find a job or internship that fits with their values

Administrative Support

The dean’s office and Graduate School of Business office have provided strong support for LUC Net Impact. These offices value the organization’s activities and the effort to integrate the mission of the school, which emphasizes the importance of social and environmental responsibility and its incorporation into the program. LUC Net Impact has received financial support for conference attendance for its board members.

Furthermore, these offices not only provided LUC Net Impact financial support for projects but also encourage attendance at the chapter’s activities, such as workshops and speakers, by the entire student body, faculty, and staff. With the new curriculum planner, however, the school could start to see a priority and value shift that allows the organization to gain more support.

As students initiate work with the school’s campus greening, curriculum development, and professional development projects over the next year, the chapter hopes to raise greater awareness among the faculty and administration who are potential LUC Net Impact supporters.

Beyond the GSB, Loyola’s entire network strives to emphasize sustainability through other organizations, campus greening initiatives, and philanthropy. In the outskirts of Chicago, Loyola created the Loyola University Retreat and Ecology Campus, a facility developed to serve as a campus for study and research of the environment and ecological sustainability.

Reasons to Attend

Loyola’s strengths go beyond the urban setting and the diverse backgrounds of its professors. As a university with a strong focus in ethics, most professors strive to include ethics in all courses and to consider other social and environmental issues when possible. As a medium-sized business school, Loyola’s faculty doors are open to all students who wish to discuss anything from career and volunteer opportunities to offering ideas to enhance the student body experience.

For students who want to get involved outside the classroom, Loyola offers an organization for students in any concentration. Its organizations are open to all interested students regardless of their business concentrations. At Loyola, student organizations are not merely clubs that gather for social events—student leaders take initiative in providing students opportunities to gain practical business skills, develop a strong network inside and outside the Loyola community, and learn about new and innovative ideas.

Loyola is planning to introduce an environmental sustainability concentration in the fall of 2012. This concentration will be in collaboration with the School of Environmental Sciences and will provide candidates with a strong foundation in both business and environmental topics. The program will also offer a certificate program for those who have already earned a degree.

Regarding preparation for ethical and socially responsible leaders...
Under 10% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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MARLBORO COLLEGE
MBA IN MANAGING FOR SUSTAINABILITY

:: AT A GLANCE ::

Location: Brattleboro, VT
Number of students: 35
100% of MBA students are Net Impact members
100% of those members are active
Number of survey respondents: 29

“The program exemplifies the paradigm-changing organizational and business practices that it teaches.

Innovative, Creative, Community

:: CURRICULUM ::

Every course in the core curriculum of the Managing for Sustainability program is entirely based around principles of social, ecological, and economic sustainability. The entire program is engaged in, and supported by, a facilitated process of community building using practices and principles to develop and sustain a human community in which progress toward sustainability is truly possible.

There are currently no electives in the Marlboro MBA—there is one set curriculum, which has flexibility for students to direct course projects and consulting assignments towards topics and industries in which they are interested.

The Marlboro faculty’s commitment to sustainability in the business and economic context is both broad and deep. Most of the faculty are directly engaged in social and environmental professions, activism, and/or research. They bring their passion for sustainability and their depth of experience to integrating social and environmental themes into the curriculum. Three examples of such faculty are CSR journalist and consultant Bill Baue; MIT-emeritus professor John Ehrenfeld; and coach, trainer, and long-standing Social Venture Network member Lori Hanau.

Faculty and students are involved in the continual development of how to apply sustainability in the program via the faculty curriculum committee, a community-building process, student government, emerging new consultation and governance structures, and the Net Impact chapter.

The entire program is a center for activities and thinking related to CSR, socially responsible business, social entrepreneurship, the localization movement, renewable energy, mindfulness in the workplace, and related topics. The program offers a wide range of creative, experiential, and cutting-edge opportunities for students and the community to engage around these topics. Examples include consulting assignments with local businesses in the Strategic Synthesis class, case studies, and guest speakers in several courses. There is also a monthly Leadership in Sustainability speaker series, independent travel and study opportunities, and corporate trainings offered by program faculty.

Marlboro College also offers a Master of Science in Mission-driven Organizations (MSM-MDO) that serves professionals in nonprofit or social entrepreneurship careers. The MBA and MSM-MDO programs collaborate on curriculum, guest speakers, and events.

Sample Courses
Foundations of Sustainable Business
Exploring Sustainability
Systems Thinking & Modeling
Global Systems Seminar

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

90% are satisfied with the number of courses offered that include social or environmental issues

100% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
**STUDENT ACTIVITIES**

The Marlboro MBA community is passionately involved in nurturing sustainability in both Vermont, where the school is located, and in the various towns and cities along the Eastern seaboard, from where its students travel each month. The Net Impact chapter hosts speaker social events during each month’s “intensive” weekend, giving members the opportunity to network with leaders in business and sustainability. Additionally, the chapter plans major events that focus on various aspects of sustainability and business; for example, in July 2011 the chapter put on a Farm-to-Table dinner as a fundraiser, supporting local entrepreneurs. The chapter is co-sponsoring the 2011 Slow Living Summit, a new sustainable business conference that will take place on the graduate school campus in downtown Brattleboro. Chapter members will be involved in all aspects of putting on the conference.

The chapter is very involved in student government, which helps to guide the program and maintain a student voice in program decision-making. Students also work closely with the faculty to enhance the curriculum. Chapter members are also forming an investment club, which will provide students the opportunity to learn and participate in local and sustainable investing. The investment club will incorporate sustainability and socially responsible investing principles into its decision-making. Finally, students also participate in business competitions. This year chapter members were finalists in the xpedx Sustainability Scorecard Challenge, working to create the company’s sustainability scorecard.

Because the MBA program at Marlboro is focused on managing for sustainability, the students broadly support Net Impact. Each student gets a national Net Impact membership upon matriculation, and the chapter works to make sure that students take advantage of the resources that Net Impact makes available.

Activity of Net Impact compared to other clubs:

- **One of the Most Active**

- **76%** are satisfied with the extracurricular offerings around social/environmental issues
- **97%** agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

Career services in the traditional sense are currently in the process of being developed for the Marlboro MBA. However, there are several ways that the program supports students to meet and connect with people and organizations that will enhance their career. During the Personal Leadership Development course, students choose and work regularly with a mentor who often works in a job that interests the student.

The faculty at Marlboro are very accessible to students. They are available to help students connect to the professional networks in which they are involved, and to advise them on career development. Students in the program also have access to the program’s Circle of Advisers, some of whom also provide paid internship opportunities to the students at the adviser’s company. Students and faculty regularly post internships and jobs to an online community jobs forum, and the program’s Net Impact chapter has created a website with job postings.

In the next few months MBA students will have access to a job and internship database, which includes links to jobs specifically with a sustainability focus. They will also have access to online resources for résumé writing, inter-
viewing, salary negotiations, and professional networking. This year the Marlboro MBA alumni group plans to offer a regular alumni symposium to facilitate professional networking and to offer support for working within sustainability careers.

The Marlboro MBA program was specifically created to offer curriculum and to support activities and careers that address sustainability issues on a fundamental level. The program’s leadership and administration are completely aligned with these goals.

The administration strongly encourages and supports the Marlboro MBA Net Impact chapter. All incoming students are enrolled in the Net Impact national organization as individual members, and encouraged to participate in the Marlboro Net Impact chapter. They are also encouraged to participate in the monthly Net Impact social gatherings. The program has exhibited at and encouraged students to attend the Net Impact Conference.

Because sustainability is woven through its entire curriculum, all applicants to the program already value social and environmental sustainability. The purpose, content, and continued development of the program are aligned with Net Impact’s goals, and might be seen as going beyond them in terms of radical sustainability.

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

- In the curriculum, 100% say they are satisfied
- In extracurricular activities, 90% say they are satisfied

The Marlboro MBA is especially attractive to applicants who place a high value on social and environmental sustainability. Because this program was designed specifically to train leaders who seek to address sustainability issues at a root level, a focus on sustainability is woven throughout every aspect of the program.

Students are mostly working professionals from across the Northeast and Mid-Atlantic who form a close learning partnership with faculty who are “walking the talk” in their areas of expertise. The blended in-person/online program format allows students to study from where they already live and work.

This is a rigorous, yet supportive, program where students gain the knowledge and skills to lead sustainability efforts in a wide variety of settings, while also growing personally into the fullness of their unique leadership potential. Students have the opportunity to form strong personal and professional connections with other students, along with a network of alumni, faculty, and program advisors who are global sustainability experts.

The program seeks to create a learning environment that “is the change we want to see in the world.” This goal is reflected in the program’s highly participatory form of governance. It is also seen in the commitment to community building, where students learn the communication and emotional intelligence skills that are essential to support the social change process in organizations and communities.

Marlboro MBA community norms include a commitment to be authentic, open-minded, and mindful communicators, learning partners, and trustworthy, fearless leaders. These aspirations are all in the service of the program’s slogan, which is to “Change the Climate of Business.”

Regarding ethical and socially responsible leadership...

- 79% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
“The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.” This motto graces the walls of the main hall of the School and is applicable to all students. Net Impact members at MIT Sloan have the best of both worlds: access to strong, traditional academics and to diverse “action learning” courses.

Every student at MIT Sloan passes through “the core,” five required classes in the first semester. After these courses, students are free to pursue their own agendas academically. There are over 35 courses related to either social or environmental sustainability. Cross-registration with classes in the broader university is encouraged.

Action learning courses are very popular. Informally called “labs,” students learn through real, impactful projects, working with companies and organizations all over the globe, to the benefit of both students and their hosts. Some lab classes include international travel. The lab classes are: Entrepreneurship lab (E-lab), Global Entrepreneurship lab (G-lab), Leadership lab (L-lab), China lab, India lab, and Sustainability lab (S-lab). The classes combine case studies, lectures, simulations, presentations of faculty and doctoral students’ research, and guest speakers in addition to the experiential learning aspects.

In 2010, the School introduced a Sustainability Certificate that can be attained concurrently with the MBA. MIT Sloan created the certificate program in order to transform today’s world and business models to better serve human needs in an environmentally friendly way.

The highlights of the curriculum include S-lab, System Dynamics, and Professional Seminars in Sustainability. Classes are taught by some of the most visionary professors in the world, including John Sterman, Rick Locke, and Peter Senge.

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The highlights of the curriculum include S-lab, System Dynamics, and Professional Seminars in Sustainability. Classes are taught by some of the most visionary professors in the world, including John Sterman, Rick Locke, and Peter Senge.
The MIT Sloan student body has a strong and growing interest in social and environmental impact. There are three specific areas of interest and three student programs to highlight. In 2009, the president of MIT, Susan Hockfield, launched a campus-wide initiative to focus on the development of clean energy. This initiative has spurred both basic research as well as business formation around the development of new and improved energy technology. This focus has permeated MIT Sloan and many students are interested in opportunities in the field of clean energy. The second area of focus for students is the application of technology toward social enterprise. MIT Sloan offers students many opportunities to get hands-on experience working with businesses in the developing world. One of the School’s most popular classes, Global Entrepreneurship Lab, pairs groups of students with a business in a developing economy. The students work with the business over fall term and then travel to the country in January to implement their projects. The last area of focus for MIT Sloan students is the education sector. MIT Sloan has an active student group that hosts education-related speakers and events and places several students in education-focused organizations each summer.

Beyond MIT Net Impact, there are three student programs that focus on business and environmental sustainability. Two years ago, MIT Sloan began offering students the ability to earn a certificate in sustainability for taking a sequence of classes on the topic. The program has grown each subsequent year and continues to rapidly expand. The second student program is a club called Sloan Entrepreneurs for International Development (SEID). Net Impact frequently partners with SEID to host speakers and events in the area of sustainability and social enterprise. The last student program is the MIT Sloan Board Fellows program. Every year, thirty students are paired with nonprofit organizations in the Boston area and have an opportunity to gain experience with the board on strategic projects.
all over the world. Since sustainable and social impact jobs are often obtained through networking rather than traditional on-campus recruiting, this array of contacts is hugely important. It is incredible how the name “MIT Sloan” opens doors for students, whether for an informational interview, an internship, or a job placement.

The administration at MIT Sloan is strongly supportive of social and environmental initiatives. The administration funds the majority of MIT Sloan’s Social Impact Fellowship program, which grants students funding to pursue internships in the social sector that otherwise might compensate at a very low level.

The administration has also shown its support in the recent completion of MIT Sloan’s main building—E62—which is expected to gain a LEED Gold certification within the next year. The completion of the building represents a collaborative effort between administrators, faculty, and alumni to build MIT’s most sustainable building.

The administration at MIT Sloan is also clearly focused on expanding the Sustainability at Sloan program. Sustainability at Sloan is an administration-driven program that sponsors a monthly speaker series and acts as a liaison between sustainability-related student groups and the administration. There are currently plans to establish a formal sustainability center at MIT that brings together stakeholders from across campus to study social and environmental issues.

Prospective MIT students can expect to join a strong and growing community of students, faculty, and staff who have demonstrated commitment to social and environmental responsibility. Prospective students interested in clean energy will find that there is no better place than MIT to pursue a career in the field. The energy initiative launched by President Hockfield two years ago has brought the entirety of MIT’s science, engineering, and business acumen to bear on this critical sector.

Beyond energy, students at MIT Sloan are involved in the areas of social enterprise, education, and water resource conservation. Those with a strong interest in sustainability will be a part of a growing group of students who take a sequence of courses that lead to the Sustainability Certificate—an optional certificate that demonstrates competency in social and environmental issues. Students at MIT Sloan are very active in organizing speakers and events in the area of sustainability. This year, MIT Sloan has averaged at least one sustainability-related speaker per week including Bart Houlahan of B Lab, Rear Admiral Philip Cullom of the U.S. Navy, and Dara O’Rourke of Good-Guide.

Prospective students should strongly consider MIT Sloan to contribute to the development of new business and technology ventures in the realm of social and environmental responsibility.
The core curriculum of the Eli Broad Graduate School of Management at Michigan State University (MSU) incorporates social themes in every area of study, including supply chain management, marketing, finance, and human resources management. There are also a number of courses within the MBA program that focus specifically on social and environmental themes. One of these classes is 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. In one of the core MBA classes, Social Issues in Management, students are encouraged to consider the benefits and risks of their decisions from perspectives outside of the financial realm.

MBA students are also invited to take courses outside of the MBA program, such as Environmental Law and Sustainability for Business. The Environmental Science & Policy, Agriculture, and Law schools also offer a myriad of courses on social responsibility, environmental concerns, and applications, as well as sustainability research. Michigan State University also offers a specialization in sustainability where students can gain holistic and integrated competencies around aesthetic appreciation, ecological integrity, social equity, and economic vitality through the domains of civic engagement, systems thinking, critical thinking, and personal development.

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 of Global Management.

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.

There are many other opportunities for MBA students to get involved and give back to the community. One such event 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. Students have also partici-
pated in, and fundraised for, the Susan G. Komen Race for the Cure, as well as an annual charity auction to help benefit CureSearch, an organization devoted to childhood cancer research.

Outside of the Net Impact chapter, Michigan State University has various environmentally-conscious initiatives and organizations, such as its “Be Spartan Green” campaign from the Office of Campus Sustainability, the MSU Students for Fair Trade, and the Spartan Global Development Fund.

**CAREER SERVICES & ALUMNI**

The MBA Career Services Center (MBA CSC) consistently ranks among the nation’s top five. The staff offers career advising and consulting, and is skilled at helping each student create a personalized job strategy tailored to their career interests and aspirations. From the summer before students enter the program until well after their graduation, the staff works with each individual to fully prepare them for corporate recruiting. Through the MBA CSC, students have the opportunities to participate in career workshops, on-campus recruiting, corporate presentations, and the annual MBA career exploration conference.

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. The chapter has also recently offered corporate sustainability treks to expose MBA students to potential social and environmental careers. In addition, visiting companies that focus heavily on sustainability are supported by Broad Net Impact and the school.

**ADMINISTRATIVE SUPPORT**

The administration at the Broad 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” and other MBA events. 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**

Michigan State University’s MBA program is a highly collaborative environment and the close-knit community helps to provide students with direct access to the distinguished faculty. Broad is consistently ranked highly for its return on investment compared to schools in the U.S. and around the world. Each year, the MBA program and the larger Michigan State University strive to enhance the curriculum to include more social and environmental themes. The relatively small program size allows students to have an influential voice in determining the future goals of the MBA program. The Broad Net Impact chapter would be most fitting for someone interested in building upon an existing base of social and environmental impact activities with the opportunity for significant growth. 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.

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Prominent Alumni
Sam Hogg (2008) – Founder, GiftZip.com
Maria Daane (2004) – Executive Director, Santa Clara Library Foundation & Friends
Ian Olson (1999) – Director of Sustainability, Darden Restaurants
Peter DeBruin (1991) – VP, Environmental Sustainability & Community Affairs, State Street Corporation

Michigan State University, continued

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http://broad.msu.edu/mba

BUSINESS AS UNUSUAL: THE STUDENT GUIDE TO GRADUATE PROGRAMS 2011
The focus on empowering women in leadership and corresponding collaboration in the program is a unique academic environment.

The mission of the Lokey GSB is to educate ethical and socially responsible organizational leaders who have the strategic perspective, business knowledge, and management skills to deliver strong financial performance while making a positive impact on society and the environment. Recognizing that diversity in leadership drives innovation and performance, the Lokey GSB was founded with the commitment to advance women in business. Current students—men and women—represent a rich diversity of backgrounds, perspectives, and experiences that enrich our program.

The core curriculum at Lokey GSB includes courses on ethics and leadership, which devote half of the course to issues of ethical decision-making in business. Four out of the five core courses cover social and environmental impact issues and represent 10–15% of the curriculum. In the fifth course, Leadership and Ethics, approximately 50% of the curriculum relates to ethical and social and environmental impact issues. Students in market research classes often do projects for nonprofit organizations in Oakland.

The Lokey GSB offers a concentration in socially responsible business and one in nonprofit management. The faculty are fully engaged in social and environmental areas and are leaders in their field. In addition, faculty invite speakers, such as Carolyn Beaham West, Director of Sustainability at Faultless Starch/Bon Ami and Yimei Wong, Head of Strategic Regional Development at Trina Solar, to speak with students and give an insightful perspective of socially responsible business.

The School also has a Center for Socially Responsible Business (CSRB), which sponsors a lecture series on socially responsible business, inviting companies such as Clif Bar and Fetzer/Bonterra. In 2011, the Net Impact chapter co-sponsored a one-day conference titled “Evolving Models: Innovations in Social Enterprise” which included 19 speakers and 200 attendees. Speakers included: Kirsten Tobey, Co-Founder/Chief Innovation Officer of Revolution Foods; Robert Davenport, Managing Partner of Brightpath Capital Partners; James Freeman, CEO of Blue Bottle; and Hunter Lovins, President of Natural

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

| 58% are satisfied with the number of courses offered that include social or environmental issues |
| 62% are satisfied with the faculty emphasis on social/environmental issues in the curriculum |
Capitalism Solutions, to name a few.

In addition to coursework, students can work closely with organizations on special projects to earn elective credit. Current MBA students are interning and working at socially responsible organizations such as Inner City Advisors, which helps build sustainable and responsible inner city businesses with the ultimate goal of job creation in Oakland; One Pacific Coast Bank, a certified CDFI serving the needs and interests of individuals, families, businesses, nonprofit organizations, and the environment; and Centro Community Partners, a nonprofit that provides business advisory services, access to capital, and volunteer MBA advisors to develop microenterprises and help them grow.

**STUDENT ACTIVITIES**

The Net Impact chapter at the Lokey GSB is well known among the students and faculty, sponsoring many events on campus. The chapter is only in its second year and already has a huge impact on campus, focusing on creating events that provide development and education to the MBA students that will foster their growth in socially responsible business. In particular, the chapter spearheads student-led workshops to share crucial best practices that have been learned in business through their work and academic experiences. The chapter is currently in the early stages of collaborating with the various clubs on campus and is igniting relationships through volunteering with events such as the Green Festival. The chapter has a strategic marketing plan to partner with similar campus clubs in order to increase membership to other graduate programs and be an instrumental agent of social responsibility on the Mills campus.

The MBA program is committed to working towards no waste at the school and during events and the Net Impact chapter helps echo these endeavors. The school also provides consistent communication about ways in which students, faculty, and staff can conserve energy and reduce consumption and waste. The Lorry I. Lokey GSB Building is designed for sustainability and opened in fall 2009, earning LEED Gold certification. Overall, Mills College has a strong commitment to sustainability and was named one of America’s “100 Coolest” green schools by *Sierra*, the magazine of the Sierra Club, and named one of the top 286 green colleges in the nation by The Princeton Review.

Activity of Net Impact compared to other clubs:

- **One of the Most Active**
- **85%** are satisfied with the *extracurricular offerings* around social/environmental issues
- **88%** agree that the *student body* is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

The Career Center at the Lokey GSB is a support system that provides students and alumni the tools, resources, and advising they need to obtain a career in social and environmental sectors with advisors who have specific expertise in the industries that are most attractive to the Net Impact members. The Career Center also partners closely with Inner City Advisors and Centro Community Part-

**Prominent Alumni**

- Jamie Almanza (2009) – Executive Director, Bay Area Community Services
- Jean Cooper (2005) – Director of Community Building, The Glide Foundation

Feedback on career center services:

- **54%** found career coaching helpful
- **46%** found access to *relevant jobs/internships* helpful
- **19%** found resources to connect with *alumni* helpful
- **54%** found support for *self-directed searches* helpful
- **42%** have been able to find a *job or internship* that fits with their values
nners to provide students with internships and job opportunities with organizations focusing on socially responsible entrepreneurial ventures.

### ADMINISTRATIVE SUPPORT

The Lokey GSB administration is extremely supportive and the new Dean of the business school, Deborah Merrill-Sands, continues to develop the curriculum and hire new faculty that aligns with the principles of socially responsible business. Not only does the Dean’s Office support students to attend the annual Net Impact Conference, but also provides funding for chapter activities and institutional support through the Center for Socially Responsible Business.

Mills College is also supportive of environmental issues, as a signatory of the American University and College Presidents’ Climate Commitment, which is an “institutional commitment to eliminate net greenhouse gas emissions from specified campus operations, and to promote the research and educational efforts of higher education to equip society to re-stabilize the earth’s climate.”

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

- In the curriculum, 81% say they are satisfied
- In extracurricular activities, 92% say they are satisfied

### REASONS TO ATTEND

The Lokey GSB educates ethical and socially responsible organizational leaders. Graduates have the strategic perspective, business knowledge, and management skills to deliver strong financial performance while making a positive impact on society and the environment. As a result, the business school attracts a high percentage of students who are committed to using business acumen to create both economic and social value.

Regarding preparation for ethical and socially responsible leaders...

- 23% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Business is a vital part of the solution to critical social and environmental challenges. Students at the Monterey Institute of International Studies (MIIS) recognize the importance, influence, and power of business to create positive change in the world. Whether planning on running a private enterprise, marketing innovative products for a Fortune 500 company, running a wind farm to reduce greenhouse gas emissions, managing investments in emerging markets, launching a social venture fund, managing investments in emerging markets, launching a social venture fund, managing an NGO to help eliminate extreme poverty, or changing the world in any way, the MIIS MBA program will prepare students for success.

The Fisher MBA program incorporates social and environmental themes into the curriculum in a variety of ways. Additionally, there are weekend workshops offered for academic credit (required for completion of the program) such as Environmental Risk Management, Frontier Markets Investment, and Social Entrepreneurship. Other core courses incorporate sustainability and environmental issues into lectures, problem sets, and discussion topics. An example of this is in Financial Management, where students are challenged with calculating the net present values of projects with and without environmental considerations. Problem solving like this is pervasive throughout the MIIS MBA program. Finally, MIIS offers a variety of dual-degree options for students who are looking to expand their education and study business administration coupled with environmental policy, public administration, and policy studies.

The capstone for business school students is a three-month consulting project for a real company—the International Business Plan (IBP). The options for IBP projects in fall 2011 include an international development project in Peru and a geo-tourism project in the United States. Half of the project clients are in either international development or the environment.

The learning experience at any academic institution is also largely based on supplementary opportunities for students. The guest lecturer series is a great strength of the MIIS experience, as shown by the lineup of distinguished and well respected speakers who come to campus to talk on sustainability and environmental issues. Weekly speaker series have included members of some of the most prestigious organizations in the country. Some of the highlights from the spring 2011 semester include Alexandre Ochs, Director of the Energy and Climate Change Program at the Worldwatch Institute; Dr. David Roland-Holst from the University of California, Berkeley in the Economics department; and Edward Cameron, Director of the Collective Climate Action Program and the World Resources Institute.

In addition to the speaker series, MIIS has offered a brown bag lunch series where students and professionals
offer a more intimate discussion of pressing issues and how business and organizations play a role in sustainability and the environment. These brown bag lunches are a more informal way that students can learn and be involved. They are encouraged to initiate their own brown bag lunches to satisfy their own interests and or the interests of fellow classmates.

Program’s strengths:

1. International Development
2. Environmental Sustainability
3. Energy & Clean Technology

75% are satisfied with the number of courses offered that include social or environmental issues

71% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Students play an extremely important role in fostering the environmental and social consciousness at MIIS, through clubs such as Net Impact, the Sustainability Council, Our Green Thumb (gardening club), and many more. Students form and manage these clubs on their own, and have the flexibility and freedom to implement their own ideas.

The MIIS Net Impact chapter is one of MIIS’ more prominent student clubs on campus. It has been active for a long period of time at MIIS, with a lasting impression on students and their involvement with sustainability and environmental issues on campus. MIIS Net Impact has been the face of many sponsored events, field trips, speaker series, and community service volunteer opportunities. From the time a MIIS student arrives at campus, the effect of the Net Impact club is felt through the achievements of past activities. The evidence is the enthusiasm and participation that new students show when they come to the first club fair, where they sign up to join the MIIS Net Impact chapter.

Net Impact has collaborated with many clubs on campus to make connections and reach out to members of areas within the scope of Net Impact. One of the strongest ties is with the Sustainability Council, who has worked in conjunction with Net Impact to accomplish a number of activities important to the goals of campus sustainability. One project that was started was a reforestation project in the community, where volunteers collected acorns to germinate and propagate in an area close to the MIIS campus called Fort Ord. A second collaboration was the calculation of the campus’ carbon footprint. This project was part of MIIS’ goal of achieving carbon neutrality by 2016. The baseline was established and a plan for reducing emissions from all sources is in the works.

The curriculum change program offers students the chance to provide input into the kinds of courses they would like to see in their MBA program. The faculty adviser, Dr. Bruce Paton, attends all of Net Impact’s meetings, offers his support, and endorses the students’ ideas to ensure they can be implemented. The curriculum change committee is responsible for helping the faculty develop and offer phenomenal courses at MIIS. This would not have been possible without the formation and dedication of the MIIS Net Impact chapter.

Activity of Net Impact compared to other clubs:

Above Average

63% are satisfied with the extracurricular offerings around social/environmental issues

79% agree that the student body is committed to social/environmental issues

Career Services & Alumni

The Center for Advising and Career Services provides students and alumni with customized advising and professional development services, empowering them to maximize their MIIS experience and fulfill their academic and professional goals. Students are afforded the opportunity to work one-on-one with a career adviser who is able to personalize their job search and career exploration.

The Center for Advising and Career Services is helpful
Where will your MBA take you?

Our MBA in International Sustainable Business prepares students for careers that require both strong business skills and an in-depth understanding of sustainability issues, enabling them to adapt and lead in rapidly-evolving global markets:

- Leading edge sustainability course work: carbon markets, climate risks and corporate value, public/private partnerships for sustainable development, sustainable supply chains, and others
- Real-world, immersive learning opportunities offered both domestically and in emerging economies
- Easy access to Silicon Valley’s green technology recruiters and innovators
- Top 15 ranking from Entrepreneur magazine and Princeton Review four years in a row

Choose the MBA degree that will get you to your destination.
on many levels due to the fact that they are dedicated to each individual student. They are also dedicated to helping students find internship opportunities that allow them to gain professional work experience in their fields of study. Zocalo is a website with job postings that is updated in real time. The positions are brought to the attention of advisers, students, and faculty, and are diverse in scope.

The Center for Advising and Career Services additionally conducts a Professional Development Essentials course for new students and specialized workshops on self-assessment, networking, résumé development, cover letter writing, and interviewing throughout the semester.

Feedback on career center services:
- 46% found career coaching helpful
- 63% found access to relevant jobs/internships helpful
- 42% found resources to connect with alumni helpful
- 54% found support for self-directed searches helpful
- 63% have been able to find a job or internship that fits with their values

 ADMINISTRATIVE SUPPORT

The leadership and administration at MIIS go above and beyond to support at the efforts of Net Impact, including professors who live 1.5 hours from campus that come to evening and weekend events to support Net Impact. The chapter’s Program Chair led the Curriculum Change group in a project to identify interests from all students in Net Impact-related courses so they could broaden course offerings to reflect student body interests. Another great example is the student-run community garden and composting center. With faculty support, students have been running the garden for years, including the school and the greater Monterey community as well. This year, Net Impact worked on a huge carbon offset project starting on Global Action Day to help the school attain the school’s 2016 carbon neutrality goal.

Regarding the administration’s commitment to including social and environmental themes...
- in the curriculum, 63% say they are satisfied
- in extracurricular activities, 71% say they are satisfied

REASONS TO ATTEND

The MIIS business program embodies the tenets of Net Impact, with a strong focus on improving the world through business. While MIIS has a traditional business foundation with specializations in entrepreneurship, finance and economics, or marketing, it also has specializations such as international sustainable business and international business and development, which cater to students involved in Net Impact. Connections with the policy school easily allow students to take classes from the International Policy programs, which include Environmental Policy, Development, and Conflict Resolution, among others.

The best part about MIIS is that it values social and environmental impact while also emphasizing the importance of fundamental business skills. MIIS sees business as a critical part of the world—and a crucial part of the solution.
New York University’s Stern School of Business (Stern) offers a wide range of academic options for students interested in leveraging their business school experience to create positive change. The academic experience is grounded in Stern’s “menu core” which allows students the flexibility to choose between a series of core courses and to take elective courses as early as the first year of their program. These courses, which include Foundations of Finance, The Global Economy, Competitive Advantage from Operations, and Strategy, incorporate cases with social and environmental themes and form the foundation for Stern’s many electives.

Stern has a long list of notable electives across a wide spectrum of focus areas, including social entrepreneurship, microfinance, energy and the environment, corporate social responsibility, impact investing, and nonprofit capital markets. Stern students may choose to specialize in Social Innovation and Impact, a formal specialization geared toward careers in the non-profit and public sectors. There are 20 elective courses offered within this specialization, including courses focused on global social entrepreneurship and impact strategies that give students opportunities to launch and consult with social enterprises internationally, held in India and Latin America.

Stern offers a variety of institutional resources for students interested in social enterprise. The NYU-Stern Social Entrepreneurship Program connects students to faculty and the entrepreneurial community through educational and experiential learning opportunities to cultivate social entrepreneurial ideas and initiatives. The annual NYU-Stern Conference on Social Entrepreneurship is one of the largest academic and practitioner conferences focused on social enterprise. Stern’s Berkley Center for Entrepreneurial Studies also holds an annual Social Venture Competition, a year-long business plan competition offering one of the largest prizes in the nation for social enterprise ventures. The Citi Leadership and Ethics Program at NYU Stern is another hub for social and environmental programming and hosts leading public intellectuals at Stern. Recent Distinguished Citi Fellows in Leadership and Ethics include Mary Ellen Iskenderian of Women’s World Banking and Fred Krupp of the Environmental Defense Fund.

In addition to the many courses available at the business school, Stern students can take as many as 25% of their credits at other NYU graduate schools, including NYU School of Law and Robert F. Wagner Graduate School of Public Service. Stern facilitates this cross-registration with
an extensive list of pre-approved courses and a streamlined process for petitioning new courses.

Stern frequently hosts speakers from across the spectrum of social and environmental innovation. In the orientation program, Launch, Stern MBA students begin with an ambitious session of notable speakers focused on how business adds value and creates solutions for the world. In addition to organizing and holding school-run conferences, Stern also partners with many outside organizations on innovative programming, including the Aspen Institute, Citi Foundation, Ashoka, Acumen Fund, and others.

Stern’s Net Impact chapter, the Social Enterprise Association (SEA), offers a wide and comprehensive set of activities to its large student membership. The club offers a set of regular programming, as well as large marquee events. Regular programming includes a speaker series, career development, and social programming. The SEA Speaker Series brings recognized leaders in social innovation and impact to campus, where they address issues ranging from microfinance to social entrepreneurship and impact investing. SEA’s career development program works with Stern’s Office of Career Development to support its students in their career development process, including through career coaching, alumni panels, site visits and student affinity groups. SEA’s social programming focuses on providing fun activities for students to come together while gaining access and awareness to local sustainable businesses. Recent trips including outings to restaurants, breweries, bowling alleys, concerts, and more.

In addition to regular programming, SEA hosts a number of events over the course of the year, such as the annual Social Innovation Symposium (SIS), a summit of social enterprise practitioners, academics, and students from across NYU. SEA partners with NYU School of Law and the Robert F. Wagner School of Public Service in this highly anticipated event. The club also sponsors two spring break treks, one to a varying international location and one to New Orleans, where students have the opportunity to deeply engage with social enterprises and work with local organizations.

SEA has assisted the administration with the development of new academic offerings. In recent years, SEA has consulted on the development of the new social innovation incubator course, International Social Impact Strategies, and Stern’s updated pre-term program, Launch. This program provides a uniquely value-centered perspective on the role of business in society and the ability of the individual to craft his or her role in that environment.

SEA also partners with the Stern faculty in the promotion and execution of two of Stern’s annual conferences in the social impact field, the NYU-Stern Conference on Social Entrepreneurship and the NYU Stern-Citi Conference in Leadership and Ethics.

The Stern Campus Greening Initiative is a semi-autonomous project of SEA that works closely with the Stern and NYU administrations to improve the environmental footprint of the Stern campus and on-campus activities, as well as to increase engagement in sustainability at Stern.

SEA also provides support to Stern’s New York Initiatives program, which administers the popular Board Fellows and Stern Consulting Corps programs.

Activity of Net Impact compared to other clubs: One of the Most Active
83% are satisfied with the extracurricular offerings around social/environmental issues
76% agree that the student body is committed to social/environmental issues

SEA works with Stern’s Office of Career Development (OCD) to serve students interested in pursuing a career in social and environmental impact, whether within a major corporation or a firm dedicated to social enterprise. OCD provides personalized coaching and support services to all students as well as a series of events aimed at students pursuing employment in this area. Two dedicated social enterprise MBA “career coaches” work with OCD to help guide students in the sector and OCD works closely with SEA to target key firms and bring them to campus.

Prominent Alumni
Mel Ochoa (2008) – Director of Marketing & Advocacy, Achievement First
Ann Burkhart (1997) – Compliance Manager, Starbucks
Daniel Katz (1996) – Co-Founder, Rainforest Alliance; Senior Program Director, The Overbrook Foundation
MJ Jolda (1993) – Senior VP, Marketing, Marcal Manufacturing, LLC
Mark Moyer (1988) – CFO, Institute of International Education

In addition to Stern resources, SEA adds its own inte-
CAREER SERVICES & ALUMNI, continued

Grated program of career development, led by two Board-level Vice Presidents within SEA. SEA runs a series of programs, including full-time MBA panels, alumni workshops, speaker series, site visits, career coaching, and topic affinity groups. The purpose of the program is to rapidly help students identify their areas of interest, give them the support and resources they need to create a job search strategy in those areas of interest, and provide them with the access they need to implement their search.

Sponsored site visits around New York City give students with specific interests access to top firms. Career treks, both around New York and to New Orleans, give students access to leading social entrepreneurs. Most importantly, SEA relies heavily on its alumni network to support current MBAs in all aspects of their career development process.

Feedback on career center services:
- 69% found career coaching helpful
- 74% found access to relevant jobs/internships helpful
- 62% found resources to connect with alumni helpful
- 66% found support for self-directed searches helpful

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

ADMINISTRATIVE SUPPORT

Stern’s administration provides full support to the mission and activities of SEA and related social enterprise activities on campus. Working actively to create and maintain social enterprise programming, Stern administrators are committed to supporting students interested in this field. Stern’s New York Initiatives office now runs programs that were originally created in collaboration with SEA, including the Board Fellows program and Stern’s Consulting Corps. The administration’s commitment to social enterprise is embodied in its support for the Social Impact Internship Fund, which provides financial assistance for select Stern students in summer internships in the social and environmental sectors.

The administration seeks feedback from SEA and the student body at large when developing new academic, co-curricular, and extracurricular programming. In the past years, SEA has assisted with the development of new academic classes, new domestic and international extracurricular offerings, and career development offerings. The Office of Career Development recently added two full-time student career coaches in social enterprise and is expanding its external partnerships in the sector.

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

- in the curriculum, 60% say they are satisfied
- in extracurricular activities, 74% say they are satisfied

REASONS TO ATTEND

Stern distinguishes itself by the strength of both its academic programming and the opportunities available for student leadership and action. Stern firmly believes in leveraging the prominence of New York City as one of the most dynamic environments to live, study, work, and to explore ways of creating meaningful social value. The Social Enterprise Association is a hub for student activity and offers a multitude of ways for students interested in social enterprise to gain experience while in school to pursue this career path.

Regarding preparation for ethical and socially responsible leaders...

43% strongly agree that students interested in social/environmental issues are adequately prepared for 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 applications.

Recently, the entire business school at NCSU has been challenged to increase its commitment to sustainability with the goal of creating a center for sustainability and excellence within the next few years. With this fresh vision, the school is offering courses in sustainability with a focus on entrepreneurship and technology. This past semester, a class called The Business Case for Sustainability was offered to all MBA students. The Net Impact chapter at NCSU looks to be an integral part of this new venture.

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 to come up with the best strategy for these real-world issues.

The NCSU Net Impact Chapter is more than six years old and is continually growing at a steady pace. The NCSU chapter continues to engage students interested in sustainability by visiting local companies focused on sustainability, bringing guest speakers on campus, and attending the Net Impact Conference. While the chapter is still small, with only about 20 members coming from a full-time MBA class of 90, these members have a passion for developing events that are relevant, interactive, and fun. The chapter expects members to help the leadership team in developing and supporting events in their area of interest. This builds collaboration within the organization and allows members to practice their project management and leadership skills.

The chapter is further strengthened through the association with other university resources. The NCSU Office of Sustainability and the North Carolina 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 publications on environmental accounting.

The Net Impact chapter also collaborates with the MBA student association, the business school’s Undergraduate Student Council, and the administration to maximize its reach into the community. A successful product of collaboration between these groups came in the form of a sustainability conference hosted at NCSU. This event melded the resources of the administration, the reach of the MBA students, and the passion of the Net Impact chapter to connect NCSU students to local companies involved in different facets of sustainability. The conference focused on how students can equip themselves for a job in the
field of sustainability, with individuals from different sectors meeting one-on-one with students. Additionally, the chapter is working together with the student government and other business school clubs to help increase NCSU Net Impact chapter membership in the 2012 school year.

The goal is to co-host school-wide events to increase awareness of the Net Impact chapter and the need for students to be involved in the global movement for a more sustainable future.

CAREER SERVICES & ALUMNI

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. They have been very encouraging and helpful with events hosted by the NCSU Net Impact Chapter. Career Resources has also increased the number of information sessions, internships, and job postings in the nonprofit sector in last few years. 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.

Administrative Support

With the new vision of creating a center for sustainability and excellence in the coming years, the administration is preparing for this change by offering courses in sustainability. They also collaborate with the North Carolina Solar Center and other organizations that seek to promote sustainability to the community. The Net Impact leadership team continues to work closely with the administration to pursue social and environmental goals, as well as with the career resources department to bring more companies focused on sustainability to campus.

Reasons to Attend

The Net Impact NCSU Chapter looks forward to recruiting new members who are innovative in their way of thinking, passionate about social and environmental issues, and feel responsible to take action in shaping the chapter.
Social and environmental themes are rapidly becoming a part of the curriculum at the W. A. Franke College of Business at Northern Arizona University (NAU). Issues of ethical corporate behavior, corporate social responsibility, and sustainability are discussed within the MBA core curriculum. There is discussion among the faculty leadership about adding a sustainability emphasis.

NAU’s accelerated 10-month program offers two degree paths leading to the same degree, the Master of Business Administration. One path is Accounting, while the other path is Business Consulting. The second option builds on the core curriculum to provide hands-on experience in real-world business situations and the opportunity to apply classroom learning to problem solving.

The nine-unit experiential learning module begins in the fall and concludes at the end of the spring semester. It consists of a foundation of management skills and tools, and concludes with a semester-long project. A team of students is assigned to work closely with the management of an actual organization to define the scope and objectives of the project. Some of the projects are done for nonprofit organizations and for firms pursuing sustainability goals.

NAU has recently recruited several professors who focus on the areas of environmental management and integrating ethics into the core curriculum.

Guest speakers are invited to campus on a regular basis to make presentations on social and environmental issues. Over the course of the past year, Net Impact NAU brought a range of speakers to campus from both the higher education and business sectors to discuss topics in environmental management, global citizenship, and sustainability.

As the faculty-led MBA Review Committee continues to strive to provide a current and relevant curriculum, Net Impact expects to see more opportunities for students who are interested in studying business management with the goal of making a social and environmental impact.

Net Impact NAU offers students multiple opportunities to interact with community members and other campus groups through speaker series, projects, and events. During the 2010–2011 academic year, Net Impact sponsored multiple sustainability speakers on campus. The goal of these speakers was to educate students on sustainability practices in business and how these practices can be profitable within different industries. These speakers allow Net Impact members to build relationships with businesses and community leaders. Some of these included Don Jordan, Regional Director of SCA Tissue; Gary Niekerk, Director of Global Citizenship for Intel; and Morgan O’Connor, Director of Environmental Affairs for Xanterra’s Grand Canyon Railway property.

Recently, Net Impact NAU has collaborated with the NAU Green Fund to obtain funding for water bottle refill stations on campus. The chapter has also worked with the Environmental Caucus to plan events for Sustainability Day and Earth Week. These collaborations have allowed Net Impact NAU to help improve campus greening initia-
tives and reach the school’s sustainability goals. The chapter has also formed a partnership with the city of Flagstaff to provide tool kits and audits to local businesses in order to reduce their environmental impact and increase their sustainability. Overall, the activities offered by Net Impact NAU have created awareness of the chapter and sustainability among the student body.

::: CAREER SERVICES & ALUMNI ::::

The MBA program core curriculum includes a one-unit Professional Development course. This skill course focuses on providing the tools for students to make the transition from campus to career. Topics such as business communications, presentations and writing, interviewing, cover letters, and job search tools, provide the foundation for a successful job search.

At the start of the program, students attend a workshop on how to use LinkedIn as an effective social media tool for networking purposes. The MBA Program Office has a career adviser who meets with each student on a regular basis, providing advice on how to successfully manage the job search process. In addition, the program office hosts two networking events for alumni, students, and employers.

NAU offers two career fairs—in fall and spring—for students to meet with employers. The W. A. Franke College of Business also offers two Career Exploration Days. The purposes of the business school career days are to provide opportunities for students and employers to meet and talk about various opportunities.

Over the last two years, the school and university have provided financial assistance for students to attend the Net Impact Conference, where the students have the opportunity to meet with employers from around the world, network, and explore job opportunities.

::: ADMINISTRATIVE SUPPORT :::

The W. A. Franke College of Business has provided a graduate assistant to support administrative aspects of managing Net Impact. In addition, the college has provided partial funding for Net Impact leaders and MBA Association leaders to attend the Net Impact Conference.

NAU has a Climate Action Plan with a 2020 goal for carbon neutrality, and is a charter signatory of the American College and University Presidents’ Carbon Commitment. NAU has a campus-wide Global Learning Initiative with goals to weave global engagement, sustainability, and diversity into all university curricula.

::: REASONS TO ATTEND ::::

The MBA program at Northern Arizona University brings together intelligent and highly motivated students from across the globe with an outstanding set of faculty committed to sharing their knowledge of state-of-the-art management skills, tools, and abilities.

As the MBA program strives to keep the curriculum and co-curricular events current and relevant, the opportunities for social and environmental themes abound. Involvement in student organizations such as the NAU chapter of Net Impact and the MBA Oath Project, among others, provides students with significant opportunities to explore combining a career in management with a social conscience and a sense of pride and accomplishment. Students not only add to their knowledge of social and responsible business practices but are provided an opportunity to develop and demonstrate their full leadership potential.
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, the Ford Center for Global Citizenship, and the Larry and Carol Levy Institute for Entrepreneurial Practice. SEEK draws on faculty from multiple disciplines, including those with expertise in social entrepreneurship, public policy, nonprofit management, impact investing, and more. Students have access to thought leaders on these topics, including the Director of SEEK Timothy Feddersen; Daniel Diermeier, who was honored with a 2007 Aspen Institute Faculty Pioneer Award; Paul Christiansen, who was the founder and president of ShoreCap International, a private equity company which invests in financial institutions in developing countries; and Jason Saul, the founder and CEO of Mission Measurement, a social impact consulting firm.

The SEEK curriculum provides students with the skills to lead successfully within a variety of industries in the for-profit, nonprofit, and public sectors. The curriculum includes courses in social entrepreneurship, public economics, nonprofit leadership, environmental sustainability, education, socially responsible business, and independent study programs. In addition, SEEK 440A, *Values and Crisis Decision-Making*, is part of the core curriculum that all Kellogg students complete. The Global Health Initiative *Global Initiatives in Management* course gives Kellogg students (in collaboration with graduate engineering students) the chance to develop, market, and implement HIV/AIDS diagnostic devices for resource-limited settings.

Another academic program is Kellogg’s Board Fellows, which combines two courses in board governance with a year-long practicum 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 group sessions through which students share experiences from their current board service and study additional aspects of board governance, such as fundraising and personnel selection. Approximately 60 students participate in this consistently oversubscribed program annually.

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 at the forefront of social and environmental themes in business. Additionally, the club spent last year partnering with faculty from each of Kellogg’s core courses 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, the McCormick School of Engineering, and the Harvard Kennedy School of Government.

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

| 63% are satisfied with the number of courses offered that include social or environmental issues |
| 38% are satisfied with the faculty emphasis on social/environmental issues in the curriculum |

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**STUDENT ACTIVITIES**

Kellogg Net Impact’s vision is to inspire and support student interest in using business skills for social and environmental good in industries across the private, public, and nonprofit sectors.

During the academic year, the club brings to campus dozens of speakers who are leaders in these sectors. The club operates a multitude of career-related programs for students pursuing internships and full-time opportunities in nonprofit, public management, and for-profit areas such as corporate social responsibility and impact investing. Kellogg’s SEEK department provides internship stipends to students who take job offers in the nonprofit sector.

The club financially subsidizes member attendance at the annual Net Impact Conference, and in 2010, Kellogg Net Impact was featured as the Gold Chapter case study at the conference. The club also promotes and supports case competitions around the country where Kellogg has consistently advanced to final rounds. This year, the club sent a team of students to New Orleans over spring break to participate in New Orleans Entrepreneurship Week, and the team won first place in the business plan competition. Finally, the club regularly plans social events to promote networking between club members, other Net Impact chapters, and professionals in social and environmental careers.

Kellogg Net Impact collaborates with partner clubs and programs and has formed a “Net Impact Community” to provide Kellogg students with a variety of ways to explore social and environmental themes. The Environmentally Sustainable 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 and consulting to Chicago Public Schools through the Education Club and Education Lab course. Kellogg Volunteers organizes volunteer opportunities for students throughout the year. Through KelloggCorps, small teams of graduates go on a three to six-week pro bono consulting project for NGOs in developing countries across the globe.

Finally, Kellogg Net Impact organizes the annual “Innovating Social Change” Conference. The theme for 2010 was *Scaling What Works: Taking Social Change to the Next Level*. Through a series of expert panels, keynote speakers, and networking opportunities, the conference examined how to implement innovative social practices to transform organizations and the world.

| Activity of Net Impact compared to other clubs: |
| 84% are satisfied with the extracurricular offerings around social/environmental issues |
| 72% agree that the student body is committed to social/environmental issues |

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**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 off-campus job searches; approximately 50% of first-year students obtain their internships from off-campus sources. At the CMC, a counselor is focused on this career option. Additionally, Kellogg provides 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. This year, the institute announced they will grant an $80,000 fellowship annually to one student pursuing their own social entrepreneurial venture.

The Kellogg Net Impact career chairs work with the CMC to provide students with increased access to impact-related career opportunities. Kellogg Net Impact hosts a networking night to provide students with networking opportunities and also organizes a career trek each year to cities and companies in the social sector. In the past, these treks have gone to San Francisco and Washington, D.C. to meet with both nonprofit and for-profit organizations. Finally, each year Kellogg Net Impact assists students with developing their résumés 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 students have access to. This past year, the club initiated Interview Preparation Groups, in which second-year students guided first-year students throughout the interview process to make sure that they were fully prepared to secure the jobs they desired.

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Feedback on career center services:
- 53% found career coaching helpful
- 78% found access to relevant jobs/internships helpful
- 56% found resources to connect with alumni helpful
- 53% found support for self-directed searches helpful
- 91% have been able to find a job or internship that fits with their values

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, the Center for Nonprofit Management, and the SEEK department. Like any other club at Kellogg, the Net Impact chapter also has full access to all of Kellogg’s facilities and resources.

Regarding the administration’s commitment to including social and environmental themes in the curriculum, 47% say they are satisfied in extracurricular activities, 59% say they are satisfied

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 projects 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.
Kellogg’s strength draws from the combination of Kellogg Net Impact, the Net Impact community, and the 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, provide students with a community of like-minded peers, and connect 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 Kellogg Volunteers, consulting for a local nonprofit through the Neighborhood Business Initiative, hearing the CEO of a microfinance organization speak at the Net Impact Speaker Series, developing a socially-responsible business in the Social Entrepreneurship course, 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.

56% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership...
The MBA program at Fisher allows students to customize degrees based on interest in issues such as socially and environmentally responsible business, leveraging the benefits of a small class size within a large research-based institution.

A wide array of courses (around 100) related to social and environmental issues are offered at the Ohio State University, which is home to 18 colleges.

Eight of the twelve MBA 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 has a few cases that deal with fair trade, corporate responsibility, and social innovation. One course on Supply Chain Management covers sustainability, fair business practices, integrity within the supply chain, and corporate-NGO partnerships.

Fisher offers an Enterprise Sustainability track in its curriculum that gives future business leaders in the private and public sectors significant opportunities to gain knowledge and skills for managing enterprises facing complex global sustainability issues. The educational focus is on the strategic responses to these issues that may be employed to create business opportunities and competitive advantage.

Multiple courses offer both instruction in diverse aspects of sustainability and hands-on project opportunities, working with companies and nonprofit organizations facing sustainability challenges. For example, Global Market Management and Sustainability, provides an analysis of strategic, political, and philosophical issues faced by management and governments involved in international trade, all centered on sustainable practices. Another course, Business and the Environment: Strategies for Sustainability focuses on translating the sustainability concept into operational terms and establishing the business case for sustainable business practices.

Dr. Neil Drobny, a lecturer at Fisher, is a national expert on sustainable business practices. Dr. Sharon Alvarez and Dr. Jay Barney teach Micro-Enterprise and Economic Development, which includes a 10-day experience in one or more Peruvian villages.

Fisher does not have a center for CSR, but does incorporate social and environmental responsibility into multiple core and elective classes. Additionally, other centers and groups within the Fisher College of Business often times incorporate sustainability into their work (i.e. Center for Resilience, Center for Operational Excellence, and International Poverty Solutions Collaborative).

OSU Net Impact has incorporated itself into the sustainability curriculum at Fisher. The group is significantly involved at the undergraduate level with the energy and sustainability industry cluster, which offers select students a deeper understanding of the industry through corporate interactions, guest speakers, and consulting projects.

At the graduate level, OSU Net Impact is involved with...
the Enterprise Sustainability track option, providing numerous opportunities outside of the classroom to engage in additional learning regarding sustainable issues. For example, events range in focus from poverty alleviation to sustainable foods to global supply chain issues and everywhere in between. OSU Net Impact also incorporates opportunities for members alongside some elective classes offered.

Program’s strengths:

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<thead>
<tr>
<th>1. Environmental Sustainability</th>
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<tr>
<td>2. Corporate Responsibility</td>
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<td>3. International Development</td>
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35% are satisfied with the number of courses offered that include social or environmental issues

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

Graduate students at Fisher have the opportunity to join over 25 student groups with a wide range of focuses for all interests, some of which have extensive social and environmental impact concentrations.

OSU Net Impact holds a variety of events each year, including a handful of smaller events and four major flagship events. One of the flagship events is the Sustainability Boot Camp, where students gain insights from corporate and student panels on how to incorporate sustainability into career paths. In the Green Supply Chain Symposium, audience members learn about innovations and changes in the green supply chain, and recently in the Alleviating Poverty through Entrepreneurship Summit over 900 participants come together to learn about groundbreaking techniques in social entrepreneurship to combat global poverty.

OSU Net Impact also hosts multiple smaller events. For example, OSU Net Impact organized three green site visits in 2011 and brought in multiple corporate speakers from companies such as The Dow Chemical Company and IBM. OSU Net Impact members had the unique advantage to take part in free Global Reporting Initiative training, provided by BrownFlynn in Cleveland.

OSU Net Impact members have the opportunity to gain first-hand experience through a variety of project initiatives. This year, members worked on projects with the Procurement Department of Johnson & Johnson, the OSU President’s and Provost’s Council on Sustainability (commissioned by OSU President Gordon Gee), and the federal Solar Decathlon project, run by the U.S. Department of Energy.

Members have other avenues to get involved as well. For instance, a few participated in two external case competitions in 2010–2011, the Columbus Get Green Business Case Competition and the Hult Global Case Challenge. Members also competed and made it to the finals in the Walmart Better Living Business Plan Challenge. Finally, OSU Net Impact continues to offer the OSU Net Impact Summer Internship, where a member gets to work for a local nonprofit in the field of sustainability.

OSU Net Impact partners with many other organizations at all levels. Within Fisher, some events are in conjunction with other relevant student organizations. At the university level, OSU Net Impact members hold key roles within broader groups such as the Council of Graduate Students’ Sustainability and Environmental Responsibility Committee (SERC), which this year drafted a campus-wide Sustainability Resolution. OSU Net Impact also worked extensively with an OSU biology professor to bring sustainability into a general education requirement biology class at the undergraduate level. The group also works with organizations in the Columbus community such as Local Matters, TechColumbus, and the Columbus Council on World Affairs.

Activity of Net Impact compared to other clubs:

**One of the Most Active**

78% are satisfied with the extracurricular offerings around social/environmental issues

91% agree that the student body is committed to social/environmental issues
The Office of Career Management (OCM) at Fisher further allows students to customize their career search through both on-campus interviews with target companies and guiding and preparing students to target other companies and organizations of interest. Students receive one-on-one consultation with job search consultants who help them prepare for any stage of the job search. The Office also provides students with the ability to contact alumni, giving students access to one of the largest university alumni groups in the nation.

The OCM is involved in multiple on-campus career fairs, some of which are general and others that are specific in nature, such as the Nonprofit Opportunities Fair. In addition, the OCM financially assists students who attend career conferences around the country, giving them access to social and environmental related job positions. For example, the OCM supported students attending the Net Impact Conference and a Global Reporting Initiative training session.

OSU Net Impact works with the OCM in planning the annual Sustainability Boot Camp, an event that gives MBA students insight into sustainability-related careers and how to apply sustainable business practices to all concentrations.

The Executive Director of the OCM also serves on OSU Net Impact’s Advisory Board, providing a key link between sustainable careers and students involved in OSU Net Impact.

The OCM helps source speakers for OSU Net Impact events and also promotes OSU Net Impact events. Additionally, when OSU Net Impact brings in high-level speakers from companies that do not traditionally recruit on campus, meetings are set up for speakers to meet with the OCM, as well as the Fisher administration.

**Prominent Alumni**

Kyle Girardi (2011) – Market Analyst, Alcoa
James Balch (2010) – Senior Specialist, Sustainability, Cardinal Health
Sara Engleka (2006) – Senior Manager, CARANA Corporation
Aparna Dial (2004) – Director, Energy Services & Sustainability, Ohio State University

**Feedback on career center services:**

- 57% found career coaching helpful
- 65% found access to relevant jobs/internships helpful
- 65% found resources to connect with alumni helpful
- 61% found support for self-directed searches helpful

- 70% have been able to find a job or internship that fits with their values

**Administrative Support**

OSU Net Impact is supported by the Fisher through funding and logistical aid for events and speakers, as well as finding speakers through the Office of External Relations and through professors’ and deans’ personal contacts.

OSU participates in the American College and University Presidents’ Climate Commitment. Additionally, the OSU student body developed a campus-wide Sustainability Resolution, which is designed to increase awareness and drive tangible change on campus.

OSU has developed “ONE Ohio State Framework,” which includes plans to address sustainability from energy, infrastructure, and transportation points of view.

Fisher is continuing to revamp and improve its industry cluster initiative, where business students interact with corporations in both lecture and project atmospheres. One of the industry clusters has a focus on energy and sustainability, and connects students with companies such as Alcoa, Dow Chemical, and Accenture.

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

- in the curriculum, 48% say they are satisfied
- in extracurricular activities, 65% say they are satisfied
Fisher College combines the advantages of a small business program with the advantages of being housed in a large research-based institution. Students have the ability to make an impact in areas of interest, while also being able to draw upon resources that may exist outside of the business school.

The Fisher MBA allows for students to customize their degree to closely match their own career needs and aspirations. The learning environment provides rigorous coursework, team-oriented projects, research opportunities, personal insights, and the opportunity to make an impact. Certain courses also provide experience outside of the classroom, such as a microfinance trip to South America.

Fisher College offers access to many renowned faculty members in a variety of core fields such as marketing and finance and in fields such as ethics, microfinance, social entrepreneurship, and sustainability. OSU and Fisher provide access to more than 600 student organizations. Fisher was ranked 24th in the Beyond Grey Pinstripes Global 100 ranking for 2010. Fisher is embedded in the Columbus network of companies, nonprofits, and other organizations that work in a variety of social and environmental business fields, and both Fisher and OSU Net Impact work to help students to benefit from this large network.

22% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership...
The Graziadio School of Business and Management (GSBM) develops values-centered leaders through an education that is entrepreneurial in spirit and ethical in focus. GSBM also offers a Social, Ethical, and Environmental Responsibility (SEER) certificate program that prepares students to be future leaders in today’s sustainable business landscape.

Graziadio’s core curriculum weaves business ethics into every aspect of its courses. This not only prepares graduates to make sound, responsible choices in their careers, it creates a new wave of ethical leaders that are essential to today’s business climate. The school successfully launched its premier certificate program in fall 2010 focusing specifically on Social, Ethical, and Environmental Responsibility. The SEER certificate was initiated and created by three students, all of whom were active Net Impact members. Student ideas are taken seriously at Graziadio and it is because of the full engagement and unyielding support from the Associate Dean, faculty, and administration that the SEER certificate was successfully implemented and is now a permanent fixture of the Graziadio curriculum.

The SEER certificate’s faculty champion is Dr. Michael Crooke, former CEO of Patagonia. He is a standout leader in his profession and brings real life experiences, true passion, and applicable social and environmental knowledge into all his strategy, leadership, and SEER courses. Because of Dr. Crooke, Graziadio’s program has been able to feature guest speakers such as actress and environmental activist Daryl Hannah and President of Zipcar Mark Norman. Other faculty standouts include finance professor Dr. Augus Harjoto, whose contribution to quantitative research in socially responsible investing earned him the 2009 Moskowitz Prize, and Graziadio alumnus-turned-professor, Tetsuya O’Hara, who teaches a global business intensive at the Patagonia National Park in Chile. Pepperdine University also has a Center for Sustainability led by Director Rhiannon Bailard. Bailard also teaches a SEER course titled Developing a Sustainability Report, which is an Education to Business (E2B) course that gives students the opportunity to apply knowledge gained in the classroom to solve real-world business problems facing today’s local, national and global companies.

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

77% are satisfied with the number of courses offered that include social or environmental issues
80% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Master the leader in you with a new sense of purpose.

The Full-time MBA
With concentration specialties in subjects such as finance, marketing and entrepreneurship, full-time MBA students can also earn a certificate in Socially, Environmentally and Ethically Responsible (SEER) business practice at our spectacular Malibu campus. It is a unique opportunity to integrate environmental stewardship, corporate social responsibility, and strong financial performance – essential for product and service excellence in the 21st century.

Run your business in a socially responsible manner while thriving fiscally and become one of the next generation of leaders equipped with this contemporary, sustainable competitive advantage.

bschool.pepperdine.edu/seer
In addition to student clubs based on traditional business disciplines such as finance, marketing, and consulting, Graziadio offers three clubs based on leveraging the power of business to improve the world: Pepperdine Net Impact, Challenge 4 Charity, and the Values-Centered Leadership Lab.

Pepperdine Net Impact offers on-campus events throughout the year including speaker events, teleconferences, panel discussions, and on-campus recruiting events with guests such as EDF Climate Corps. There are also off-campus events, such as mixers with other Net Impact chapters and visits to companies such as Patagonia, Inc. and the Ambrose Hotel, the first LEED Existing Building-certified hotel in the United States. Net Impact’s premier spring event is Social Enterprise Week (SEW) and the Magill Business Symposium. During SEW, Pepperdine Net Impact partners with other on-campus clubs to offer events focused on social, ethical, or environmental responsibility. This year, the chapter planned a microfinance event and partnered with the Marketing, Consulting, and Entertainment Club to feature speakers such as the International Marketing Director for TOMS Shoes and a sustainability speaker from Sony Pictures Entertainment. SEW was capped off by the Magill Business Symposium, an annual half-day event centered around how businesses of today can create a more sustainable world tomorrow.

Aside from campus events, Pepperdine Net Impact also provides members with opportunities for involvement with one of its sub-committees: Campus Greening Committee, SEER Certificate Committee (aka Curriculum Change Committee), Board Fellows Program, Social Enterprise Week Committee, and Graziadio Without Borders (GWB). During 2010–2011, Campus Greening collaborated with the Center for Sustainability to create signage for the school’s single stream recycling program, obtained approval for installation of a water bottle filling station, and held a water bottle design competition. The SEER Committee was responsible for creating and implementing the SEER Certificate and continues to improve upon the program and track student progress in its launch year and as the program grows. The chapter started a Board Fellows Program and continues to work on growing the program in the years to follow through partnerships with campus organizations such as Waves of Service. The Social Enterprise Week Committee plans, markets, and executes the week-long series of events in the spring. Graziadio Without Borders (GWB) offers pro bono business consulting to local nonprofits and social entrepreneurs. GWB also plans a sustainable business trip to Nicaragua in the spring.

The Values-Centered Leadership Lab focuses on developing leaders with personal integrity, work ethic, and values. The club hosts an annual case competition exploring ethical dilemmas within business. Challenge for Charity (C4C) is a regional organization consisting of nine west coast business schools. The schools compete by raising funds for designated charities and meet for an annual sports weekend between chapters. To date, C4C chapters have raised over $5.1 million and provided over 18,000 volunteer hours.

Activity of Net Impact compared to other clubs:

- **One of the Most Active**
- 80% are satisfied with the extracurricular offerings around social/environmental issues
- 83% agree that the student body is committed to social/environmental issues

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The Career Services Office is one of the key ways Pepperdine helps students advance. Graziadio’s small student body size allows for a personal, one-on-one relationship with the career services officers. The officers help students develop a customized career plan and network the student with the close-knit alumni network. Pepperdine realizes that each student has unique needs, goals and aspirations and tends to stay away from career guide binders. With this personalized approach, the career officers are able to forward specific job leads and resources to students.

Pepperdine Net Impact also has a Career Center contact that helps the chapter plan career-related events. Every year, the Career Center organizes Net Impact Con-
ference Preparation Sessions and offers stipends to help offset the costs of attending the conference. The Career Center also collaborates with Pepperdine Net Impact to offer on-campus recruiting events with responsible companies. This year, the Career Center also worked with the Sustainable Business Council to host a Green Career Fair. Students interested in exploring career paths in the social or environmental sector are provided supplemental reading material such as Mark Albion’s More Than Money and Katie Kross’s Profession and Purpose.

Additionally, the Graziadio School Board of Visitors provides stipends for students working for social enterprises and nonprofit organizations during their summer internships.

**Feedback on career center services:**

- 40% found career coaching helpful
- 53% found access to relevant jobs/internships helpful
- 53% found resources to connect with alumni helpful
- 53% found support for self-directed searches helpful

- 60% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

The faculty and staff at Pepperdine University strongly support Net Impact’s vision for social and environmental change. Although the “green revolution” has gained momentum in recent years, Pepperdine’s commitment to creating a sustainable campus began in 1972, when a water reclamation program was implemented for irrigation. Since then, Pepperdine has engaged in and created numerous other practices to minimize the impact on the environment and to instill an eco-awareness in students.

The administration also supports Pepperdine Net Impact through faculty involvement. Associate Dean Dr. Michael Williams showed support for the chapter by attending the 2010 Net Impact Conference along with 16 of Pepperdine’s members. Currently, the admissions committee does not give applicants with social and environmental interests special consideration, however, the mission of the school to create values-centered leaders through an ethics-based curriculum is already a big draw for students and is only strengthened with the creation and launch of the SEER certificate program. Many students are interested in pursuing the certificate along with their MBA concentration and the faculty has responded to this demand by creating a SEER Steering Committee to discuss ways to incorporate corporate social responsibility into the current curriculum.

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

- in the curriculum, 80% say they are satisfied
- in extracurricular activities, 70% say they are satisfied

**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. Graziadio networks with leaders who believe in social and environmental change throughout Southern California, including campuses in Malibu, Encino, Irvine, Long Beach, Pasadena, Santa Clara, Torrance, and Westlake Village. The collaboration between the full-time, executive, and presidential MBA programs provide the opportunity to build strong networks and access to the biggest alumni network in Southern California. When a student enrolls at Graziadio, they become part of a dynamic community that will challenge and support them in their quest to become a stronger leader. At Pepperdine, students aren’t just a name on a roster; small class sizes of no more than 30 ensure each student receives personal attention and ample opportunity to get involved with various campus groups to
gain valuable leadership experience.

When considering Pepperdine University, a prospective student should consider the vast opportunities to learn about social enterprise and sustainability, whether it be in the classroom from special keynote speakers, or through involvement in student groups, such as Pepperdine Net Impact. Students interested in programs with a social and environmental theme will find the SEER certificate program particularly rewarding and a great addition to their MBA education. They will have the opportunity to earn the SEER certificate in conjunction with any MBA concentration and have the privilege of learning from experienced professors who are experts in their field. With a program that’s specifically designed to arm future CEOs with the knowledge and business acumen to implement sustainable business practices, Graziadio is preparing the next wave of future leaders to guide the sustainable business landscape.

**Regarding preparation for ethical and socially responsible leaders...**

43% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
The Portland State University (PSU) School of Business Administration has positioned its MBA program to focus on leadership in sustainability. Ethical decision making and the ecology of natural systems are included in the core curriculum, and key members of the faculty are outspoken in their advocacy of responsible business practice as the foundation for sustainable communities. This involves incorporating performance metrics that go beyond traditional accounting ratios and teaching methods that include guest speakers from local industry leaders, such as Brightworks, Portland Roasting Company, and Vestas. Faculty members Mellie Pullman, Darrell Brown, Wayne Wakeland, and Scott Marshall have received a grant for their work on “Food Delivery Footprint: Addressing Transportation, Packaging and Waste in the Food Supply Chain.”

The course Sustainable Business Now is a 10-day field-based immersion course offered in the summer term. This immersion course connects graduate students directly with nationally and internationally recognized businesses, leaders, innovators, and entrepreneurs who are changing the way people live and work in Oregon and around the world.

Interdisciplinary courses that fuse environmental science, geography, public administration, and economics are also available to students, and the concentration in Sustainable Enterprise offers a variety of sustainability related study topics, from carbon markets to change management.

Students often choose more difficult sustainability topics as the focus of group projects, educating other members of the classroom on the latest innovations in sustainable finance or building products. Through business plan competitions, students present sustainable business ideas to local venture capital companies and seek feedback on the viability of the solutions. Additionally, some courses in Public Administration and Engineering have helped students to broaden their background in sustainability.

Portland State’s commitment to developing and serving a socially responsible economy doesn’t end with coursework. The School of Business Administration also hosts the Center for Global Leadership in Sustainability, which serves as the central resource within the region for furthering the creation of an economy based on social and environmental sustainability.
environmental sustainability. The Center offers students case study fellowships and each year hosts a conference on sustainability featuring industry leaders and academics from Portland and beyond.

In addition to a certificate and a concentration in sustainability, PSU MBA students can receive a concentra-

PSU is a vibrant urban campus in the midst of a mecca for sustainable solutions in energy, policy, and transporta-

To help satisfy this, the PSU chapter has organized vol-

Outside of Net Impact, clubs and organizations are open to students looking to specialize in a particular field such as marketing, HR, or accounting. Many of these organiza-

Understanding of sustainability flourishes among stu-

Activity of Net Impact compared to other clubs:

Above Average

76% are satisfied with the extracurricular offerings around social/environmental issues

76% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

Career Management Resources begins working with students as soon as they are accepted into the MBA pro-

By participating in the Graduate Business Mentor Pro-

Prominent Alumni

Nate Young (2009) - Education Coordinator, Brightworks Consulting
Greg Price (2009) - Regional Director, Northern Power Systems
Hester Yorgey (2007) - Manager, Carbon & Sustainability, Advantage IQ
Dan McDonald (2001) - Senior Program Manager, PECI
ers who specialize in sustainable enterprise. Through the mentor program, students build their professional connections. Mentors have included CEOs, directors, CSR representatives, and market intelligence specialists from companies such as Green Building Services, Columbia Sportswear, TerraSolar, and Vestas Wind Technology.

MBA students excel at building strong relationships with the Portland business community through networking and speaking events, internships, and business projects. As a result, local organizations regularly seek out PSU MBA students for internships and jobs, including Portland Energy Conservation Inc., Ecos Consulting, Mercy Corps, Oregon Wave Energy Trust, and Portfolio 21 Investments.

Feedback on career center services:
- 38% found career coaching helpful
- 52% found access to relevant jobs/internships helpful
- 43% found resources to connect with alumni helpful
- 52% found support for self-directed searches helpful

43% have been able to find a job or internship that fits with their values

::: ADMINISTRATIVE SUPPORT :::::

Administrative support is spread across a variety of individuals within the Dean’s office. They engage both in Net Impact’s work and the work of sustainability-related businesses within the community. The chapter hopes to establish one dedicated faculty adviser for the upcoming school year.

The administration seeks innovative applicants from all sectors, but a passion for sustainability is highly regarded among both faculty and staff.

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

in the curriculum, 76% say they are satisfied
in extracurricular activities, 76% say they are satisfied

::: REASONS TO ATTEND ::::

This degree provides a wealth of advantages, from the flexibility to tailor a specialized degree in sustainable enterprise to the school’s outstanding connections with the area business community. Above all else, this program seeks to produce future business leaders with innovative spirit and a commitment to social, economic, and environmental stewardship. The program is built on three key ideas that reflect the values of the Portland community: leadership, innovation, and sustainability.

38% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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http://www.gradbusiness.pdx.edu
Presidio Graduate School integrates sustainability into every course and across the entire curriculum—including social innovation, integrated bottom-line accounting, sustainable marketing, and ecological economics. The MBA in Sustainable Management program does not simply have a stand-alone course or concentration in environmental management or corporate social responsibility. Instead, each rigorous MBA course is designed to teach social and environmental sustainability from the ground up. This is the difference between incremental change and designing for systems thinking. Presidio Graduate School teaches students to think critically and apply sustainable management skills to create more effective business solutions.

Beyond classroom theory, Presidio Graduate School emphasizes not only transformative thinking about each discipline but also practical tools and approaches to implement concepts within real-world contexts. 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 the curriculum design at Presidio Graduate School, in which students work on real-world projects with companies or organizations in four courses. Presidio Graduate School works with a growing number of local and global partners that value students’ unique perspective in tackling management challenges. Organizations range from startup businesses to government agencies and Fortune 500 companies, such as Walmart, Hewlett Packard, IDEO, Salesforce, Goodwill Industries, Sun Energy, HelioVolt, Straus Family Creamery, and SF Environment. Students graduate with a robust résumé of accomplishments and professional connections.

The culmination of the 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 expert faculty members at Presidio Graduate School are at the forefront of new learning in the field of sustainable management. They are academically qualified educators who are accomplished practitioners and thought leaders within their fields. Together with guest lecturers and academic advisors, faculty members are a dynamic and experienced resource.

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 first 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.

**STUDENT ACTIVITIES**

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 seven years old and proudly includes every Presidio MBA 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 Graduate School is the Mentor Program, which connects new students with a mentor who advises them on all aspects of the MBA program. The chapter also connects students with regional Net Impact chapters by co-hosting mixers with the other Bay Area chapters.

Because Presidio Graduate School is designed around the principles of sustainability, all of the clubs and organizations promote social and environmental sustainability in business. The Net Impact chapter houses all other sustainability-related student clubs: the Social Venture Finance Club, the Entrepreneur Club, the Clean Tech Club, the Green Building Club, the Water Club, the International Sustainability Club, the Equity in Sustainability Club, and the Presidio Sustainable Table Organization. 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:**

- **Above Average**

**96%** are satisfied with the extracurricular offerings around social/environmental issues

**97%** agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

The Student Services team at Presidio Graduate School is dedicated to providing career services for students looking for jobs and internships with a social and environmental focus. Career services offer students a range of resources including résumé preparation, interview coaching, career workshops, one-on-one counseling sessions, and job and internship postings. Presidio Graduate School also has an extremely engaged alumni network of sustainable business leaders, which provides an invaluable resource for job seekers, as well as ideas and career advice.

**Prominent Alumni**

- **Jamie Simons (2009)** – Managing Partner, Canopy Strategies
- **Jeff Cohen (2008)** – VP of Science & Policy, EOS Climate; 2008 Nobel Peace Prize honoree
- **Edward West (2007)** – Founder & President, Mission Motors
- **Nick Aster (2006)** – Founder, Triple Pundit
- **Kim Fox (2006)** – Legislative & Business Development Manager, AERCCR, Inc.

**Feedback on career center services:**

- **42%** found career coaching helpful
- **64%** found access to relevant jobs/internships helpful
- **42%** found resources to connect with alumni helpful
- **51%** found support for self-directed searches helpful

- **54%** have been able to find a job or internship that fits with their values
ADMINISTRATIVE SUPPORT

The faculty and administration at Presidio Graduate provide tremendous support to the Net Impact chapter and are completely aligned with the mission and goals of Net Impact. The administration sponsors all MBA student membership dues.

Presidio Graduate School believes that graduates must be armed with both the competencies and the courage to implement a sustainable future. Due to the nature of programs at Presidio Graduate School, the admissions team places special value on applicants with the capacity for leadership and with a background or interest in social and environmental impact.

In addition to the administration and faculty, Presidio Graduate School 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.

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

in the curriculum, 98% say they are satisfied
in extracurricular activities, 87% say they are satisfied

REA cookie policy

Presidio Graduate School is a learning community dedicated to developing business and civic leaders with the courage and competencies to implement a sustainable future.

Sustainability and systems thinking are woven throughout the MBA program at Presidio Graduate School. Rigorous management theory and practice is connected with social responsibility, ecological awareness, systems thinking, and leadership within an integrated framework of sustainable management. This framework, in addition to its emphasis on applied learning and robust network, makes Presidio Graduate School a unique learning community 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. The coursework is designed to build competencies in personal efficacy, resilience, adaptability, relationship management, and organizational change. Foundational courses focus on building practical management proficiency 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 regarded among socially responsible companies, organizations, nonprofits, and governments. Presidio is recognized for its rigorous business and management fundamentals, as well as its hands-on sustainability learning opportunities for students.

Alumni of Presidio Graduate School 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, Alactel-Lucent, and RSF Social Finance. Other graduates have founded successful sustainable enterprises, often creating business sectors where none previously existed.

Presidio Graduate School is educating a new kind of leader in every area, from business management to public policy, and from social entrepreneurship to global governance.

Regarding preparation for ethical and socially responsible leaders...

83% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The core curriculum at the Krannert School of Management incorporates both social and environmental themes, although they are not the focal point of any course. Most courses offer some opportunities to engage in case discussions on both social and environmental topics. Krannert also hosts a Leadership and Ethics Series, which provides several opportunities throughout the year to hear from industry leaders on social and environmental issues related to business. The Experiential Learning Initiative is increasingly incorporating social and environmental projects into the curriculum to provide students with more hands-on opportunities in the field, and other schools in the university also provide relevant course options that are open to Krannert students.

Krannert does not have faculty dedicated to specific Net Impact related areas, but does provide the support both within Krannert and throughout the University to match student interests. The relatively small class size allows faculty to engage deeply in supplementing the available curriculum with outside opportunities to develop.

Life at Krannert is filled with opportunities to engage in social and environmental activities and develop the skills and insight to pursue a career in either area. While the opportunities are not the most visible, students who choose to pursue this path have ample support.

Net Impact Purdue has built a robust list of initiatives to tackle over the next year. Leaders have emerged to head up various programs, including a Net Impact Oath Project, development of a Nonprofit Internship Scholarship Fund, a Service Corps Consulting Project, Campus Greening Initiatives incorporating restroom hand dryers, a fundraiser for local charities, and a sustainability speaker and site visit.

The collective student body is invested in Net Impact and its mission. The chapter has developed a collaboration with the presidents of the core curriculum clubs (Operations, Finance, Marketing, Consulting, and Human Resources) to develop projects that combine the interest and focus of each club and its members.

The Krannert Graduate Career Service (GCS) office will support the needs of any student, and although GCS specializes in other areas, there is a profound willingness to connect students to alumni, employers, and knowledge experts within any field.

Alumni are particularly willing to offer insight into social and environmental fields and often visit campus for alumni panels, speaking events, and recruiting visits.

Many students implement a self-directed career search to identify opportunities directly relating to their interest area. The Graduate Career Service office provides mock interviews and résumé guidance to prepare students in
The Management and Economics Library also provides access to numerous databases that allow students to do extensive research on companies that might be of interest.

Net Impact is one of the leading groups on campus and is often recognized by the administration for service to the community and commitment to social and environmental impact. Faculty have regularly provided guidance on various projects such as campus greening and Service Corps to help increase their impact. The Net Impact Purdue faculty advisor is readily available to consult and support the club.

Overall, Purdue has several administrative initiatives focused on sustainability, including large investments from the endowment in renewable energy funds and the purchase of at least 20% locally grown food.

The Krannert School of Management provides the support and guidance to gain the desired experience and insight into social and environmental themes. A prospective student must have the drive to seek out opportunities and follow through in order to make the most of them, but they will be rewarded for these efforts. Krannert offers incredible access to thought leaders and experts in several business areas relating to Net Impact, and the small class size allows for personal connections to experts.

The faculty and administration are driven to provide students with the resources and experiences students are interested in. Their willingness to help students regularly supplements a curriculum that uses occasional case studies and experiential learning initiatives to provide students with hands-on understanding of social and environmental themes.
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 students’ interests. Two of the school’s pillars of education are energy and entrepreneurship, allowing students to excel and become thought leaders in these areas.

The Jones School also provides electives focused on bringing business concepts to the developing world and truly becoming social entrepreneurs. For instance, in 2009, the Jones School began offering a course focused on commercializing new technologies in countries such as Rwanda, founded by the Rice bioengineering school. During the course, students visit Rwanda and begin the development of a business model. The students meet 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 interested Jones School students. 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. In 2011, Net Impact will be working again with Habitat for Humanity to help build a house in the Houston area. In 2011, Net Impact will be working again with Habitat for Humanity for a build dedicated to the Rice Centennial project. 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 2008–2009 school year. In its first year, the program successfully placed eight first and second-year students on local nonprofit boards. It quickly gained wide acceptance and acclaim and grew to 26 students in 2010–2011. Stemming
from a comprehensive Sustainability Plan the Net Impact chapter researched and wrote in 2008–2009, a Net Impact Recycling Committee was formed during the 2009–2010 school year to develop a more robust and formalized recycling program for the Jones School.

Each year the Net Impact chapter hosts a career panel to give students an opportunity to learn more about opportunities in the fields of sustainability, corporate responsibility, nonprofits, and community development. Previous panels have focused on the Triple Bottom Line Business event in Houston, featuring professionals in the renewable energy, community lending, recycling, and green building fields who share career advice and stories about their own entrepreneurial and sustainability-minded pursuits.

:: CAREER SERVICES & ALUMNI ::

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 to Rice.

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 internship support.

:: ADMINISTRATIVE SUPPORT ::

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.”

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.

:: REASONS TO ATTEND ::

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, especially in regards to social and environmental themes.

The Net Impact chapter at Rice is a growing student club. In 2007, the club consisted of 10 students; during the 2010–2011 school year, the club grew to over 50 student members. The school is focused on the intersection of all disciplines and teaching students that social responsibility is at the core of business.

Prominent Alumni

- **Dylan Hedrick (2011)** – Consultant, alliantgroup
- **Tyler Monzel (2009)** – Director of Loss Control & Sustainability, Dixie Chemical Co.
- **Jill Sanders (2009)** – Managing Director of Fund Development, Amigos de las Americas
The MBA program at Rotterdam School of Management, Erasmus University (RSM) applies itself to creating wealth generators who are also active, empowered citizens of the world—integrated, participatory, and open-minded—by incorporating environmental, social, and governance issues into teaching and research. Students are encouraged to closely examine these issues and become proactive in their studies and discourse. The core curriculum at RSM readily adopts social and environmental themes implemented through required modules in Business Society Management, Economic Environment of Business, and Marketing Management. 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, which runs 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 track, RSM has several professors studying various areas of business sustainability under their Business-Society Management department, including the university-appointed Professor Gail Whiteman, Director of the Center for Corporate Eco-Transformation and Ecorys NEI Professor of Sustainability and Climate Change. Professor Michael Braungart also holds the Endowed Chair “Cradle to Cradle.”

RSM activities provide plenty of opportunities for students to become involved in social and environmental business issues. Student life at the RSM MBA program is naturally busy due to being condensed into a single year, and 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 Venture Capital & Entrepreneurship and Consulting clubs. In addition, STAR, the student association of the Bachelor’s and Master’s students, 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 is partner of the Greening RSM initiative, aimed at empowering the RSM community to achieving the lasting commitment of the RSM community to the performance of environmentally sustainable business operations. The RSM Charity Foundation is presided over by a member of the Net Impact chapter, and has organized a successful Games Night, an internal fundraiser for social microfinance endeavors. The chapter members participated in the Hult Global Case Challenge, and also teamed with university students in Africa in building a social enterprise. These events allow all the students in the MBA program to gain awareness of the Net Impact chapter and become active participants in its activities.
The RSM Student Association operates quite independently from the program administration. This means the Net Impact chapter is free to organize events as it sees fit, but also receives some financial 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 and admissions office express neither positive nor negative bias towards activities or applicants with social and environmental interests.

RSM Career Services places emphasis on equipping students and graduates with the tools they need to find jobs; students use these resources, as well as the school’s alumni network to aid in their career search. 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. One can find opportunities with companies ranging from clean technology startups to CSR-aware multinationals in this region. The Netherlands is also home to many international NGOs and nonprofits. RSM’s emphasis on diversity in its students, curriculum, and post-school resources help make transitions into these sectors possible.

The strengths of the RSM MBA programs are its emphasis on personal growth and its diversity. While academically rigorous as any other business school, the RSM MBA programs are also designed to actively develop students into cross-sector leaders. This is achieved through the curriculum (particularly the Personal Leadership Development program), a heavy emphasis on group work, and in its commitment to maintaining an incredibly diverse international student body. The school’s atmosphere is one in which social and environmental themes are both easy to pursue and often challenged by people with completely differing viewpoints. This culture allows for people to explore their interests, create strong individual viewpoints, and develop unique skills.
The Rutgers Business School (RBS) MBA curriculum primarily focuses on traditional business concepts, with concentrations in finance, marketing, pharmaceutical management, management & strategy, global business, supply chain management, and entrepreneurship. While customary business theories are emphasized, social, environmental, and ethical themes are incorporated into the program as well. For instance, RBS requires all MBA students to complete a five-week, case-based course entitled *Business: Ethics and Society*. Furthermore, RBS collaborates with schools in the Rutgers University network to offer customized MBA concentrations and MBA dual degrees (e.g. with Public Health, Public Policy, Law, Medicine, Pharmacy, or Biomedical Sciences). Overall, RBS encourages students to follow their passions and offers valuable resources to those wishing to pursue more socially and environmentally-themed careers. However, interested students must take initiative to discover and utilize those resources.

The RBS faculty includes renowned individuals in certain social and environmental subject areas. For instance, Associate Professor and Vice Chair of the Supply Chain Management & Marketing Sciences Department, Wayne Eastman, investigates how competing values align or fail to align agents in business, law, and politics with social welfare. Additionally, Dr. Kevin Lyons is the Chief Procurement Officer and Executive Director of the Purchasing Department on the Rutgers New Brunswick campus, and is an assistant professor in the Supply Chain Management & Marketing Sciences. Professor Dr. Lyons is a supporter of Net Impact RBS and teaches an MBA course on *Supply Chain Management and Green Purchasing*. Dr. Michael Santoro is the faculty advisor for Net Impact RBS, professor in the Management & Global Business Department, and instructor for *Business: Ethics and Society*. These RBS faculty members are three of the many resources that are accessible to MBA students at RBS.

With the establishment of Net Impact RBS in 2011, the MBA student body is becoming more involved in incorporating social and environmental themes into the MBA program. For example, Net Impact RBS has established a strong relationship with the Rutgers Institute of Ethical Leadership (IEL). Currently, the IEL and the MBA program are housed in the same RBS building, and the co-founders of the IEL teach an MBA course in the Management & Strategy concentration. In the future, Net Impact RBS and the IEL plan to have IEL faculty and professional advisory board members serve as mentors and role models for MBA students wishing to pursue careers with social and environmental themes. In addition, Net Impact RBS and the IEL intend to offer lectures, speaker series, and conferences to MBA students on these themes, which incorporate the research efforts and expertise of RBS faculty members.

Sample Courses
- Creativity in Business Decision-Making
- Managing Growing Ventures
- International Business Environment
- Management & Global Business
Net Impact RBS strives to engage MBA students in socially and environmentally-themed programs and events. Examples of Net Impact RBS events include panel presentations, guest lectures, and career-related workshops. In addition, Net Impact RBS collaborates with fellow RBS MBA student organizations, including the Supply Chain Student Initiative, the Rutgers Association of Marketing & Strategy, Rutgers Women in Business, and Team MBA. Team MBA’s collaboration is particularly important to Net Impact RBS, as Team MBA has a long history in engaging students in community service and nonprofit work. Furthermore, Net Impact RBS has established a strong connection with the New Jersey Net Impact Professional Chapter. In addition to co-sponsoring events, the professional chapter encourages RBS MBA students to participate in Service Corps and stay connected with Net Impact after receiving their MBA degree.

Although new student orientation does not formally present social and environmental themes to incoming MBA students, valuable resources do exist at RBS. Net Impact RBS now serves as a medium to connect MBA students to professors, research centers, and career opportunities in social and environmental areas. During future MBA orientation programs, Net Impact RBS will make formal presentations to incoming students, alerting them to all of the important resources the school offers.

Overall, the RBS MBA student body is proud and excited to have a chapter of Net Impact, and the organization is constantly building awareness and strengthening support. Students are engaged in the MBA program and in student organizations—student involvement in Net Impact RBS is no exception.

Rutgers Business School offers a strong career management program for MBA students. For instance, full-time MBA students are required to complete a formal, 10-week course offered by the Office of Career Management during the first semester. The career management staff works to get students in the door with major corporations around the world.

MBA students particularly find alumni networking events, corporate presentations, school job boards, and corporate site visits helpful in pursuing careers. In addition, the RBS Office of Career Management facilitates on-campus recruitment with certain companies in the New York City metropolitan area. However, rarely do corporations recruit on-campus specifically for social and environmental positions. Nevertheless, the Office of Career Management maintains its own job board and recommends many external job sites to students looking to pursue social and environmental careers. Net Impact RBS plans to collaborate with the Office of Career Management to promote more social and environmental-themed recruiting in the future.

The Office of MBA Student Services oversees the administration of MBA student organizations, including Net Impact RBS. In addition to Net Impact’s own initiatives, many MBA student clubs collaborate on socially and environmentally-themed events. For example, in 2011, Net Impact RBS and the Supply Chain Student Initiative co-sponsored a panel presentation on sustainability in supply chain management.

While the RBS admissions office does appreciate prospective students with interests in social and environmental issues, the office does not specifically place a special value on those applicants. Nevertheless, the future priorities of the MBA program and RBS as a whole align with Net Impact’s values. For example, with the growing importance of sustainability and environmental management in supply chains and procurement, more courses in the supply chain management concentration focus on green supply chains and sustainability. Furthermore, RBS recently opened its new facility, which has substantially improved the quality of the school’s facilities and classroom technology. In addition to providing energy efficient operations, the building houses a sustainable garden on top of the two-story entry pavilion. Without a doubt, RBS will continue to increasingly promote socially responsible and sustainable business through curricula and operations for years to come.
Only a twenty-minute train ride away from New York City, RBS has access to top executives at the world’s largest corporations. These leaders serve as guest speakers, adjunct lecturers, and future employers for RBS graduates. Accordingly, *U.S. News & World Report* recently ranked RBS number 17 in the country for the employment rate of its graduates three months after graduation in ‘America’s Best Business Schools 2011 Edition,’ released April 15, 2010.

The RBS curriculum underscores the importance of applying modern science and innovative technology in business. In addition, although students must be proactive in seeking them out, RBS offers valuable resources to MBA students looking to pursue career paths in social responsibility, sustainability, and ethics. The Institute for Ethical Leadership, renowned faculty, and Net Impact RBS are only a few examples of how MBA students can pursue those interests.

RBS students come from around the globe and have various interests and goals. It is no surprise that RBS’ Newark campus has ranked first in diversity for 14 years by *U.S. News & World Report*. Consequently, RBS encourages each member of its global student body to pursue his or her individual passion, and offers seven concentrations and nine dual degree programs. Even still, students have the opportunity to customize their MBA concentrations by partnering with Rutgers’ 270+ degree programs. Ultimately, RBS students become members of a global network of over 33,000 alumni.

Overall, RBS connects MBA students, professors, alumni, investors, and corporate partners in an ambitious and entrepreneurial environment. RBS motivates students to network with mentors and future business partners to get all business ideas rolling—whether scientific, technological, socially responsible, or environmentally themed.
The Haub School of Business at Saint Joseph’s University (SJU) is concerned with the 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, which was launched in 2005. The Arrupe Center aims to assure that students are equipped to engage in careful and sustained critical reflection on ethical issues and are prepared to use that reflection in their business decision making. Three ways the Arrupe Center integrates ethics, corporate social responsibility, and sustainability in the business school curriculum are through their Faculty Fellows Program, the Executive Lecturers Program, and various lectures and conferences.

Examples of notable ethics, CSR, and sustainability-related topics featured in both core and elective graduate courses include—but certainly are not limited to—the following: full and fair reporting; triple bottom line accounting; corporate governance; effects of globalization; food deserts and food access; 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 and Healthcare Marketing MBA program features coursework on leadership, ethical decision making, corporate governance, stakeholder theory, and access to healthcare. Second, the Executive Food Marketing MBA and MS programs concentrate on food and the poor, transformational 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.

Program’s strengths:
1. Corporate Responsibility
2. Education
3. Base of the Pyramid Strategies

74% are satisfied with the number of courses offered that include social or environmental issues
85% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

The Haub School offers consistent exposure to ethics, CSR, and sustainability-related issues in events, programs, and activities. A few notable topics covered in events and programs that the Haub School hosts include pharmaceu-
ticals in the developed and developing worlds, white-collar crime, and fair trade. Large-scale book lectures include *The Battle for the Soul of Capitalism* by John C. Bogle and *Travels of a T-Shirt in a Global Economy* by Pietra Rivoli.

Students may also live the Haub School’s mission to serve others by participating in several graduate student clubs, notably Net Impact. The Haub School’s graduate Net Impact chapter is active in Net Impact Service Corps and currently cultivates several partnerships and collaborations with Philabundance, the Stromme Foundation’s Shonglap program, and other SJU campus graduate and undergraduate organizations. Other SJU campus partners include the SJU Undergraduate Sustainability Club, the SJU Social Entrepreneurship Club, and the Graduate Business Student Association. The Haub School’s graduate Net Impact chapter also has been represented at every Net Impact Conference since its formation in 2005.

Haub School students may also participate in Saint Joseph’s University’s Kiva community, the Arrupe Center’s annual fall Graduate Student Business Ethics Paper Competition, the Aspen Institute’s annual International MBA Case Competition, and the Walmart Better Living Business Plan Challenge.

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

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<th>Average</th>
<th>72% are satisfied with the extracurricular offerings around social/environmental issues</th>
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<td>77% agree that the student body is committed to social/environmental issues</td>
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### CAREER SERVICES & ALUMNI

The Haub School’s Professional MBA Program hosts an annual graduate business student and alumni networking event. The event, which is in its 25th year, enables professional MBA alumni to maintain their interaction and engagement with the Haub School while networking with their peers and with the MBA Corporate Advisory Board.

The success of the Haub School’s graduate Net Impact chapter inspired the launch of a Philadelphia professional chapter in 2006. Haub alumni are invited to continue their efforts in ethics, CSR, and sustainability by participating in professional chapter events.

### Prominent Alumni

- Victoria Flaville (2000) – SVP & COO, Connelly Foundation
- Scott Nissenbaum (1998) – President, Finite Carbon
- Gerianne DiPiano (1992) – President, CEO, & Founder, FemmePharma Global Healthcare

### Feedback on career center services:

| 41% found career coaching helpful |
| 44% found access to relevant jobs/internships helpful |
| 41% found resources to connect with alumni helpful |
| 38% found support for self-directed searches helpful |

| 49% have been able to find a job or internship that fits with their values |

### ADMINISTRATIVE SUPPORT

The Arrupe Center for Business Ethics offers administrative support for Haub School faculty to engage in ethics, CSR, and sustainability-related research, course development, and professional development activities, including attending the University-wide biennial Ethics Across the Curriculum Seminar. The Arrupe Center also funds and sponsors ethics, CSR, and sustainability-related student activities, including all Net Impact activities and student competitions.
The Erivan K. Haub School of Business at Saint Joseph's University 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 in accordance with the Ignatian tradition. The Ignatian tradition embodies intellectual excellence, *cura personalis* (care for the whole person), *magis* (striving for “the more”), a commitment to social justice, educating men and women for others, seeing God in all things, and Catholic Social Teaching.

The Haub School also 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 (75th overall, 12th in the world for student exposure to ethics, corporate social responsibility, and sustainability issues). This recognition is not surprising, given that over two-thirds of the Haub School’s faculty have been actively engaged in ethics-, CSR-, and sustainability-related research, course development, and professional development opportunities sponsored by the Arrupe Center for Business Ethics.

Regarding preparation for ethical and socially responsible leaders... 33% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 77% say they are satisfied in extracurricular activities, 72% say they are satisfied.

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http://www.sju.edu/academics/hsb
The SF State MBA program has a popular and reputable sustainability emphasis, which draws students from all around the world to pursue an AACSB-accredited MBA degree and grow 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 university’s overall mission of social justice and equality.

In 2010, SF State’s MBA was recognized by the Aspen Institute’s Beyond Grey Pinstripes list as number 29 among the world’s top sustainability-oriented business schools. 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.

The SF State College of Business also created the Center for Ethical and Sustainable Business to leverage the growing momentum among conventional businesses to implement socially and environmentally responsible business practices. The center serves as an innovative force for advancing social and environmental stewardship, acting as a hub for research, teaching, and outreach to the Bay Area business community.

In addition to the sustainable MBA focus, nearly every class in the MBA program, from accounting to marketing, strives to incorporate social and environmental themes. There are also many opportunities for students to enroll in independent study courses to research emerging clean technologies or other sustainable business opportunities. One required course in the MBA program is a course entitled The Political, Social, and Legal Environment of Business, which is an ethics course that lays a strong foundation for the sustainability emphasis. Furthermore, the program holds an annual campus-wide Ethics Week, hosting a series of guest speakers and professors to discuss ethical topics in class.

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 in conjunction with the Center for Ethical and Sustainable Business and Net Impact at SF State.

Program’s strengths:

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

70% are satisfied with the number of courses offered that include social or environmental issues
73% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
The Net Impact chapter at SF State is a motivated, passionate, and fun group of MBA students with a diverse, international membership. The chapter continually works with faculty and administration to bring guest lecturers to campus and sponsor engaging events and programs in the local community. For example, the chapter has been very successful in bringing highly respected speakers such as Joel Makower, Randy Hayes, David Sherman, David de Rothschild, and Matt Flannery. 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. There is also strong interest in microfinance in the chapter; the chapter is very active with Kiva, holding a popular annual fundraising campaign and ranking highly among college groups on the Kiva website. This year the chapter celebrated what it hopes will become an annual event to commemorate the United Nations’ International Women’s Day. The program included high-level female speakers from the city and county of San Francisco’s Department on the Status of Women, International Development Exchange, California National Organization of Women, and Clif Bar.

Past SF State 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. Additionally, Net Impact leaders have been active in creating Bay Area networking events with other Net Impact chapters.

The chapter is currently engaged in structuring a case study in sustainable consulting with a locally based corporation generating over $1 billion in annual revenue. Finally, the chapter is making a concerted effort to develop career development resources and tools for its members, beginning with a sustainable business career fair.

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 growing popularity of the sustainability emphasis in the MBA program and its ability to leverage faculty and Center for Ethical and Sustainable Business support, Net Impact has become the leading student organization on campus.

Activity of Net Impact compared to other clubs:

- One of the Most Active

62% are satisfied with the extracurricular offerings around social/environmental issues

76% agree that the student body is committed to social/environmental issues

The SF State MBA program offers 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 résumé 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. In fact, two career workshops and two communications workshops are requirements for graduation.

SF State’s internal job board is an excellent resource for internship and job postings for students on a self-directed trek. Additionally, each semester the program offers a MBA career fair that features sustainability positions in organizations of all types. The Net Impact chapter planned to host a sustainability-specific career mixer in spring 2011 and a career fair in fall 2011.

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 key career networking opportunities and often lead to future internships and positions, as San Francisco and Bay Area companies are leaders in sustainability initiatives.

Feedback on career center services:
- 24% found career coaching helpful
- 25% found access to relevant jobs/internships helpful
- 22% found resources to connect with alumni helpful
- 27% found support for self-directed searches helpful
- 49% have been able to find a job or internship that fits with their values

 ADMINISTRATIVE SUPPORT:

There is great support from the administration and faculty of both the SF State MBA Net Impact chapter and the sustainability emphasis on campus. The administration provides tremendous assistance to the chapter by providing general resources to help promote speakers, events, and activities on campus. While the admissions office does not place special emphasis on sustainable MBA applicants and looks more at the applicant’s educational background and experience, it does, however, speak to and advertise the sustainable business emphasis. Furthermore, with the continued success and aggressive promotion of the sustainable MBA and the Center for Ethical and Sustainable Business at SF State, the SF State Net Impact chapter is sure to see increased participation as students and the community note the alignment of the two groups’ values and goals to broaden their sustainability impact on business.

Regarding the administration’s commitment to including social and environmental themes...
- in the curriculum, 68% say they are satisfied
- in extracurricular activities, 62% say they are satisfied

REASONS TO ATTEND:

The SF State MBA program has a highly ranked sustainability emphasis and is accredited by AACSB. In addition, the SF State MBA program is ranked seventh in the country for providing the greatest opportunities for minority students. These facts, coupled with its location in downtown San Francisco, experienced and caring faculty who are widely published and highly reputable in the field of sustainable business, and highly active Net Impact chapter make San Francisco State University an excellent choice for the pursuit of an MBA.

The Net Impact chapter consists of a very motivated group of future business leaders who are actively working to transform mainstream business. Importantly, the SF State MBA program focuses on the MBA first and sustainability is a close second. This means it isn’t all “green washing” at one end or environmental demagoguery on the other, but fits right in the middle, providing a balance of making the business case for sustainability and “doing good” equally. The program, which fits within the San Francisco State University overall mission of social justice and equality, teaches extremely practical skills so that MBA graduates are enabled to change the world through business at any level within an organization.

Regarding preparation for ethical and socially responsible leaders...
- 30% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Simmons School of Management (SOM) is committed to building principled leaders. Giving Voice to Values, a curriculum that helps students practice standing up for what they believe in, is taught during the first five-day orientation course and continued through all core curriculum and electives. Simmons’ approach to ethical decision-making and social impact principles are woven into the full spectrum of coursework. Students at Simmons are constantly encouraged to consider all stakeholders in their business decisions and to think about their own values when analyzing business options.

For students who are interested in pursuing jobs that are specific to the nonprofit sector or to corporate social responsibility, the school offers two new concentrations this year. Students are required to focus their electives on these two areas of study. In doing so, Simmons is graduating students with a deeper commitment to both sectors.

Select faculty leaders specializing in social/environmental topic areas include:

- Shuili Du—CSR branding and marketing, relationship marketing, consumer welfare
- Sylvia Maxfield—Strategic CSR
- Fiona Wilson—Social business and social entrepreneurship
- Jill Avery—Cause marketing and social mission brands

Program’s strengths:

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

74% are satisfied with the number of courses offered that include social or environmental issues
87% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Net Impact is the school’s most active club, 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.

Every year, Net Impact, with the support of the SOM and Eileen Fisher, hosts an annual CSR panel. In 2010, the school hosted five experts on CSR from Fidelity Investments, Hagler Homrich, Ahold, Biogen Idec, and EMC. The experts from this diverse set of industries discussed how CSR is becoming the modern competitive advantage. In past years, the SOM has hosted representatives from BP, Eileen Fisher, Genzyme, HP, Whole Foods Market, Microsoft Corp., Cone Inc., Verizon, Millipore, and others.

Other events during the year included a social market...
place followed by a panel discussion, a summer film series, a number of “get to know” Net Impact membership drive events, and informal networking and discussions at area restaurants in which members talked about the value and future of CSR in business. The chapter actively collaborates on events with other graduate Net Impact chapters, particularly in its CSR Research Colloquia, which convene faculty and graduate students from the greater Boston area to discuss academic research related to CSR and business. These events allow the chapter to build strong relationships with other Net Impact chapters in the Boston area, facilitating collaboration and networking.

Net Impact members are involved in discussions with the College to further enhance the school’s commitment to a green building. This year’s efforts focused on the recycling program where students tracked recycling and leveraged relationships needed to bring more recycling options to campus. Working with administrators and other departments on campus, Net Impact has been able to raise awareness of opportunities to be socially responsible and will continue to work on this in the future.

Activity of Net Impact compared to other clubs:

- **One of the Most Active**
- 83% are satisfied with the extracurricular offerings around social/environmental issues
- 87% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

Located in Boston, home to some of the nation’s leading nonprofit institutions, Simmons SOM is uniquely positioned to meet the needs of its many students whose post-MBA plans involve 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 SOM 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 symposia, employer career fairs, 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, EnerrNOC, HP, Genzyme, Microsoft, Partners HealthCare, Pietzo, 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 Alumni**

- Grace Velardi (2005) – Director of Corporate & Foundation Relations, Earthwatch

**Feedback on career center services:**

- 35% found career coaching helpful
- 39% found access to relevant jobs/internships helpful
- 30% found resources to connect with alumni helpful
- 35% found support for self-directed searches helpful

- 30% have been able to find a job or internship that fits with their values
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 interested in social and environmental issues.

Incoming Dean Cathy Minehan has embraced Simmons SOM’s longstanding commitment to principled leadership including, in her words, ethics, governance, corporate social responsibility, diversity management, and organizational behavior.

The Simmons SOM houses a Principled Leadership Initiative that promotes and supports curricular and co-curricular activities covering business management of social issues and leadership for the social economy.

Simmons College has also signed the American 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.

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.

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

- 78% say they are satisfied in the curriculum,
- 70% say they are satisfied in extracurricular activities,

Regarding preparation for ethical and socially responsible leaders...

- 43% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

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. The Simmons MBA curriculum integrates issues of sustainability and social responsibility practices at the individual and organization level throughout the curriculum. It also offers specific tools-based elective courses on topics including social impact measurement, sustainability accounting and financialization, and managing sustainable supply chains. 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.”
The MBA program at Simon Fraser University (SFU) is unique and condensed, with the purpose of challenging students to become the best they can possibly be. The core curriculum incorporates social and environmental themes by offering sustainability and new ventures courses, where students are encouraged to learn and practice what it means to be socially and environmentally sustainable. The students are encouraged to adapt the program to meet their interests—whatever that may be. Many SFU Net Impact members have gone on to bring socially and environmentally sustainable aspects into their school projects. This has included meeting with nonprofits, social entrepreneurs, and socially responsible companies to offer business services. There are a number of other relevant courses that are open to students at SFU. The university offers many discussion sessions at the local Center for Dialogue, where students are encouraged to converse about issues such as poverty and health care. There are a number of faculty leaders that are involved in social and environmental areas who are open to sitting down with students and lending a helping hand. The MBA program is filled with case studies, lectures, and guest speakers surrounding the topic of social and environmental sustainability.

Social and environmental issues are integrated into student life through the sustainability course that is part of the MBA curriculum. Through the course, students have the opportunity to participate in real-life scenarios and help implement sustainable solutions for businesses in the community.

Many students at SFU have found Net Impact to be an interesting and worthwhile experience that opened their eyes to the possibilities that exist within the community.

In addition to Net Impact, the school provided full sponsorship to a team participating in the TATA Cup Sustainability Case Competition in Montreal, Quebec in November 2010. The school has committed to sponsoring similar opportunities in the future.
CAREER SERVICES & ALUMNI

The Career Management Center (CMC) is a valuable tool for students looking to start or continue a career in almost any field, including environmental and social sustainability. The staff at the CMC is extremely knowledgeable, friendly, and well-connected within the business community. Kirk Hill, the Executive Director of the CMC, is a strong supporter of Net Impact and student initiatives. The school job board offers many positions surrounding the area of sustainability, and many of these opportunities are first relayed to Net Impact members who show a strong interest in getting involved. For students doing self-directed career searches, the SFU Net Impact chapter offers a categorized list of opportunities that are available both within the community and abroad.

ADMINISTRATIVE SUPPORT

The administration at the SFU Beedie School of Business is extremely supportive of student initiatives and always willing to lend a helping hand. Many members of the staff have informed SFU Net Impact members of volunteer or job opportunities, and helped members get in touch with speakers and leaders in the business community.

REASONS TO ATTEND

The MBA program at the SFU Beedie School of Business is filled with individuals from diverse educational and professional backgrounds, helping to create an interesting dialogue both inside and outside the classroom. Staff members are extremely interested in seeing students succeed, and are therefore always willing to help. Students with an interest in social and environmental themes should be excited to tailor the program to their interests, allowing for a unique perspective on business and sustainability.

Prominent Alumni

Melinda Boon (2010) – Manager & Professional in Development, BC Hydro
Emma Bedlington (2009) – Sustainability Consultant, Stratos Environmental Consultancy
Businesses around the globe are committing to social responsibility and environmental sustainability. More than ever, they need people — like our MBA student leaders from the SFU Net Impact Chapter — who can understand and implement their vision.

This past year, our Net Impact MBAs hosted downtown Vancouver’s Sustainability in the City signature event, held a charity chess competition for Free the Children, and screened documentaries focused on global development and the environment. Their ambitious One Dollar Per Like social media campaign raised enough funds for a water well so that an African village in Sierra Leone will have access to clean drinking water.

Find out how you can make an impact of your own:
beedie.sfu.ca/mba
The Stanford Graduate School of Business (GSB) has had a long-standing focus on environmental and social impact issues rooted in the Public Management Program (PMP). Founded in 1971 and housed within the Center for Social Innovation, the PMP seeks to educate and support students who aspire to lead in the public and non-profit sectors 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 Public Management Program.

The MBA program offers all students the academic option to earn the Certificate in Public Management and Social Innovation, 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 the certificate. Additionally, many students opt to take courses at different Stanford graduate schools, including the Engineering School, Design School, and the Emmett Interdisciplinary Graduate Program in Environment and Resources (E-IPER) program. Some of the most popular social and environmentally focused courses include classes at the Design School such as Entrepreneurial Design for Extreme Affordability and Designing for Sustainable Abundance, which utilize interdisciplinary teams and a design approach to solving social and environmental issues. Start-ups 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 designs low-cost incubators for premature babies using a phase-change material that requires no electricity.

Students also have the option to earn academic credit through an independent research project on a social or environmental topic of their choosing under a faculty advisor. The Stanford GSB also supports students seeking joint degrees in law, education, and public policy.

Outside of formal academic offerings, students jointly propose and select an annual Public Management Initiative (PMI) topic. The PMI is a year-long, team-driven, academic project focused on a pressing social or environmental public issue. MBA leaders propose the PMI topic for the year, build in-depth knowledge, and engage the greater GSB community in the learning process. The 2010–2011 Public Management Initiative topic was “Demystifying D.C.: Is America Ungovernable?”

Additionally, 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 edu-
The Public Management Program 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)**, a fundraising and volunteering competition between top west coast business schools, with proceeds benefiting the Special Olympics.
- **Energy Club**, which works to become the center for energy-related interactions at the GSB and to explore issues impacting the oil and gas industries, clean technology, wind energy, solar energy, fuel cell and power sectors, energy security, and the environment.
- **Food and Agriculture Resource Management (FARM) Club**, which advances the career and educational interests of the GSB community on topics related to food and agriculture and facilitates cross-disciplinary engagement in these topics within the broader Stanford community.
- **Sustainable Business Club** informs students about the environmental concerns and opportunities emerging in today’s business world.
- **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. The GSB boasts a lively community of social entrepreneurs.

In addition to a lively corps of student clubs, student leaders assist PMP staff in the operation of the Board Fellows program, which 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, designed to prepare future business leaders for responsible community leadership after graduation. Each year, more than 60 students serve as a Board Fellow for one of over 30 nonprofit organizations in the San Francisco Bay Area. Fellows are paired with a host organization, and complete either a joint or separate projects in the spring quarter.

Finally, the PMP selects Venture Philanthropy Fellows each year to engage in hands-on learning about philanthropy, allowing them to build knowledge of grant-making models, foster a network of philanthropy leaders, and achieve a personalized learning goal alongside their peers. The program is operated in partnership with Silicon Valley Social Venture Fund (SV2), a San Francisco Bay Area grant-making institution leading the way in venture philanthropy. GSB students participate as a non-voting member in one of three grant-making rounds (environment, international development, or education) and work on a small project as a cohort to benefit an SV2 grantee or the field of philanthropy.

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**Student Activities**

Service Learning Trips occur over approximately 9–12 days during winter and spring breaks (in countries such as China, Thailand, Cambodia, South Africa, India, Guatemala, and the U.S.), providing the opportunity to learn about innovative models of social change. Each trip focuses on a specific issue, setting the context for discussion about social or environmental innovation and the role of cross-sector approaches in these spaces.

Finally, 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.

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**Career Services & Alumni**

The Public Management Program 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 job search or student-initiated career treks.

The Stanford Management Internship Fund (SMIF)
support MBA students who contribute their business skills to nonprofits, government agencies, and social purpose businesses through their summer employment. The program brings critical management skills to organizations addressing important social and environmental issues and gives students hands-on experience working in these fields. Since its inception, SMIF has funded over 500 fellows in more than 325 organizations around the world.

The Social Innovation Fellowship program enables GSB students and recent alumni with a novel idea for addressing an important social or environmental problem to devote a full year to building their vision into a viable nonprofit organization. For each of the years 2011, 2012, and 2013, three 12-month stipends of up to $80,000 for individuals or $120,000 for a team may be awarded in the spring for fellowships beginning that summer and concluding the following summer.

The GSB’s Nonprofit/Public Service Loan Forgiveness Program, one of the most generous loan forgiveness programs among U.S. business schools, assists students who accept qualifying government or nonprofit positions, both in the U.S. and internationally.

**Prominent Alumni**

Jessica Jackley Flannery (2007) – Co-Founder, Kiva
Bruce McNamer (1996) – CEO, TechnoServe
Jeffrey Skoll (1995) – Founder, Skoll Foundation
Jonathan Reckford (1989) – CEO, Habitat for Humanity

**Feedback on career center services:**

- 68% found career coaching helpful
- 76% found access to relevant jobs/internships helpful
- 66% found resources to connect with alumni helpful
- 67% found support for self-directed searches helpful
- 90% have been able to find a job or internship that fits with their values

**Administrative Support**

The Public Management Program has four full-time staff dedicated to PMP programming. They provide resources to the student body, build relationships between faculty and students, and connect students with alumni. The administration provides financial assistance and administrative support for social impact initiatives and events.

Other related events spearheaded by the PMP staff that further the goals of students interested in social and environmental impact include the annual Conradin von Gugelberg Memorial Lecture. The lecture was established by members of the MBA class of 1987 to honor the memory of their classmate, Conradin von Gugelberg. Inspired by Conradin’s love for the outdoors and commitment to environmental protection, this annual keynote address is given by a high profile environmental expert and aims to inspire and support students and alumni interested in environmental issues. Dr. Marcia McNutt, Director of the U.S. Geological Survey and Science Advisor to the U.S. Secretary of the Interior, gave the 2010–2011 lecture, “Avoiding the Slippery Slope: Leadership Lessons from Inside the Oil Spill.” Student and alumni gatherings that offer students the opportunity to meet with and learn from GSB graduates leading in social impact fields, and community building events that convene students to work together on shared interests are also headed by the PMP staff.
REASONS TO ATTEND

At the Stanford Graduate School of Business, students learn to think creatively to solve the world’s toughest problems. Stanford’s history as a university is about innovation and forward thinking—from pioneering education and entrepreneurship in the West to sowing the seeds of Silicon Valley. PMP students specifically learn to translate ideas into workable solutions for complex problems such as global poverty, human health, and the environment. Leveraging extensive Stanford networks of peers, faculty, and alumni across the globe, PMP students receive a world class education, develop values based leadership skills, and participate in at least one transformative extracurricular program in their two years at Stanford.

Upon graduation, PMP students are prepared to become corporate executives transforming large industries from within, government leaders who can bridge the public and private worlds, social entrepreneurs leveraging markets and business for the greater good, innovative nonprofit executives and board members, and above all, skillful advocates moving forward social and environmental issues around the world.

52% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

Regarding preparation for ethical and socially responsible leaders...

Knight Management Center, 655 Knight Way, Stanford, CA 94305, USA • Phone: +1 650-723-2766
http://www.gsb.stanford.edu
Although the curriculum at the Fox School of Business focuses primarily on traditional business themes, new electives and experiential learning opportunities through the Enterprise Management Consulting (EMC) practicum provide opportunities for students to learn about socially and environmentally-focused subjects. Several core classes, including marketing and global strategic management, have a few lectures or readings that deal with these social or environmental themes. For example, the fundamental marketing class designates a full session to exploring the interface between CSR and marketing. The global strategic management course routinely discusses methods and theories to serve the bottom of the pyramid. Additionally, in a student’s second year, there are often opportunities to select EMC capstone projects that focus on social and environmental topics. These projects provide students with experiential learning. Past initiatives 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, sustainability and other social and environmental topics. The program is also receptive to students creating independent studies to explore topics not offered as classes. Recent independent studies have included subjects of microfinance and cause-related marketing. Fox has an increasing number of faculty who incorporate social and environmental themes into their classes and research, and these professors are supportive of new initiatives to advance such themes throughout the curriculum. There is opportunity for students and faculty to further grow this segment of the school’s program.

Fox students are regularly provided with extracurricular opportunities to pursue an interest in social or environmental issues. Case competitions involving social or environmental challenges are routinely offered to Fox students. Students from Fox Net Impact have participated in national competitions and Fox-run competitions, which included social challenges such as Design Week and the Be Your Own Boss Bowl.

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.

**STUDENT ACTIVITIES**

Fox students are a close group of classmates who are very active in a core number of activities, ranging from the MBA/MS Student Association to Fox Net Impact to the Fox Women’s Leadership Initiative. As a small program, the entire cohort makes an effort to participate in and support all clubs.

Great strides have been made in raising awareness of Fox Net Impact 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.

Recent initiatives included Fox Net Impact’s launch of the Fox Board Fellows pilot program in spring of 2011. The program involved placing 10 students on the boards of eight nonprofit organizations. The program included four workshops with the following topics: an introduction to nonprofit boards, facilitating board meetings, nonprofit accounting, and social impact and fundraising. Fox Net Impact plans to expand on the pilot program’s success by launching a full two-semester program beginning in the fall of 2011.

Fox Net Impact also hosted the 6th Annual Social Entrepreneurship Conference: “From Idea to Impact,” with nationally recognized keynote speakers George Overholser of NFF Capital Partners and Bart Houlan of B Corporation. More than 125 students and professionals attended and participated in the discussions. In addition to the conference, the chapter invited numerous speakers to discuss issues ranging from CSR initiatives to sustainability to nonprofit management. Fox Net Impact also regularly organizes volunteering opportunities serving communities around Temple’s North Philadelphia campus.

**CAREER SERVICES & ALUMNI**

Temple’s Graduate Career Management Center (GCMC) 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. GCMC has assisted Fox Net Impact members by subsidizing conference fees and helping to support programs that offer strong networking and résumé building opportunities, such as Fox Board Fellows. 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 the career services are supportive, Temple University does not provide funds for students who accept internships with nonprofits, and there is no loan forgiveness program for graduates who work in the nonprofit sector.

**Feedback on career center services:**
- 18% found career coaching helpful
- 36% found access to relevant jobs/internships helpful
- 36% found resources to connect with alumni helpful
- 45% found support for self-directed searches helpful

**Prominent Alumni**

Ken Rosso (2008) – District Sales Manager, Suntech America
THEME ANDreen 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.

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Satisfaction Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>in the curriculum</td>
<td>32%</td>
</tr>
<tr>
<td>in extracurricular activities</td>
<td>36%</td>
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Reasons To Attend

The Fox School of Business provides students with an intimate learning environment, many opportunities to become involved in the strong Temple community, and most importantly, the program provides students with immensely valuable hands-on learning experiences in real-life settings. From design-thinking classes to case competitions to the EMC consulting practicum, the Fox MBA program provides students with a well-rounded education that fosters integration and innovative thinking.

With growing interest 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.

While a 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 provides the opportunity for students to forge their own paths and make a true impact on the school and their fellow students.

Regarding preparation for ethical and socially responsible leaders...

<table>
<thead>
<tr>
<th>Agreement Level</th>
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</thead>
<tbody>
<tr>
<td>Under 10% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership</td>
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Alter Hall, 1801 Liacouras Walk, Philadelphia, PA 19122, USA • Phone: +1 215-204-7676 • Email: foxinfo@temple.edu
http://www.fox.temple.edu
THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT
MBA IN GLOBAL MANAGEMENT

:: AT A GLANCE ::

Location: Glendale, AZ
Number of students: 677
60% of Thunderbird students are Net Impact members
100% of those members are active
★ SILVER NET IMPACT CHAPTER
Number of survey respondents: 30

Thunderbird is progressive in its attitude towards social/environmental issues and is always looking for new best practices.

This chapter in three words:
Engaged, Innovative, Dynamic

:: CURRICULUM ::

Founded in 1946 with the visionary belief that business can be a force for positive social and economic change, Thunderbird was the world’s first school exclusively dedicated to educating global business leaders. Sixty years later, Thunderbird has become the world leader in global management education and this core belief is more relevant than ever. Thunderbird, by virtue of its heritage, expertise, and entrepreneurial vision, is uniquely positioned to meet the growing need for global leaders who can manage the challenges of an increasingly interconnected world. Thunderbird will draw from its experience as the world leader in global management and emphasize its unique ability to develop leaders with the global mindset, entrepreneurial business skills, and global citizenship necessary to succeed in the new global economy.

Thunderbird is serious about teaching students to view business and its interactions from a global perspective. Every course offers a truly global focus, preparing students not just for business, but for business on an international scale. Students learn to conduct business as a citizen of the world and in doing so, help make the world a better place. Thunderbird also has formal courses in CSR, social entrepreneurship, clean technology, energy, and microfinance. Thunderbird is in the process of developing formalized concentrations in CSR and sustainability.

Program’s strengths:
1. International Development
2. Corporate Responsibility
3. Social Entrepreneurship

30% are satisfied with the number of courses offered that include social or environmental issues
47% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

:: STUDENT ACTIVITIES ::

The Thunderbird Net Impact Chapter collaborates closely with other clubs on campus in order to reach the largest audience and integrate social and environmental issues into the mindset of the entire student body. Thunderbird has partnered with the International Development Association, Energy Club, Microfinance Club, Marketing Association, Finance Association, and Global Supply Chain Club. Through these partnerships, Net Impact brings relevant speakers to campus to speak with students about careers in sustainability and other Net Impact pillars.

This year, Net Impact organized the Global Citizen
Forum. This forum consisted of panels and workshops to bring students, alumni, professors, and industry leaders together to engage in candid discussions about how sustainability fits into the changing face of global business.

The Thunderbird chapter has a strong curriculum change initiative, and this term it is working with the administration to enhance the required *Ethics, Governance, and CSR* course so that it reflects the most current trends in sustainability and corporate governance. In the fall, Net Impact’s curriculum change chair will create a committee that will continue to work with the administration to embed curriculum focused on sustainability into many of Thunderbird’s courses.

Thunderbird Net Impact also has an active Service Corps program each trimester. It partners with local and international organizations to provide them with expertise while giving Net Impact members valuable professional experience. This term, Net Impact hosted a workshop with an IBM project manager who shed his insights on project management in pro bono consulting. All of Net Impact’s current service corps consultants were in attendance for this event.

Thunderbird is implementing the Board Fellows program and will be placing students on boards of local non-profits this fall. Net Impact is known as an active, collaborative, and professional association on campus and was recently selected for the “True Spirit of Giving” award in the student association category. This award is bestowed on individuals and associations on campus who have made a difference by demonstrating their spirit of giving back to the school and community. Selected by the Thunderbird Student Government, it is representative of student opinion of the Net Impact chapter on campus. With one of the largest student memberships on campus, Net Impact is truly one of the most respected organizations at Thunderbird.

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

**One of the Most Active**

- **80%** are satisfied with the extracurricular offerings around social/environmental issues
- **57%** agree that the student body is committed to social/environmental issues

### CAREER SERVICES & ALUMNI

The Career Management Center (CMC) maintains a state of the art electronic library, access to hundreds of international resources, and more than 50 databases for conducting business research and employment analysis. Students may access job opportunities through Thunderbird’s career management portal, GlobalConnect, where students can convey their qualifications and interests to prospective employers, store multiple résumés, view job postings that fit their specific qualifications and interests, apply for positions, and schedule interviews online.

The CMC hosts a week of career-related activities, including a career fair, for students and recruiters every October. It includes soft skills and function/industry workshops, employer and alumni panel discussions, a networking scavenger hunt, guest speakers, and more. A three-day spring career fair is also held in February.

One-on-one coaching sessions with career advisers are designed to help students articulate their skills and strengths and improve résumé writing, interviewing, and salary negotiations skills. There is one CMC staff member who caters to those interested in careers relating to the Net Impact pillars. Mock interviews are conducted by **Prominent Alumni**

- **Laura Clise (2008)** – Director, Sustainable Development and Continuous Improvement, AREVA
- **Ryan Schuchard (2007)** – Manager, Climate & Energy, BSR
- **Paula Ivey (1992)** – President & Founder, The CSR Group
- **Cynthia Curtis (1990)** – VP & Chief Sustainability Officer, CA Technologies

**Feedback on career center services:**

- **50%** found career coaching helpful
- **67%** found access to relevant jobs/internships helpful
- **67%** found resources to connect with alumni helpful
- **70%** found support for self-directed searches helpful

- **70%** have been able to find a job or internship that fits with their values
CAREER SERVICES & ALUMNI, continued

CMC staff, other Thunderbird staff, and alumni.

Students are given access to résumé samples for various industries, and each incoming student is assigned a Peer Career Adviser, who are continuing students who provide expertise on major functional/industry areas, deliver career-related assistance and coaching, and communicate campus career events and opportunities.

The CMC partners with Thunderbird’s chapter of Net Impact to sponsor select groups of students to travel and network with upper-level management within the CSR and clean technology industries in certain geographic regions. Career treks can offer a chance to be exposed to well-respected organizations and give those organizations an opportunity to showcase themselves at very little cost.

Taught by CMC staff and guest lecturers throughout the school year, specialized workshops provide a deeper understanding of such topics as the Global Peace Index, international development, and sustainability.

ADMINISTRATIVE SUPPORT

The leadership and administration is very supportive of Net Impact and student-led initiatives, but part of what makes Thunderbird’s support unique is that it is home to the internationally renowned Lincoln Center for Ethics in Global Management.

As an institutional center of Global Citizenship at Thunderbird, the Lincoln Center is involved in all campus activities related to ethics, corporate social responsibility, and the creation of sustainable economic prosperity worldwide. These efforts include academic program development and coursework, research and public outreach, as well as support for student-led initiatives. The Lincoln Center provides financial support, academic alliances, and overall credibility.

Both Thunderbird’s President and Dean of Faculty also teach one course a semester, focused on leading change, transformation, sustainability, and ethical leadership. The president and dean help emulate how to use business skills for good to both students and staff.

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

Global citizenship has been part of Thunderbird since the school’s inception. Today, the school continues to promote the role of business management in the creation of sustainable prosperity worldwide. Global citizenship is an umbrella for all the activities on campus related to professional ethics, corporate social responsibility, and sustainability. These include institutional activities related to curriculum, research, outreach, and student-led activities.

In addition to the Lincoln Center for Global Ethics, the school also houses Thunderbird for Good: the philanthropic arm of Thunderbird. The initiative leverages the school’s expertise in international business to provide learning experiences for non-traditional students who use business and management skills to fight poverty, secure peace, and improve living conditions in their communities. Many Thunderbird for Good programs focus on educating businesswomen in developing countries. As the world’s top-ranked international business school, Thunderbird has the knowledge, capacity, and global network to provide business training in even the world’s most challenging environments. One of the signature programs of Thunderbird for Good is Project Artemis, where Afghan women entrepreneurs are brought to the Thunderbird campus to learn business planning skills so that they can return home to start and grow their own ventures.

Thunderbird students developed an MBA Oath, and Thunderbird is currently one of only two schools that have it as an institutionalized part of the curriculum. Rooted in the school’s strong commitment to global citizenship, the Oath derives from the school’s belief that global managers must contribute to the creation of sustainable economic and social value. “Global management is an honorable profession that requires technical competence, professional skill, and a non-negotiable commitment to ethical professional practice,” said Thunderbird President, Dr. Ángel Cabrera. “The presence of the oath will help remind ev-
ery member of our community that as professional global managers, we remain committed to a responsible exercise of our duties and to having a positive impact in our communities.”

Beginning in the fall of 2011, Thunderbird will also house The Oath Project—a joint partnership between Harvard, the World Economic Forum, Net Impact, and Thunderbird—focused on increasing awareness of the MBA Oath and also working to help businesses sign on to its principles.

Regarding preparation for ethical and socially responsible leaders...

50% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
This chapter in three words: Global, Entrepreneurial, Leaders

The Fletcher School provides a curriculum that combines traditional business skills with a depth of knowledge in international affairs. Students must complete two field requirements and may choose to couple a business focus with an international relations focus. They gain core business skills in international finance, strategy, marketing, and economics, and choose an international relations field such as development economics or international environment and resource policy. Social and environmental themes are incorporated into all coursework, since Fletcher takes a multi-disciplinary approach to the issues at hand.

Students at The Fletcher School are considered some of its best assets. The depth and diversity of their backgrounds have contributed to an interesting dialogue inside and outside of the classroom. They organize events around their interests and often draw on this knowledge base to formulate topics and recruit speakers. Students have hosted panels and run conferences at The Fletcher School. They are proactive in identifying new areas for study and working to create new courses at the school. The faculty supports this process and actively engages with students in order to shape the curriculum to their needs. Students may also take courses across Tufts University, at Harvard University’s various schools, or at other institutions in the Boston area. This cross-registration has made a wealth of courses available to Fletcher students in order to fine tune their education towards their career goals.

The faculty at Fletcher is celebrated for their research into environmental and social issues. They often direct their research from institutes such as the Center for Emerging Market Enterprises, the Center for International Environment and Resource Policy, the Global Development and Environmental Institute, the Institute for Human Security, and the International Business Center.

Students have the opportunity to conduct research out of these centers, as well as conduct research trips abroad. The centers and clubs on campus regularly organize speakers, panels, seminars, round tables, and conferences to broaden the learning experience. In addition, the Field Studies in Consulting course allows students to directly work with companies and NGOs to complete a consulting engagement. Past clients have included the Nike Foundation, the State Department, and Hitachi.

Sample Courses
- Corporate Management of Environmental Issues
- Petroleum in the Global Economy
- Cultural Capital and Development
- Microfinance and Inclusive Commerce

Student life at Fletcher is as vibrant and dynamic as the school’s diverse student body, which represents a wide range of interests, professional backgrounds, and life experiences. Rooted in a strong sense of community, Fletcher students participate in a plethora of student organizations, clubs, and research opportunities that complement their
Students at The Fletcher School have support from a spectrum of areas when conducting career research. The staff at the Office of Career Services take students through a professional development program in their first semester where they learn about networking, interviewing, and writing résumés and cover letters. Students have access to a database that includes job and internship postings, as well as fellow students’ work history, which facilitates more casual networking. Students also host career and internship panels in which they discuss their experiences in a particular industry or region.

The Office of Career Services staff have dedicated sectors of expertise, advising on the best ways to perform a job search, and providing introductions to certain key people in each student’s target industry. The office has key people in the private, nonprofit, international development, energy, and environment sectors. Students also have full access to the alumni database, and alumni are open to being contacted for career advice and informational interviews. Most alumni respond quickly to emails and phone calls.

The Office of Career Services also arranges recruiting sessions for Fletcher students, an example being the roundtable with Adam Seitchik, Managing Director at Auriel Capital; and “The Future of Sustainable Agribusiness in the US and Beyond,” in which Gary Hirshberg from Stonyfield Farm discussed the challenges and benefits of growing a sustainable agribusiness. Skill-based programs have included the Zaltman Metaphor Elicitation Technique Workshop, where students learned a private-sector market research strategy that can help development practitioners to better understand the people they serve.

The International Business Program also seeks to emphasize Net Impact-related issues, with past events including:

- Gareth Ackerman, Chairman of Pick ’n Pay Holdings Ltd, South Africa, on “People, Planet, Profit: Doing Good is Good Business.”
- Roger Berry, Specialist from Environmental Investments and Emerging Markets Private Equity on “Is there a Green Premium? Climate Change Risk for the Investment World.”
- Wilford Welch, author of The Tactics of Hope: How Social Entrepreneurs are Changing Our World, along with Iqbal Quadir, Founder and Director of the Legatum Center for Development and Entrepreneurship at MIT and Founder of GrameenPhone.

Prominent Alumni

Tessie Petion (2007) – Vice President of Responsible Investment Research, Domini Social Investments
Allison Kohll (1999) – Director of Corporate Responsibility, VF Corporation
Gabriella Herzog (1997) – Manager, Corporate Social Responsibility, Hess Corporation
Michael Zarin (1987) – Director of Government Relations, Vestas Wind Systems

This school has funds available to support students who accept internships with nonprofits
This school has loan forgiveness available to graduates going to work in the nonprofit sector

Environmental Defense Fund’s Climate Corps Fellows program, which came to Fletcher in the fall. The program looks to match MBA students who will make the business case for sustainability with companies who want to achieve energy efficiency savings. Three students received offers for summer 2011.
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.

[fl etcher.tufts.edu/MIB](http://fl etcher.tufts.edu/MIB)
The Fletcher School actively recruits and supports students interested in social and environmental issues, and there is rich exchange between the various graduate programs and centers. The centers and world-renowned faculty provide students with valuable opportunities to assist in cutting-edge research and in organizing conferences drawing leaders in their respective fields.

For example, in 2011 the Center for Emerging Market Enterprises organized a conference titled “Killing Cash: The Pros and Cons of Mobile Money for the World’s Poor,” drawing on significant student assistance. Fletcher also hosted a student-planned World Economic Forum conference, which included a breakout session on the role of business in redefining international law, focusing on human rights. Other notable events included the Tufts Energy Conference, organized by the Fletcher Center for International Environmental and Resource Policy, and co-sponsored by the Tufts Institute for Global Leadership (IGL).

The IGL is a unique resource, seeking to prepare Tufts students for effective and ethical leadership as global citizens addressing international and national issues. The Institute emphasizes rigorous academic preparation and experiential learning, providing support for research, internships, workshops, simulations, and international symposiums. Research such as that of the Global Development and Environment Institute emphasizes Tufts’ commitment to environmental and social sustainability.

The key strengths of The Fletcher School are its multi-disciplinary approach to today’s complex issues, and how it attracts people who want to tackle these issues. They see the big picture, and want to share that picture with their peers. They actively work towards promoting social good via their careers and the businesses they will work for. Many have started their own social businesses which they continue to run from Fletcher, and many more go on to establish businesses after graduation. Fletcher provides a strong community of individuals who enjoy engaging each other as they pursue their mutual goal of initiating change through business.
TULANE UNIVERSITY
FREEMAN SCHOOL OF BUSINESS

:: AT A GLANCE ::

Location: New Orleans, LA
Number of students: 170

5% of Freeman students are Net Impact members
100% of those members are active
Number of survey respondents: 37

“Students can get their hands dirty right from the beginning, and I feel like what we learn is a lot more grounded in practical reality than many other programs.”

:: CURRICULUM ::

The core curriculum at the Freeman School of Business is complemented with courses that provide students 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 Nonprofit Accounting covers the specific principles that govern the reporting for nonprofit entities. The course Environment, Society, and Capitalism examines the challenge for corporations that want to maximize profitability and production in a way that will allow the planet to support operations indefinitely.

Program’s strengths:
1. Social Entrepreneurship
2. Energy & Clean Technology
3. Corporate Responsibility

24% are satisfied with the number of courses offered that include social or environmental issues
38% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

:: STUDENT ACTIVITIES ::

Something unique is happening at Tulane University in the aftermath of Hurricane Katrina. After the storm, many individuals and organizations began working creatively to turn adversity into opportunity. Tulane University 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 Tulane and beyond. The Office of Social Entrepreneurship’s main and most visible activities are the New Day Social Entrepreneurship Challenge, offering a $20,000 prize for a social entrepreneurial venture; the New Day distinguished speaker series; the Ashoka U Changemaker Campus initiative; and the current search for the Sacks Endowed Distinguished Chair in Civic Engagement and Social Entrepreneurship.

Other organizations also support social and environmental efforts. The Tulane Entrepreneur’s Association focused this year’s business plan competition on ventures that follow the principles of conscious capitalism. The Tulane Ashoka U team is a unique partnership between Tulane and Ashoka, and is working to support Tulane’s transformation into a model for higher education. The Center for Public Service reflects Tulane University’s traditional and renewed sense of purpose within a city and region rising from devastation, and offers numerous opportunities to engage students with the community. The Community
**STUDENT ACTIVITIES, continued**

Action Council of Tulane University (CACTUS) is the oldest and largest student-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 University'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.

**CAREER SERVICES & ALUMNI**

The Freeman School of Business 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 that align with students' objectives and fostering 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 club has offered its members access to Net Impact's career center, broadening career options.

**Prominent Alumni**

- Will Donaldson (2009) – VP, Resource Environmental Solutions
- Erica Trani (2007) – Founder, IN Exchange
- Aaron Miscenich (1991) – President, New Orleans BioInnovation Center

**Feedback on career center services:**

- 27% found career coaching helpful
- 27% found access to relevant jobs/internships helpful
- 35% found resources to connect with alumni helpful
- 35% found support for self-directed searches helpful

- 59% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

Social and environmental education is supported and fostered from the top. The vision of Tulane’s president is that New Orleans will 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 into their regular activities.

Driven by top leadership’s vision and fueled by student’s passion for making an impact in the world, the administration is becoming increasingly aware of the fact that the new model of success requires a triple bottom line approach.

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

- 35% say they are satisfied in the curriculum,
- 49% say they are satisfied in extracurricular activities.
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
The Freeman School of Business MBA program's strengths are in entrepreneurship, finance, and energy. In 2009, the Freeman School was ranked number four in entrepreneurship by Entrepreneur magazine and The Princeton Review. The Levy-Rosenblum Institute, with hands-on programs in entrepreneurship, offers valuable support for students that want to strengthen their entrepreneurial muscle. Burkenroad Reports, Freeman’s unique equity analyst program, provides a unique opportunity for students to perform analysis of private companies. A state-of-the-art trading center provides the tools for trading commodities and equities.

Another important feature of Freeman’s MBA is that it 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 club seeks to leverage Tulane’s resources and build bridges with social and environmental initiatives in order to supplement Freeman MBA’s strengths with a new vision of the role that a business leader must have to make our world a better place.

Regarding preparation for ethical and socially responsible leaders...

Under 10% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
The Manderson core curriculum incorporates business ethics into each course, requiring students to ask themselves where they draw the ethical line in business and what level of ethical proactivity is appropriate by industry and circumstance. Management and business communication professors facilitate extensive conversation on social responsibility, particularly human rights and human resources. Accounting and finance faculty focus on responsible resource management.

Manderson administration regularly recruits guest speakers based on emerging business trends and student interest, recently including speakers on sustainability and microfinance.

Manderson Net Impact leads the graduate student organizations in providing an outlet for students interested in using business for social and environmental impact, and the MBA Association facilitates other activities designed to make an impact in the community.

Key events for the program include the Tuscaloosa Food Summit, regular meetings pertaining to business ethics and honor code, and a discussion with Michael Harrington, Director of Sales for Clorox, about sustainability and what that means to consumer packaged goods companies.

Manderson Net Impact collaborates with many organizations on campus, both graduate and undergraduate, such as the MBA Association, the National Association of Women MBAs, and the Business Honors Program Sustainability Committee.

The chapter has hosted various community impact activities. One such event was the first annual Black Warrior Classic Youth Soccer Tournament, hosted in conjunction with the YMCA of Tuscaloosa. Its mission was to develop the youth of the community and provide a sustainable environment for soccer and athletics in the years to come. The chapter will also host the Tuscaloosa Food Summit. The summit will be a one-day conference that brings people together to learn, engage, and connect over the important issues surrounding food, health, food politics, and economics.

The student body regards Net Impact as a leader in the development of the MBA program. All students—not only members—became involved in the formulation and adoption of an honor council and revised honor code. With the intense atmosphere of MBA curriculum and lifestyle, MBA students are able to find an outlet to make a difference in their community through Net Impact events and programs. The range of opportunities available through Manderson Net Impact provides something for everyone.
**CAREER SERVICES & ALUMNI**

At Manderson, first-year orientation consists of extensive internship-search preparation, including résumé reviews, skill assessments, and career planning. Soon after, each student meets one-on-one with the career services coordinator for a discussion of desired job and employer characteristics, as well as the formulation of a specific internship search strategy. Students work with the career services coordinator and alumni relations coordinator to develop a network of relevant contacts, receive feedback through mock interviews, and make the most of small networking sessions. All of these resources are also available to second-year students in their job searches.

**ADMINISTRATIVE SUPPORT**

Manderson’s leadership and administration wholeheartedly supports Manderson Net Impact both financially and directionally. The administration not only supports every initiative the chapter promotes, but they push them to do more. They pitch ideas for community involvement activities for the student body and are regularly involved in setting up speakers for events.

Social and environmental interest is definitely a differentiating factor for an applicant. The administration wants the student body regularly involved in the community to create more well-rounded individuals.

From the top down, every member of the administration’s values are aligned with the those of Net Impact. The chapter is instituting a new honor code and honor council in fall 2011 with the help of the administration and faculty, and Net Impact is continuing to make a larger impact on the program, university, and community because of their support.

**REASONS TO ATTEND**

The first aspect of the Manderson MBA program to make an impact on visitors is invariably the student energy. New ideas and experiences excite students to debate, with the understanding that they have the support of the administration to put their ideas into action. Students depend on each other and learn to leverage each other’s strengths both inside the classroom and out.

International trips to work with the Grameen Bank in Bangladesh provide students with a social interest outlet for hands-on experience and networking opportunities, as well as exposing them to cross-cultural business activities. The university and the Graduate School of Business financially support any student who wants to go on a program-sponsored or self-designed trip for educational or career development purposes. In return for financial assistance, the administration asks only that students return value to the program through sharing the ideas learned and accompanying actions to better the experience of fellow and future students.

The availability of the extensive Manderson alumni network provides students with mentorship, employment connections, and unique perspectives on a variety of business topics. The Lowder Speaker Series also exposes students to leaders in multiple industries.

Manderson curriculum is based around real projects for companies in Alabama and across the United States. In addition, faculty give ample opportunity for students to work on projects outside of class to further their practical education, while students are encouraged to improve their community through their own initiatives.
The core curriculum in the Alberta MBA program emphasizes a comprehensive skill set applicable across all industries. A devoted and distinguished faculty ingrates the fundamental building blocks for effective and responsible business management at the outset of the program.

The mandatory Business Ethics & Corporate Social Responsibility course introduces students to the issues that will be paramount to their success in management and opens the door to a variety of elective offerings in areas such as Corporate Sustainability, Social Entrepreneurship, and Ethical Marketing. These courses, taught by renowned faculty such as Roy Suddaby and Mark Anielski, highlight the challenges that managers face in addressing social and environmental concerns, while focusing on ways in which students can become leaders in creating change. Specialization programs still provide ample flexibility for students to develop proficiency in these areas.

The Net Impact chapter’s speaker series is a strong supplement to the program’s curricular offerings. In addition, the MBA program intends to offer a corporate sustainability specialization in the upcoming year that will allow students to fully immerse themselves in these topics and develop certifiable expertise in this area. The strong advocacy of the Net Impact chapter and the development of the Canadian Center for Corporate Sustainability & Social Entrepreneurship on campus will further ensure that the Alberta MBA program is a leader in the area of corporate responsibility and sustainability for years to come.

Program’s strengths:
1. Energy & Clean Technology
2. Corporate Responsibility
3. Environmental Sustainability

44% are satisfied with the number of courses offered that include social or environmental issues

52% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Alberta Net Impact believes that students can and should be leaders in creating change towards a more sustainable and responsible campus and community. While the chapter looks to extend the student body’s understanding of social and environmental issues, Alberta Net Impact’s focus is on putting that education into practice through meaningful action.

Over the last eight months, student teams have completed 10 major consulting projects for local nonprofits and led three campus greening initiatives in partnership with the University of Alberta’s Office of Sustainability. Net Impact’s advocacy has contributed to the expected incorporation of a new corporate sustainability specialization into the MBA program in the upcoming year and
the creation of a community-based professional chapter of Net Impact. It has supplemented these activities with a range of educational speaking engagements, support for student participation in Net Impact conferences, and case competitions, while strengthening connections between students and the professional world.

Ultimately, the chapter believes that Net Impact can and should be something the Alberta School of Business is known for and it looks forward to growing Net Impact’s presence on campus and in the community in the years ahead.

Activity of Net Impact compared to other clubs:

One of the Most Active

80% are satisfied with the extracurricular offerings around social/environmental issues

84% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

Alberta MBA Career Services takes a personalized approach to supporting students’ career aspirations. Career Services works hard to match students with positions that meet their interests and specifications. Additionally, Career Services aspires to connect all students to a broader range of job possibilities with regular e-updates on MBA-related job postings. Those with a specific focus on careers with social and environmental impact can expect the support of Career Services in identifying the current possibilities that exist and proactive engagement of the school’s alumni and professional network to find additional options.

Feedback on career center services:

28% found career coaching helpful
36% found access to relevant jobs/internships helpful
48% found resources to connect with alumni helpful
24% found support for self-directed searches helpful

44% have been able to find a job or internship that fits with their values

Prominent Alumni

Charlene Butler (2009) – President & Founder, Butler Business Solutions Ltd.
Laura Franceschini (2007) – Sustainability Coordinator, Stantec
Karina Farr (2006) – Corporate Social Responsibility Manager, Servus Credit Union

ADMINISTRATIVE SUPPORT

The administrative staff at the Alberta School of Business works tirelessly to enhance program quality and student satisfaction. The school’s leadership has been tremendously supportive of the Net Impact chapter and is open to new ways of incorporating social and environmental issues into the program.

Subsequently, the topic of sustainability is only increasing in prevalence in the program curriculum and activities.

The expected introduction of a corporate sustainability specialization is a signal of the administration’s progressive attitude and commitment in this area. In addition, the University of Alberta’s Office of Sustainability continues to expand its presence across the entirety of the campus, informing and inspiring students, staff, and faculty to adopt sustainable practices.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 64% say they are satisfied in extracurricular activities, 64% say they are satisfied
REASONS TO ATTEND

The Alberta MBA program offers students a stimulating, rewarding experience across multiple specializations. Despite coming from all over the world to attend this program, students graduate as part of a close-knit community. Small class sizes and close connections with faculty, staff, and alumni ensure that students are set up for success from the beginning to the end of the program. The program aspires to be better every year and subsequently provides every opportunity for student voice and participation in achieving progress.

Social and environmental themes are being increasingly integrated into the program’s curriculum and activities through heightened student advocacy and administrative support. The Net Impact chapter has been a leader in this regard, inspiring and empowering students to create the change they wish to see through action. Those who rise to the challenge of the Alberta MBA Program can expect to develop a more holistic perspective of business and leave equipped with the tools they need to have a greater social and environmental impact.

Regarding preparation for ethical and socially responsible leaders...

28% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The Eller MBA experience is focused on innovation, application, and communication—a system that gives graduates what they need to effectively lead in today’s rapidly changing global marketplace. The Eller College of Management offers a breadth of academic opportunities designed to prepare students for tackling some of the most pressing social and environmental challenges. As one of the leading research institutions in the country, the University of Arizona excels in areas such as water conservation, solar energy generation, and global climate change. Eller MBAs have access to 150 courses on topics related to sustainability, corporate social responsibility, renewable energy, and international development. Students can take courses taught by some of the world’s most respected thought leaders in the areas of CSR, energy economics, and environmental policy, including Paul Portney and Stanley Reynolds. Likewise, students can explore marketing at the base of the pyramid in a course taught by Yubo Chen or examine the political and economic impacts of trade in a course led by Paul Melendez.

Case studies, group projects, and interactions with field practitioners and guest speakers via the Eller Distinguished Speaker Series are a few ways in which ideas are brought to life. Over the years, the Eller MBA program has been very receptive to student feedback and last year Ethics and Law, a mandatory course, was created. Moving forward, the course will be optional to ensure students have the greatest degree of flexibility in their studies. Students can customize their MBA experience by concentrating in healthcare or renewable energy, taking coursework at other colleges within the university, or even studying abroad.

One of the hallmarks of the Eller MBA program is its small size. With approximately 300 MBA students, core classes average only 60 students, while electives average 25. Therefore, Eller MBAs benefit from the individualized attention of professors at this top-ranked school. Students can also access the world-renowned McGuire Center for Entrepreneurship, which is part of the business school, to learn how to launch a venture that is both profitable and socially responsible. Graduates of the program have gone on to start businesses related to solar energy, water harvesting, and sustainably-sourced seafood.

The Eller MBA program places a great emphasis on experiential learning. Students complete a field project or semester-long consulting project during their first year and have the option of completing an advanced project during their second year. Working in small teams, students are tasked with solving real challenges faced by clients in the public, private and nonprofit sectors. Past field projects

Program’s strengths:
1. Social Entrepreneurship
2. Corporate Responsibility
3. Energy & Clean Technology

41% are satisfied with the number of courses offered that include social or environmental issues

46% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
have involved cost analysis, sales forecasting, feasibility studies, and new product launches. Another important dimension of the program is the *Global Business Perspectives* course, which culminates with an international trip to engage business leaders. Recent trips have included visits to Fondo Esperanza, the largest microfinance institution in Chile; Natura, an eco-friendly cosmetics company in Brazil; and Petrobras, an energy company in Brazil.

**STUDENT ACTIVITIES**

Each year Eller Net Impact hosts an Energy and the Environment panel to provide students with perspectives on CSR, energy, sustainability, and the environment. Panels have included Executives from SOLON, Rosemont Copper, Solar Alliance, and UniSource Energy. The distinguished panel shared insights with students seeking expertise and career opportunities.

Eller Net Impact also partners with the Eller College Ethics Program to offer an annual executive symposium where local and regional business leaders examine multiple perspectives of challenges impacting the economy, society, and government policy. In August 2010, its inaugural year, the symposium 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.

In recent years, Eller Net Impact has organized a variety of service projects. It also formed a microlending team which leveraged the Kiva.org platform to efficiently raise money for entrepreneurs in the developing world. These entrepreneurs were thus empowered to start or expand microenterprises to lift themselves out of poverty.

Eller Net Impact members have the opportunity to join a variety of other student 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, which 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 MBAs, this is a great opportunity to apply the financial and managerial concepts gained from their coursework.

**CAREER SERVICES & ALUMNI**

Eller’s world-class research institutes provide a great avenue for students interested in careers in renewable energy. The Eller MBA program has a strong relationship with renewable energy 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. Additionally, the Eller MBA program is strategically located in the Southwest, which is either home to or within close proximity to some of the largest

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

| Average | 51% are satisfied with the extracurricular offerings around social/environmental issues | 61% agree that the student body is committed to social/environmental issues |

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**Feedback on career center services:**

| 56% found career coaching helpful | 71% found access to relevant jobs/internships helpful | 63% found resources to connect with alumni helpful | 66% found support for self-directed searches helpful | 80% have been able to find a job or internship that fits with their values |
CAREER SERVICES & ALUMNI, continued

Photovoltaic manufacturers in the world.

Eller MBA Career Management partners with students to cultivate relationships that lead to securing internships and full-time positions in traditional and sustainability-focused organizations. The career management team provides résumé critiques, mock interviews, and one-on-one coaching to students. With the assistance of the team, Eller MBAs have landed placements at SC Johnson, AS-TEC America, Emerson Network Power, Yudelson Associates, Kopali Organics, and SOLON.

ADMINISTRATIVE SUPPORT

The leadership and administration at Eller College are very supportive of Eller Net Impact. The chapter also benefits from two faculty advisers that provide mentoring, support and expertise from one year to the next. In addition to faculty advisors that work directly with the chapter, the chapter benefits from a robust and close-knit school community. Support is demonstrated at all levels from campus administration to professors and students.

REASONS TO ATTEND

Key strengths of the Eller MBA program are its innovative faculty leading game-changing research, its focus on experiential learning, its proximity to best-in-class solar energy companies, and its relationship with the McGuire Center for Entrepreneurship. In addition to these key positive traits, Eller MBA students are empowered to take ownership of their MBA experience. As such, they have the ability to choose from a wide range of courses within and outside the college, study abroad, participate in field projects, or intern at world-class research institutions conveniently located on campus. They can also tap a variety of career resources from a dedicated faculty and staff within the Eller College of Management and the University of Arizona community.

Regarding preparation for ethical and socially responsible leaders...

15% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Added as an elective in the College of Business in 2009, Sustainable Business Practices, taught by Dr. Nancy Landrum, introduces students to the emerging field of sustainability and its triple bottom line focus on the social, environmental, and economic impacts of business. As part of the course load, students work on real consulting projects with real businesses. The courses also bring in guest speakers from the local sustainable business community. The elective is offered separately to both undergraduate and graduate students, with an estimated 122 students having taken the class.

Additional sustainability-focused or sustainability-related courses are also offered at the University of Arkansas, Little Rock (UALR). Dr. Cynthia Daily, Associate Professor of Accounting and certified in sustainability reporting based on the GRI Reporting Framework, incorporates GRI Reporting into her Advanced Auditing class, which is a core class for the Master’s of Accountancy degree at UALR.

Dr. Janet Bailey advises a team of Management Information students in the Imagine Cup every year, which is an international competition sponsored by Microsoft with aims to develop Information Systems programs to address UN Millennium Development Goals.

Every fall, the chapter has an information table at the Campus Sustainability Day. The chapter also has a strong presence at Earth Day each spring. Since fall 2008, the Net Impact chapter co-hosts an annual Green Jobs Fair with the College of Business. The Green Jobs Fair brings in businesses from across the community and introduces them to students interested in sustainability. Participating businesses have internships, volunteer opportunities, and/or paid employment opportunities in the field of sustainability. To date, over 500 students have been served at the Green Jobs Fair.

The Counseling and Career Planning Services group at UALR provides many resources for students searching for careers in any field. Additionally, the UALR Net Impact website offers links to national websites with job listings in the field of sustainability.

Prominent Alumni

Kevin White (2010) – Peace Corps Member, Peace Corps
Robert Airo (2009) – Sustainability Coordinator, University of Arkansas for Medical Services
Jeff Croswell (2009) – Proprietor, Turtle Rock Farms


**ADMINISTRATIVE SUPPORT**

UALR administration is supportive of sustainability initiatives. In 2009, the chancellor created the UALR Campus Sustainability Committee and has been funding opportunities to support campus sustainability. The Dean of the College of Business has been very supportive of sustainability in the curriculum. The *Sustainable Business Practices* class teaches students theory, allows them to gain applied skills, and then offers the opportunity to meet potential employers through the Green Jobs Fair. Because of the success of this approach, the level of interest that it has generated among students and business leaders, and the measurable results that it has generated, the dean is considering developing an MBA track in sustainable business practices.

**REASONS TO ATTEND**

UALR boasts the first Net Impact chapter in the state of Arkansas. UALR is also the only college in the state offering classes in sustainable business practices. Students from these classes have gained employment in the field of sustainability, due largely to practical applications they have learned through campus offerings. The tight-knit group of faculty and students strive to provide the best learning experience. A good portion of the student body are working professionals that bring a wealth of outside knowledge to the classroom—not just in academia, but real world experiences in various fields.
The Sauder MBA program is a leader in sustainability and business education in Canada. Sustainability topics are ingrained in the Integrated Core curriculum, and students have the opportunity to specialize in this area. Most courses in the program attempt to relate material to current sustainable topics and challenges.

The MBA Integrated Core curriculum includes a class on ethics, which covers topics in environmental sustainability, corporate social responsibility, 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 best practices are encouraged throughout the Core in multiple courses, including strategy, design thinking, and economics.

Sauder offers a specialization in sustainability and business, which includes nine courses that are specific to social and environmental responsibility. 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 sustainability and business include a mixture of lectures, case studies, research projects, and field trips. Professors guide students through the analysis of companies, determining the level to which their 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.

Sample Courses
- Global Environmental Issues
- Sustainable Development and Business
- Environmental Economics, Management, and Technology
- Environmental Marketing

Program’s strengths:
1. Environmental Sustainability
2. Corporate Responsibility
3. Energy & Clean Technology

48% are satisfied with the number of courses offered that include social or environmental issues

48% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Sauder’s Net Impact chapter is the most active student club, engaging almost 75% of the class to participate in events. The Ninth Annual Sauder MBA Net Impact Conference and Career Fair took place in March 2011. The theme of the event was “Getting in the Green: Advancing Business Towards Sustainability.” The event featured keynote addresses, two engaging panel discussions led by local sustainability experts, and two interactive workshops. Following conference activities was a career fair where over 100 attendees from several universities were able to meet with 25 local businesses involved in sustainability, including Metro Vancouver, Deloitte, The David Suzuki Foundation, and Vancity Credit Union.

Annually, Net Impact leads a tour of LEED certified buildings at the University of British Columbia campus in Vancouver. UBC demonstrates both institutional and residential green building practices on campus, as well as a green renovation project. Sustainable building practices are integrated directly into UBC’s technical guidelines and UBC showcases a number of high-performance buildings.

The Humanitarian Council at the Sauder School of Business 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. Ultimately, the Council wants their members to realize the importance of balancing people, profits, and community to create value in the marketplace—which is the underlying objective of business. Recent initiatives include a Bowling for Haiti fundraiser, a Timeraisers volunteer hour fundraiser, a trivia night for KIVA, and a Junior Achievers high school teaching project.

Activity of Net Impact compared to other clubs:
One of the Most Active

74% are satisfied with the extracurricular offerings around social/environmental issues
61% agree that the student body is committed to social/environmental issues

Sauder’s MBA Program is one of the few in Canada that offer a specialization in sustainability and business. As a result, 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 that are 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 Sauder faculty members.

A three-month internship is built into the full-time curriculum, and there are many resources available to locate one that is 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 club 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 and networking 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. There is also funding available for career treks: this year students had the opportunity to visit Toronto, Calgary, Seattle, China, and London.

Feedback on career center services:

- 48% found career coaching helpful
- 48% found access to relevant jobs/internships helpful
- 35% found resources to connect with alumni helpful
- 55% found support for self-directed searches helpful

45% have been able to find a job or internship that fits with their values

The University of British Columbia (UBC) has a long-standing history as Canada’s leader in campus sustainability. In 1997, UBC became Canada’s first university to implement a sustainable development policy and the following year, UBC opened Canada’s first Sustainability Office. In 2006, UBC received a Campus Sustainability Leadership Award from the Association for the Advancement of Sustainability in Higher Education (AASHE). In 2009, UBC’s Sauder School of Business launched ISIS—the Incubator for Social Innovation and Sustainability—to help the business community address global issues and educate the next generation of green entrepreneurs.

The Masters Programs Office of the Sauder School of Business demonstrates that it places value on the Net Impact chapter and the environmental and social sustainability principles that it represents by their support of sustainability initiatives. Staff have helped 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 application. UBC is committed to furthering its reputation as Canada’s leading sustainability school and Sauder is cognizant of the role they play in these efforts.

The MBA program at the Sauder School of Business is internationally known for its commitment to sustainability and business, and attracts many students who are interested in creating shared value in their career. Social and environmental responsibility is highlighted throughout the curriculum and in numerous extracurricular activities. A specialization in sustainability is offered to students who wish to focus on these courses. There are multiple speakers, career opportunities, and student activities geared towards sustainability, and these endeavors receive strong support from students, faculty, administrative staff, career services, and alumni.

Potential applicants should consider UBC’s leadership and commitment in being Canada’s most sustainable campus, the opportunity to specialize in sustainability at Sauder, and the active role that the Net Impact club plays throughout the MBA experience.
Academics at Haas include a strong core curriculum in addition to a wealth of social and environmental impact electives offered both through the business school as well as other graduate schools at Berkeley.

All MBA students at Haas take the same core classes in the first year. Core classes that incorporate environmental and social issues include Ethics, where students discuss the role of managers and corporations as they relate to social and environmental issues and Problem Finding, Problem Solving, where students use design thinking to propose new business models to real clients—past organizations included a sustainable apparel company and an environmental nonprofit. Other core classes, such as marketing, finance, and accounting, may touch on social or environmental issues through cases and class discussion.

Following the core, Haas students have at their fingertips a wide range of social impact electives—more classes than fit in the two year course of study. Popular electives include Social Sector Solutions and Strategic Corporate Social Responsibility, both of which allow students to gain real-world consulting experience through experiential learning engagements with clients ranging from Bay Area nonprofits to major corporations such as Dow, Visa, and Hewlett Packard.

Haas is a student-driven MBA program, and each year students who are passionate about social impact convene to offer lecture-style speaker series courses to their classmates. Recent speaker series courses included a Social Impact Speaker Series, offering a broad overview on topics ranging from nonprofit consulting to social entrepreneurship to international health, a Microfinance Speaker Series, featuring microfinance practitioners such as Premal Shah from Kiva, and an Alternative Energy Speaker Series.

Haas students benefit from two exceptional centers within the business school that are focused on social impact. The Center for Responsible Business (CRB) and the Center for Nonprofit and Public Leadership (CNPL) connect students with outstanding faculty and practitioners in the field, and design innovative new courses based on developments in the sector and interest from students. CRB and CNPL enrich the student experience by bringing thought leaders to Haas through lecture series, includ-

Program’s strengths:
1. Energy & Clean Technology
2. Corporate Responsibility
3. Social Entrepreneurship

85% are satisfied with the number of courses offered that include social or environmental issues
60% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Sample Courses
- Strategic Approaches to Global Social Impact
- Social Investing
- Power of Social Technology 4 Good
- Cleantech to Market
ing the Schwab Charitable Philanthropy Speaker Series and the Peterson Series.

Lastly, building on the strong electives offered through the business school, Haas MBAs can pursue courses offered through a number of other graduate programs at Berkeley. Socially and environmentally-minded MBAs can take courses at the School of Public Policy, Law School, Energy and Resources Group, the Information School, and the Education School, among others.

**STUDENT ACTIVITIES**

The Haas Net Impact chapter provides members with high-impact, relevant programming to allow students to learn about and build careers in the area of social and environmental impact.

Career treks to local companies and nonprofits provide a great opportunity for Net Impact members to learn about organizations working in this sector and to network with industry practitioners. This year, Net Impact hosted treks to organizations including Chevron, Kimpton Hotels, Saatchi and Saatchi S, Travelocity, and Clif Bar. Net Impact hosts speakers and invites organizations to meet with students on campus in Berkeley, including recent Haas alums, social entrepreneurs, and experts in social impact. Net Impact also works with the Orientation Week planning committee to incorporate sustainability-related content.

While Net Impact is one of the largest student clubs at Haas, with close to 150 members, there are other student clubs that enrich the social and environmental offerings for Haas students. Other social impact-focused clubs include the International Development and Enterprise Club; the Education Leadership Club; Global Social Venture Competition; and the Berkeley Energy and Resources Collaborative. The Net Impact chapter is working to increase collaboration with these and all other Haas clubs in order to strengthen outreach and impact within the MBA community.

Students interested in nonprofit leadership and governance can apply to the Board Fellows program, coordinated by the Center for Nonprofit and Public Leadership. Board Fellows places over 65 students each year to serve on the boards of over 40 Bay Area nonprofit organizations. Fellows have the opportunity to attend board meetings, serve on subcommittees, and complete a project that leverages the Fellow’s expertise to address a strategic need of the board. The goal of the program is to develop students’ governance and leadership skills, while they contribute their time and talent to select nonprofit organizations.

Haas students have also been active in enhancing the greening efforts at the business school to align Haas with Berkeley’s ambitious campus-wide sustainability plan. Current initiatives include incorporating environmental standards into the RFP process for a new campus café; working to improve campus recycling and composting options; and sharing information with student clubs on greening their events. Net Impact also hosts social gatherings for all Haas students which increase awareness of sustainable consumption. Net Impact and the Berkeley Energy and Resources Collaborative are working together to make sustainability a priority at Haas and institutionalize administrative support to green the business school campus.

Activity of Net Impact compared to other clubs:
- **Above Average**

98% are satisfied with the extracurricular offerings around social/environmental issues
83% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

As a result of its well-earned reputation for “doing well and doing good,” the Haas School of Business provides significant career services support for its students interested in social impact. This guidance includes a social impact “Industry 101” panel, career management seminars focused on recruiting fundamentals within specific
industries, two career services staff focused specifically on the social impact space, and a team of second-year career coaches eager to help incoming students with each step of the job search. Additionally, each student interested in social and environmental impact receives a copy of the school’s “Guide to Social Impact,” detailing courses, events, and partner companies in each of the major social impact spaces.

The career services office organizes networked job search teams so students can provide support and contacts to each other, truly in line with the Haas values of teamwork and collaboration. Numerous opportunities for mock interviews are provided via a Career Management Conference in October and the school’s “Super Saturday” in January.

In terms of sourcing jobs, a large number of social impact organizations recruit on campus for impact-related positions and even more opportunities are posted on the school’s job board. Haas also has a partnership with the MBA Nonprofit Connection, which provides approximately 30 additional internship and full-time job postings each month.

Finally, Haas truly shows its commitment to the social sector through its Haas for Students Fund, which raises over $40,000 to help fund students seeking internships in the nonprofit sector, primarily through peer donations. This support continues after graduation with the Nonprofit Loan Forgiveness Program, one of the most robust among all business schools. Perhaps most importantly, however, students pursuing positions in social impact simply know that Haas cares about this sector and is willing to provide the resources necessary to ensure their success.

**Prominent Alumni**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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<tr>
<td>Jason Kibbey</td>
<td>Founder, PACT Apparel</td>
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<tr>
<td>Robert Chatwani</td>
<td>Director, Global Citizenship, eBay</td>
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<td>Jennifer Malkin</td>
<td>Program Manager, Supplier Responsibility, Apple</td>
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<tr>
<td>Kristin Richmond</td>
<td>CEO, Revolution Supplier</td>
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<td>Paul Rice</td>
<td>President &amp; CEO, TransFair USA</td>
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93% have been able to find a job or internship that fits with their values

Feedback on career center services:

- 78% found **career coaching** helpful
- 88% found access to **relevant jobs/internships** helpful
- 83% found resources to connect with **alumni** helpful
- 55% found support for **self-directed searches** helpful

**Administrative Support**

The Haas School is committed to cultivating “path-bending” leaders who will contribute to solving world issues such as poverty and climate change. This is not empty rhetoric, as the administration at the Haas School of Business is committed to supporting social impact in all aspects of campus life. The curriculum features social impact cases in some core courses, and a full battery of impact electives. As one student commented, “I could graduate having taken only the core and social impact electives if I wanted!”

Monetary support is provided for clubs focused on social impact, and an additional $10,000 was contributed by the administration to the Haas Ideas to Impact conference hosted in concert with all of Haas’ social impact clubs.

While the Haas Admissions office does not place special value on applicants from any specific background, it is certainly true that the program seeks to build on areas of strength, such as CSR, social entrepreneurship, and clean technology, by recruiting the best and brightest in these fields. Finally, Berkeley is committed to improving sustainability and Net Impact is a partner in designing and implementing solutions that will help the school meet these goals.

Regarding the **administration’s commitment** to including social and environmental themes... in the curriculum, 53% say they are satisfied in extracurricular activities, 88% say they are satisfied
REASONS TO ATTEND

The Haas School of Business is on the smaller end of top business programs, but the school’s commitment to social and environmental impact is anything but small. While the Haas Net Impact Chapter is a key strength of the program, interests in various areas of social impact are so strong that the school features several other clubs devoted to these areas in spite of the small student body size.

Furthermore, a passion for social and environmental issues permeates the environment at Haas. Over a third of the first-year class applied for the Board Fellows program in 2011, and interest in “impact internships” is strong. Some students know that their future lies in these spaces, others want to test them out, and still others know that they will be returning to their employers after graduation, but want to spend three months giving back to the community. Additionally, there is strong support for students who want to incorporate sustainability throughout their corporate functions; coursework on “intrepreneurship” and change management supports these goals.

Haas students are eager to share their excitement about making a difference in the world. One first-year student shared that, while deciding which business school to attend, he contacted 10 Haas students involved in social impact, expecting to hear back from three or four of them. All 10 wrote back within a week, in spite of it being spring break. This is a true reflection of the culture at Haas. It is a culture of thinking and acting “beyond oneself,” to quote one of the school’s defining principles. Quite simply, it is an excellent choice for students seeking a rigorous, top-tier MBA program, but particularly for those interested in using their degree to make social and environmental impact and who are seeking a supportive, innovative community to pursue those goals.

65% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The triple bottom line is not a fringe or special interest topic at the UC Davis Graduate School of Management (GSM); it’s a core concept. The faculty and administration recognize the importance of environmental, social, and governance issues, and work 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.

The core classes at UC Davis GSM set the tone for the student experience: case studies and class discussions often include themes of environmental sustainability and social responsibility. The GSM offers a variety of elective courses that explore how business can create a positive impact, including Social Entrepreneurship and Corporate Social Responsibility. Additionally, electives are offered in Strategies in Energy Efficiency, Entrepreneurship, Management of Innovation, and Technology Management. Many classes include student-selected topics for group projects, an opportunity many GSM students seize to further explore environmental and social issues. 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.

The GSM experience extends well beyond the classroom, giving students the opportunity to engage with current professionals in a variety of fields. 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 real-world business. Additional centers on the UC Davis campus, including the Energy Efficiency Center and the California Lighting Technology Center, provide students hands-on opportunities in the burgeoning clean technology sector.

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.

Program’s strengths:
1. Energy & Clean Technology
2. Social Entrepreneurship
3. Corporate Responsibility

38% are satisfied with the number of courses offered that include social or environmental issues
54% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

Our program is ambitious, innovative, and collaborative. Students at the GSM make it a priority to help each other succeed.
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, 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, a Net Impact Gold Chapter in 2008 and 2009, and a Net Impact Silver Chapter in 2010.

Net Impact is one of the larger and more active clubs at the GSM. During orientation, it hosts a two-day retreat near Lake Tahoe for new and returning students to generate enthusiasm for the club’s activities and provide networking opportunities. Throughout the year, the Net Impact group places an emphasis on co-sponsorship of events with other campus clubs, including the Clean Technology Club, Women in Leadership, and the Farm to Table club, with an emphasis on spreading the reach of the focus on social and environmental responsibility.

Recent activities and accomplishments include:

- Collecting over $8,000 from students to support three classmates who spent the summer working in unpaid internships with a focus on social issues and the environment.
- Successfully working with the GSM administration to ensure that redesigned curriculum reflects large student interest in Net Impact-related topics.
- Day-on-the-Job with a GSM and Net Impact alumnus, working in a public/private partnership in land management.

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. Also, 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. The Net Impact chapter is just one of many ways that students at the GSM work to improve the community and planet.

The GSM Career Development office, much like the entire GSM, is continuously expanding its involvement in environmental and social areas. A number of resources are available to help prepare students for a career in responsible management from both the GSM’s Career Development Team and Net Impact’s Career Development arm. Career Development 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.

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 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. In recent years there has been a strong focus on behalf of the students, the Net Impact chapter, and Career Development on identifying career opportunities in clean tech and energy related fields. Additionally, the Nonprofit Fellowship Fund encourages students who take paid internships to support those who choose to pursue unpaid internships in the nonprofit sector.

Feedback on career center services:

42% found career coaching helpful
25% found access to relevant jobs/internships helpful
83% found resources to connect with alumni helpful
57% found support for self-directed searches helpful

79% have been able to find a job or internship that fits with their values

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. “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, 29% say they are satisfied
in extracurricular activities, 42% say they are satisfied

The UC Davis GSM pairs an elite MBA education with an unparalleled sense of community. Situated in Northern California in one of the world’s most innovative and exciting business environments, the GSM is immersed in a broader community that is putting business to work to solve the pressing social and environmental problems of today. The confluence of a highly respected business faculty, one of the world’s leading research universities, and a relatively small MBA program means opportunities for students abound. GSM students are invested in using business to improve the world around them, and given this unique set of circumstances, they can. The GSM is a lot more than just bicycles and farmers markets (although there are those, too); it represents a group of talented, ambitious people who are pursuing an elite MBA to enrich their lives by doing well—and also doing good.

Regarding preparation for ethical and socially responsible leaders...

38% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
UNIVERSITY OF CALIFORNIA, IRVINE
PAUL MERAGE SCHOOL OF BUSINESS

:: AT A GLANCE ::

Location: Irvine, CA
Number of students: 185

100% of Merage students are Net Impact members
75% of those members are active

“UCI is a small and cohesive program where students can pursue their interests.

This chapter in three words: Engaged, Active, Fun

:: CURRICULUM ::

The Paul Merage School of Business at the University of California, Irvine incorporates aspects of both business ethics and corporate social responsibility into its core curriculum as well as its elective offerings. One such class, called Sustainability and Competitive Advantage, looks at business issues through a sustainability lens. All core and elective courses also contain real-world assignments that create opportunities for MBA students to work with nonprofit organizations and socially responsible companies. In past projects, 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 the opportunities to work with nonprofits or social responsibility initiatives are presented through the school’s Center for Leadership and Team Development. Net Impact’s faculty advisor was the previous dean of the business school, and is actively involved in the growth and scope of the Merage School Net Impact chapter. The current assistant dean and executive management are also very supportive of Net Impact’s efforts and encourages other faculty to be involved. The Paul Merage School of Business also has several professors who specialize in CSR and social entrepreneurship.

Dual-degree programs include an MD/MBA program and a 3/2 combined bachelor’s and master’s undergraduate program. There are also plans for a JD/MBA program in the upcoming school year. Overall, the dual-degree students are very active in campus organizations, including Net Impact.

:: SAMPLE COURSES ::

Corporate Social Responsibility
Nonprofit Management
Business and Government

:: STUDENT ACTIVITIES ::

Since the beginning of the Merage School Net Impact chapter in 2005, the club has continued to gain support from both full-time and part-time MBA 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 like finance and marketing.

Another strategy to expand the participation and value of the chapter is to become more involved with other Southern California chapters, both student and professional. The Merage School’s Net Impact chapter 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, the Merage School’s Net Impact chapter organized a speaker panel, inviting leaders from sustainability companies. The speakers provided key insights about how their companies create social impact, either by launching initiatives within their organization or by working with socially responsible initiatives. The event also helped interested candidates network with socially responsible companies to find out career opportunities in their area of interest.
Career Services is very supportive of students seeking to work in CSR-related internships and careers. The job search website offers many opportunities for both internships and careers in nonprofit and corporate social responsibility work.

The dean 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 the Distinguished Speaker Series in school.

Through social responsibility initiative opportunities, students have the chance to work directly with companies on business-related issues and are given great networking opportunities.

**Prominent Alumni**

- **Eve Barker (2006)** - President, Barker Consulting
- **Jon Masciana (2006)** – Senior Director of Marketing, UC Irvine, Paul Merage School of Business
- **Sarah Hine (2005)** – VP of Communications, Love146
- **Abdul Rastagar (2005)** – Marketing Manager, Oracle
- **Wendy Yamagishi (2001)** – Director of Community Relations & Public Affairs, Anaheim Ducks & Honda Center

**ADMINISTRATIVE SUPPORT**

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. The assistant dean encourages students to attend the annual Net Impact Conference and realizes the importance of being a member of a national organization.

This past year, another Merage School philanthropic organization, called Prosperitas, sponsored the Net Impact chapter’s participation in the Net Impact Conference.

The school has begun work on creating a career path for nonprofit management with classes on social enterprise (for both nonprofit and for-profit organizations) alongside social responsibility.

**REASONS TO ATTEND**

The Merage School program is an intimate one: the faculty and students help to create a collaborative learning environment. Being a close-knit environment, there is easy access to the program office and student-driven initiatives are encouraged and supported. The faculty and staff believe in the 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 School Net Impact chapter is poised for growth in the immediate future.
UNIVERSITY OF CALIFORNIA, SAN DIEGO
Rady School of Management

:: AT A GLANCE ::

Location: La Jolla, CA
Number of students: 117

15\% of Rady students are Net Impact members
33\% of those members are active

Rady is a small but growing institution with a lot of ambition, innovative tendencies, and motivated students.

This chapter in three words:
Growing, Ambitious, Innovative

:: CURRICULUM ::

While neither the core curriculum nor elective classes at the Rady School of Management incorporate specific social and environmental themes into their assignments, corporate social responsibility is discussed in many courses. Students also have the option of taking elective courses outside of their program at the other graduate programs at UC San Diego, such as at the International Relations and Pacific Studies (IRPS) graduate school, which have classes related to social and environmental impact.

:: STUDENT ACTIVITIES ::

Rady Net Impact is a small chapter, somewhat limiting its range of activities and options. However, this can prove to be an advantage, especially since San Diego is full of small companies the chapter has formed relationships with. The chapter focuses on organizing panels and company tours throughout the year, as well as one big event each quarter. The student body frequently participates in Net Impact events, especially since it is one of the most active clubs on campus.

UC San Diego is already one of the greener campuses in the nation, thereby allowing Net Impact to form relationships and learn from the school’s sustainability center. Each year, Rady (in collaboration with the Anderson School of Management at the University of California, Los Angeles) puts on the annual California Clean Innovation Conference, which has continually been a huge success.

As the campus and student body continues to grow, the Rady Net Impact chapter hopes to be able to continue its sustainability work, as well as enhance the Rady curriculum with social and environmental impact themes. Rady Net Impact includes pro bono consulting services for local nonprofit organizations, and has previously placed Net Impact members on the boards of local nonprofits—something it hopes to continue in the future.

:: CAREER SERVICES & ALUMNI ::

San Diego is one of the fastest-growing clean technology hubs in the nation. This has been a big career mover for a significant amount of Rady students. Fortunately, since San Diego is such a small and growing community, students have a network of connections which they can leverage for employment within various social and environmental industries. The career management center routinely seeks and offers careers in various industries, including

Prominent Alumni
Kathy Lin (2009) – Associate Developer, enXco
Jay Brandleis (2007) – Director, Business Development, Southwest Windpower
Troy Robie (2006) – Territory Manager, SD RLC, SunPower Corporation
those relevant to Net Impact members, and posts these positions online. In fact, many clean technology companies in San Diego have built relationships with the career management center and often request members of Net Impact for internships and employment positions.

In addition to the Rady career center, the UCSD campus as a whole has various career fairs in which social and environmental companies and organizations come to campus and recruit interested students. Furthermore, for students simply wanting to learn more about the clean technology opportunities in San Diego or wanting to form more connections, the program offers various environment and social-related company tours each year. This year, Net Impact is attempting to begin an annual San Diego clean technology trek.

The Rady administration is very supportive of whatever Net Impact initiatives the chapter chooses to pursue. In 2010–2011 alone, many members of staff and faculty at Rady and UCSD collaborated with students to put on the 5th annual California Clean Innovation Conference held at UCSD this May.

The admissions office doesn’t necessarily place special value on applicants with social and environmental interests. However, UCSD is one of the most sustainable campuses in the nation, and San Diego is one of the biggest clean technology hubs in the world, allowing for various opportunities for someone who is interested in such industries.

Rady is a small but growing institution with a lot of ambition, innovative tendencies, and motivated students. With the Rady Net Impact chapter growing in conjunction with the school, the future of the chapter is bright and prosperous, with only improvements and achievements yet to come.

Lastly, for those looking to begin a career in the clean technology industry, there is no better city to develop knowledge and network than San Diego. The Net Impact chapter at Rady certainly helps facilitate that process.
Unlike many other MBA programs, the University of Chicago Booth School of Business does not have a prescribed core curriculum and offers a highly flexible curriculum. There is no formal program to integrate social and environmental themes into basic business courses, rather cases and group projects often deal with these issues at the discretion of the faculty. In addition, there are a growing number of courses built around social and environmental issues. Students can take The Firm & the Non-Market Environment, which fulfills one of the fundamental requirements and focuses on firm strategy given government and societal pressures, touching on issues of corporate social responsibility, government regulation, and the environment.

Chicago Booth also 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. This year, Booth created a spin-off of the school’s incredibly successful annual business plan competition (New Venture Challenge) for students interested in starting social ventures in the fields of microfinance, fair trade, education, workforce development, and technology. 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 nonprofits.

For students interested in international development, global business, and social policies, Chicago Booth 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.

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. Additionally, the Clean Tech Lab, in which students are paired with firms in the clean technology industry for 10-week consulting projects, successfully completed its inaugural class in the 2010–2011 academic year.
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 nine years ago, Chicago Booth Net Impact—Booth’s professional student group focused on careers in social impact—has continued to develop within the Booth community. During 2010–2011, the chapter organized its third annual Net Impact conference, which continues to grow. On a regular basis, Chicago Booth Net Impact organizes lunch lectures by social entrepreneurs, as well as social events for chapter membership. This coming year, the chapter is focused on expanding its career-focused opportunities and resources through enhanced programming with corporate and 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 experience tackling business problems for social enterprise. The 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.

Chicago Booth Net Impact historically has hosted a speaker series that brings talented professionals from well-known organizations to speak to the student body. The 2010–2011 speaker series included representatives from Teach For America, the Civic Consulting Alliance, and Chicago Public Schools. In the spring of 2011 Chicago Booth Net Impact also hosted its third conference. Speakers from United Airlines, Open Table, Green Choice Bank, and Groupon addressed the conference theme “Defining Social Impact: How Corporations Drive Positive Change,” discussing how they integrate social impact into their business model, company structure, and company culture.

The number of students at Chicago Booth concerned with social and environmental issues is increasing steadily, and Chicago Booth Net Impact views the upcoming year as an opportunity to capture new interest, strengthen ties between current members, and better serve its membership’s professional ambitions. Overall, the chapter is experiencing strong growth and predicts active and fun years ahead.

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

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<th>Activity</th>
<th>Average</th>
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<td>74% are satisfied with the extracurricular offerings around social/environmental issues</td>
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<td>65% agree that the student body is committed to social/environmental issues</td>
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### CAREER SERVICES & ALUMNI

The Chicago Booth Career Services office 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 environmental issues.

Over 200 postings for full-time positions and summer internships at nonprofit organizations or government agencies were posted during the 2010–2011 academic 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 for the fourth time. The 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.

Prominent Alumni

- Lisa Pinsley (2009) - Business Development Associate, AES Corporation
- Ron Huberman (2000) - Former CEO, Chicago Public Schools
- Alisa Miller (1999) - President & CEO, Public Radio International
- Craig Nakagawa (1997) - Co-Founder, CFO, & Director of Social Business, VillageReach
- Scott Griffith (1990) - Chairman & CEO, Zipcar

This school has funds available to support students who accept internships with nonprofits

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 Polsky Center provides assistance in locating companies and 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 third 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 nonprofit organizations or firms that re-invest all their profits in social programs. Currently, there is no loan forgiveness program for individuals who go to work at nonprofit organizations after graduation.

Feedback on career center services:

77% found career coaching helpful
87% found access to relevant jobs/internships helpful
65% found resources to connect with alumni helpful
70% found support for self-directed searches helpful

77% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

The administration at Chicago 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 Office of Admissions is increasing its outreach to students interested in social impact. It has recognized that growing the number of applicants from this specific area would be valuable to the Booth community. While Chicago Booth values diversity in the experience and background of its applicants, those applying to Chicago Booth must 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, 35% say they are satisfied
in extracurricular activities, 58% 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, and leading research on behavioral 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 offers 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.

Regarding preparation for ethical and socially responsible leaders...

19% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Through coursework, Centers of Excellence, and professional experiences, members of Net Impact at the Leeds School of Business receive a unique and exceptional education. The MBA curriculum provides a core social responsibility and ethics course and offers three electives in sustainable business and another in social entrepreneurship, all of which provide unique topics and opportunities to pursue real-world projects. Beyond the Leeds school, MBA students can pursue a dual Master’s degree in environmental studies, a certificate in sustainable business management or select graduate certificate tracks in renewable energy or environmental sustainability. These courses draw from an interdisciplinary list of 30+ courses in engineering, law, and environment.

Faculty and Centers of Excellence at the Leeds School of Business further support the mission of Net Impact. The Net Impact Club is part of the Center for Education on Social Responsibility (CESR), which is one of three Centers of Excellence at Leeds. Net Impact also works closely with the Deming Center for Entrepreneurship and the Real Estate Center’s Institute for Sustainable Development. In addition to its research program (Leeds faculty published nearly 50 sustainability-related articles in peer-reviewed business journals in 2009–2010), the business school has a core group of faculty with direct experience in sustainability consulting, sustainable land use, renewable energy, and more who are dedicated to improving the role of sustainability and social responsibility at the Leeds School of Business.

Through coursework and projects, students are afforded numerous opportunities. Faculty and students at Leeds bring in dozens of thought leaders in sustainable business, with top executives from Five Winds International, WhiteWave Foods, and Vail Resorts, to name a few. Furthermore, students are hired to write case studies and develop professional partnerships within Leeds’ Centers, particularly in the areas of renewable energy and natural/organic products, for which Boulder has earned an international reputation as a hub of innovation and industry. Throughout the university, lectures ranging from oil economics, climate change, population growth, biophilic design, and more were provided during the 2010–2011 academic year.

Program’s strengths:
1. Energy & Clean Technology
2. Social Entrepreneurship
3. Environmental Sustainability

69% are satisfied with the number of courses offered that include social or environmental issues
63% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Advance Your Career with an MBA Degree from the Leeds School of Business

The University of Colorado Boulder Leeds School of Business offers both full-time MBA and part-time Evening MBA programs. With a solid foundation rooted in core business fundamentals, our MBA programs allow you to delve deeper into the areas of finance, marketing, entrepreneurship, and real estate.

To learn more Visit leeds.colorado.edu/mba or email LeedsMBA@colorado.edu
The Net Impact club is very active in offering members a range of student-led events. For the past 10 years, its members have hosted the Leeds Net Impact Case Competition. This premier student-run case competition brings an international selection of MBA teams to Boulder to solve real-world business challenges developed by annual corporate sponsors, providing Leeds students opportunities in event management, case writing, marketing, and volunteering, as well as the opportunity to work with leading corporate sustainability professionals. The Net Impact club’s Board Fellows program matches students with local nonprofits, providing them the opportunity to use business acumen to solve problems and gain valuable experience sitting on a nonprofit’s board of directors. The Net Impact club has also worked closely with the Deming Center for the past five years to run the Cleantech Venture Challenge, an internationally-recognized business plan competition in which student teams seek to capitalize on emerging market conditions while enhancing ecological and social sustainability.

Working with clubs throughout the Leeds School of Business and the University of Colorado is a key attribute of the Net Impact chapter. In addition to actively reaching out to the professional community and working with faculty to host a Sustainability Speaker Series, the Net Impact club regularly co-hosts panels and speaker series with other MBA clubs, including the Leeds Outdoor Industry Club, Real Estate Club, Global Business Club, and Entrepreneurship Club. Net Impact members are also active members of the CU Energy Club, part of CU’s Renewable and Sustainable Energy Institute (RASEI), an interdisciplinary joint research effort between the University of Colorado at Boulder and the National Renewable Energy Laboratory (NREL).

Leeds students can expect to be fully ingrained in an atmosphere of environmental and social responsibility and if something isn’t offered, students will drive change. A number of initiatives have developed in the academic year of 2010–2011 alone. A campus greening effort, starting in the LEED Gold-certified Koelbel Hall where the business school is located, aims to improve awareness and distribution around composting and recycling efforts. Another opportunity, Leeds Social Impact Consultants (LSIC), matches students with consulting interests to specific needs in social causes and nonprofits.

Career services at the Leeds School of Business provides a comprehensive Professional Development course that touches on the traditional facets of the job search while also providing insight into new tools and media to prepare students for 21st-century business. MBA students have the option to pursue coursework oriented towards various disciplines, notably entrepreneurship, real estate, finance, marketing, and sustainability. The Leeds school has a dedicated job board for MBA students that regularly has postings for socially and environmentally-focused positions. In addition to the campus-wide career fairs, targeted career fairs are offered to business students, as well as students interested in the energy industry.

Feedback on career center services:
- 38% found career coaching helpful
- 69% found access to relevant jobs/internships helpful
- 44% found resources to connect with alumni helpful
- 59% found support for self-directed searches helpful

59% have been able to find a job or internship that fits with their values

Prominent Alumni
- Michael Joseph (2009) – CEO, Mile High Organics
- Jane Pater Salmon (2007) – Associate Director, Navigant Consulting
- Renaud des Rosiers (2006) – Principal, Cleargreen Advisors

81% are satisfied with the extracurricular offerings around social/environmental issues
91% agree that the student body is committed to social/environmental issues

Activity of Net Impact compared to other clubs:
- One of the Most Active

Published by Net Impact • Content submitted by current students in spring 2011
At the University of Colorado at Boulder, sustainability is a priority. Through the Director of Sustainability, projects are coordinated throughout the university. CU-Boulder is the first campus in the nation to achieve “Gold” status in AASHE’s Sustainability Tracking, Assessment, and Rating System (STARS). CU was ranked number one in the Sierra Club’s 2009 “Cool Schools” ranking for its performance in efficiency, energy, food, academics, purchasing, transportation, waste management, and administration. The administration has committed to carbon neutrality and sustainability, and is collaborating with the State of Colorado Governor’s Energy Office to reduce energy consumption by 20%, water consumption by 10%, petroleum consumption by 25%, and paper use by 20%, all by 2012.

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

in the curriculum, 66% say they are satisfied in extracurricular activities, 72% say they are satisfied

At the Leeds School of Business, MBA students can learn from the best. Few settings rival the scenic Flatirons, the vibrant Front Range research and sustainable business economy, or the Leeds community’s commitment to social responsibility and environmental stewardship. A student will develop not only the theory and tools for the new economy, but also have the commitment of an entire community to entrepreneurial, environmental, and social action.

Among its many accolades, the University of Colorado at Boulder is recognized as one of the nation’s most sustainable campuses: CU was named “The greenest university in America” by CNN, highlighting the University’s zero-waste football games, its 10,000+ bicycles (one for every three students), biodiesel buses, renewable energy and water conservation efforts, and its decades-old (and profitable) recycling program. Further, CU is one of only ten Ashoka Changemaker Campuses, has achieved “Leader” status from the Sustainability Endowments Institute, and is consistently in the top 50 of the Beyond Grey Pinstripes list of top universities preparing MBAs for social, ethical, and environmental stewardship.

Regarding preparation for ethical and socially responsible leaders...

47% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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The Daniels chapter of Net Impact is at the forefront of ethics-based education, and is quickly becoming a thought leader in sustainability. This year marked an exciting one, as Net Impact drove a campaign to create a formalized sustainability concentration beginning this fall. This, in addition to core classes that encompass ethical leadership practices, proves Daniels’ commitment to providing business students with relevant and necessary leadership skills.

The University of Denver’s core curriculum involves one required sustainability course titled Creating Sustainable Enterprises. Sustainability is weaved into a number of other core courses, as well as ethics and corporate social responsibility. In addition, another core required course is titled Ethics for the 21st Century, focusing on leadership and ethical business.

Currently the school offers a concentration in values-based leadership, which is heavily focused on ethics and CSR electives. Between this program and the new sustainability concentration, Daniels will continue to be a leader in ethics/CSR and ramp up sustainability efforts to be a leader in this academic area as well.

Many students are very interested in social and environmental themes, so it is a topic often discussed in class. In addition, the successful quest toward an official concentration in sustainability has been largely student driven.

Students at Daniels are allowed to take concentration courses from any other graduate area in the university. There is an environmental policy and management MS program that is extremely relevant. Also, environmental law, geology, social work, and international school of management areas have relevant courses as well.

Program’s strengths:
1. Corporate Responsibility
2. Social Finance, Responsible Investing, & Microfinance
3. Environmental Sustainability

25% are satisfied with the number of courses offered that include social or environmental issues
40% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

The Daniels College of Business chapter of Net Impact is arguably the most active and passionate group at the college. The chapter creates events centered around three chapter goals: to educate students, faculty, staff, and the Denver community about sustainability and business; engage the university and community in sustainability-related practices and initiatives; and connect students with job opportunities.

Each event will have some tie to these goals, with the hopes of providing the public with the value proposition
that surpasses all other clubs on campus. The chapter strives to listen to its members and fluidly change events or plans to accommodate the students in the most relevant way possible.

Some of the Daniels Net Impact Chapter’s exciting events this year included:

- Hosting Daniels Day, a college-wide event dedicated to the sustainability efforts Daniels College of Business has engaged with. This day included panels, keynote speakers, and distinguished alumni who are active in the sustainability world.
- A tour of LEED-certified buildings in Denver.
- Informative speakers from sustainability-related fields, including speakers from Newmont Mining on their work with international development.

Daniels Net Impact is actively involved with many clubs on campus. In particular, Net Impact partners with the Daniels Consulting Firm to engage with community businesses needing sustainability advice. In addition, Daniels Net Impact has a strategic partnership with the Sustainability Council at the university level. This council drives sustainability initiatives, including recycling and composting, throughout the entire university.

This year marked the year that Net Impact had its most significant impact and presence at the college. Arguably, Net Impact is the most active and highly attended club at Daniels, and has made huge strides in generating excitement about sustainability from a grassroots student perspective.

Activity of Net Impact compared to other clubs:

- One of the Most Active

40% are satisfied with the extracurricular offerings around social/environmental issues

55% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

Career services for students interested in using business for social and environmental impact is somewhat limited, but improving. Currently, the approach career services takes to sustainability-minded students seems to be similar to the approach they take with students looking for positions in general business. The center seems in be improving, however, because the Dean and Net Impact are working to capture and track alumni who are active in the sustainability world. In this way, the chapter hopes the increased contacts will make the job easier. Intermittently, social and environmental jobs are posted on the school job board. The school has historically hosted a sustainability-related job fair in conjunction with Net Impact, but without much success. Unfortunately, the companies that Daniels’ Career Services Office are most directly tied with are not sustainability-related companies.

The Daniels chapter has connected with some university and professional chapters in the area to try to increase the visibility of social and environmental jobs, and pass on the related materials to its membership. In addition, the Daniels chapter has utilized specific faculty and community partners to fill this gap.

Feedback on career center services:

- 20% found career coaching helpful
- 15% found access to relevant jobs/internships helpful
- 20% found resources to connect with alumni helpful
- 20% found support for self-directed searches helpful

55% have been able to find a job or internship that fits with their values
REASONS TO ATTEND

There’s a reason the Daniels College of Business attracts current and future business leaders passionate about triple bottom line business practices. The school is a nationally recognized pioneer in the fields of ethical business leadership and sustainable business development due to the robust and unique learning environment it creates.

The MBA program blends traditional core business competencies, such as finance and marketing, with courses that challenge and expand students’ perceptions regarding the roles that sustainability and ethical leadership play in creating integrated bottom line success for companies. The intimate class sizes at Daniels provide students with access to thought leaders in these fields through the world-class faculty and the top business leaders who regularly visit to engage with the student body.

The Daniels program benefits from the school’s proximity to the burgeoning clean technology movement in the Denver area, which helps job and internship prospects. Former students have interned with the National Renewable Energy Laboratory and the Clean Tech Open. Daniels alumni go on to do big things at the intersection of business and sustainability—the founding president of the college’s Net Impact chapter went on to a leadership position in guiding sustainable business practices for a Fortune 500 company.

For students looking to hone their business skills at the intersection of money and meaning, the Daniels College of Business offers an incredible value proposition.

Regarding preparation for ethical and socially responsible leaders...

20% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
To provide value to business students interested in sustainability, administration and staff at the Terry College of Business are increasing their efforts to foster collaboration among the resources 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 in 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.

Since the fall of 2010, students in the Terry College of Business have had the ability to participate in the EECP and will also begin seeing the increasing incorporation of EECP curriculum throughout MBA coursework. The core of the EECP for MBA students is a 3-credit Environmental Ethics class coupled with a one-credit seminar course.

In addition to the EECP, students maintain their focus on initiating a pervasive sustainability curriculum. 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 creating a curriculum that is 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. Current concentrations include entrepreneurship, operations, finance, marketing, and real estate.

With a relatively small number of students per graduating class (45-50), the number of electives is not as diverse as larger programs; however, 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.

**STUDENT 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, Marketing Club, Operations Club, Toastmasters, Women’s Business Club, and the fast-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 ongoing 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 or with a group in the local Athens community. The opportunities within the community are plentiful, as the focus on the environment, bike and public transportation, and sustainability in action become an increasingly widespread way of life.

UGA’s close proximity to Atlanta is utilized by career services in organizing local networking events and corporate site visits. Market Treks, which are organized to cities in which students express an interest, include visits to nonprofits such as Greenscape in Jacksonville, Florida. As is true of most MBA programs, the students themselves drive much of their individual internship and job searches. 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 National Black MBA Association Conference and the Net Impact Conference—and networking events, both in the south and around the U.S.

Career Management offers a career preparation course to help students develop strong job search abilities for the MBA marketplace.

In conjunction with students from the UGA School of Law and the Office of Sustainability, the Terry College of Business students presented “Careers in Sustainability,” a conference designed to educate students and practitioners about “green collar” job opportunities in business, law, architecture, design, and real estate. In addition, Career Services often looks to program alumni in organizing panels and in creating potential company connections, while students can directly connect with alumni in their desired industry or function through the Terry Online Community.

The administration at UGA has been very supportive of the mission of the chapter. They realize the value of teaching the sustainability curriculum within the program, and engage members of the Net Impact chapter to ensure that 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 and 2010 Net Impact Conferences, 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) since the fall of 2010 is one such critical step.

Officially chartered in March of 2010, the Net Impact club at the University of Georgia is still emerging. 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.

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 approximately 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 a standard of instruction within the MBA program 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 those who are self-motivated and self-driven to take advantage.

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The University of Illinois-Urbana Champaign (UIUC) offers several optional sustainability and social entrepreneurship-themed courses that focus on creating business plans to promote ‘green initiatives’ and improving lives in poverty. Second-year MBA students can choose courses in urban planning and agricultural sciences, among others, in order to incorporate CSR and sustainability into their curriculum. The choice to select electives outside of the MBA program allows students to learn from other departments, as well as develop technical knowledge in specific fields. The faculty at UIUC is also very supportive of integrating social and environmental themes, and is always challenging students to take initiatives in the areas of CSR.

Additionally, Inc. magazine recently named Illinois MBA’s course Sustainable Product and Market Development for Subsistence Marketplaces as one of the best courses for 2011. The course, which involves in-depth role-playing simulations and culminates in a 10-day international immersion experience, develops consumer products for rural subsistence markets. Its professor, Net Impact faculty adviser Madhu Viswanathan, also runs a research program in two areas: measurement and research methodology, and literacy, poverty, and subsistence marketplace behaviors.

UIUC also has a Center for Professional Responsibility in Business and Society, led by Gretchen Winter, which aims to instill a sense of professional responsibility and ethics into students. Among its initiatives is the required first-year Business 101 course, which introduces business students to concepts of ethics in their career and professional relationships.

Illinois MBA Net Impact invites at least two to three speakers each semester to discuss the topics of business ethics, sustainability, and corporate social responsibility. The chapter also plans on having at least one or two nonprofit consulting or social enterprise workshops per semester. Illinois MBA Net Impact has also planned Chicago-area Net Impact networking events in order to meet members of other MBA and professional chapters.

This past year, Net Impact members were involved with providing pro bono operations consulting to Envirox, an environment-friendly cleaning solutions company. Students provided recommendations for decreasing lead times and improving shipping methods for Envirox.

In addition to Net Impact, there are a number of socially and environmentally-oriented groups on the UIUC campus. In the fall of 2010, MBA students founded a startup nonprofit organization called The Kola Foundation. It is entirely run by Illinois MBA students, with approximately 40 students now involved. Kola is focused on improving the quality of life on the Pine Ridge Indian Reservation in South Dakota, among the top 3 most impoverished counties in the United States. Kola’s focus is on four different areas: economic development, healthcare, education, and fostering hope. In March 2011, students delivered over
$80,000 worth of blankets, coats, shoes, personal care kits, and other items to a school on the reservation. Currently, students are working to establish the first ever credit union on the reservation, which would be tremendous for economic development.

Additionally, the MBA Service Association engages students in community service in the Champaign-Urbana area. MBA Students have also organized TEDxUIUC to bring in professors from around the university to speak on their research areas.

Students are increasingly looking for resources and support from career services. Currently, career services provides contact information for Illinois alumni who are involved with CSR-focused careers to interested students.

The Illinois MBA has a tremendous push towards corporate social responsibility from the dean down to the students. Professors and admissions are all very involved in bringing high quality students who support the idea of social good through business. For example, the chapter recently had a virtual session regarding CSR with incoming students to discuss what Net Impact is doing on campus and how they can get involved. Additionally, there are numerous opportunities on and off-campus to get involved with CSR.

Professor Madhu Viswanathan's Sustainable Product and Market Development for Subsistence Marketplaces course is a draw for students that are considering pursuing an Illinois MBA. Through this course, one can meet like-minded students who have a similar passion for the field of social and environmental businesses. In addition to this course, the Illinois MBA offers great diversity and opportunities to learn from students and professors of all backgrounds, and the program is making great headway into the CSR field.
The Tippie MBA program prepares future leaders and equips them with the tools to make business decisions and drive results. The curriculum is based on three career academies, each with separate tracks of study. Students can choose between finance, marketing, and strategic innovation academies, all of which maintain their own faculty and business directors. Throughout their study, students will be engaged in a variety of academy activities such as personalized career coaching, leadership speaker series, and company visits.

The core curriculum, which is completed during the fall semester of students’ first year, includes courses in finance, marketing, operations, business analytics, accounting, communications, and management. Beginning in their second semester, students immerse in their area of specialty by completing courses in their chosen academy of study. Those with interest in social and environmental issues will find a range of courses offered. Strategic Management of Change focuses on guiding organizations in the process of sustainable change from the ground up. Within the course, students complete sustainability consulting projects with clients in the field. Students also have the opportunity to earn a Lean Certificate or Six Sigma Green Belt, the standard certification for lean business operations and an increasingly key credential in sustainable business.

All Tippie students participate in the ongoing course Leadership, Ethics, and Professionalism (LEAP) throughout their two years of study. LEAP provides students with a solid base of leadership abilities and the ethical judgment to manage complex and often ambiguous business challenges. Within the course, students develop individualized professional development plans to leverage their strengths and boost their leadership potential. Entering students with interest in environmental and social issues will find new and innovative courses, a variety of extracurricular activities, and the career resources they need to succeed.
One event that best highlights the University of Iowa Net Impact Chapter in the last year was the Net Impact Sustainability Forum, which had four speakers, including the keynote by University of Iowa President Sally Mason. Over 150 people attended the forum, including MBA students, faculty, staff, community members, undergraduate students of business, and students from other graduate colleges at the University. The chapter is currently growing, and it plans to hold many more meetings in the next year.

Other clubs within the MBA program also offer events that have a social impact. Several of these events include: a stock trading competition by the Finance club, with all proceeds going to fund microloans; Tippie Build, which is a part of Habitat for Humanity; Philanthropy Day, where all first-year MBA students spend a day volunteering at a local school; a leadership day for local high school students; a bone marrow drive; and service awards for students who have the most volunteer hours in the program. MBA students have also volunteered time at a local domestic violence center, Ronald McDonald House, and for a Junior Achievement program.

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

- Above Average

### CAREER SERVICES & ALUMNI

With just under 140 full-time students, the Tippie MBA program offers individualized career services to meet the professional goals of each student. The commitment of staff and students, combined with a wide network, has allowed Tippie to achieve one of the best employment rankings of U.S. MBA programs. Students have accepted positions in a variety of companies and functional roles, and students with interest in environmental and social issues will be able to pursue their career goals.

During their first semester, students begin by exploring their professional goals with their ‘career lead.’ During these meetings, as well as coaching sessions and mock interviews, students build the skills and connections to advance their careers. Students interested in careers in nonprofit management, social entrepreneurship, environmental leadership, or other similar fields will be able to leverage the Tippie alumni network and receive individual advice for organizations they may be interested in. Tippie MBAs also participate in numerous national career fairs, company visits, on-campus recruiting, and direct referrals, all with the aim of meeting students’ individual career goals. Recent placements have included World Vision, Education Pioneers, Federal Home Loan Bank, and Frontier Natural Products.

### Feedback on career center services:

- 86% found career coaching helpful
- 77% found access to relevant jobs/internships helpful
- 59% found resources to connect with alumni helpful
- 77% found support for self-directed searches helpful

- 86% have been able to find a job or internship that fits with their values

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Prominent Alumni

- Antona Smith (2000) - Program Director, SPROG, Inc.
- Alan Arnold (1992) - Lead Environmental Health and Compliance Specialist, Alliant Energy
- John Bloodsworth (1988) - Founder & President, A Better Living Home Care Agency
- Jack Evans (1972) - President, Hall-Perrine Foundation
The administration has been very supportive of the Net Impact chapter at the University of Iowa, both at the individual MBA program level and the university level. The University of Iowa MBA administration has placed social responsibility as one of the four values of the program, supporting classes in the curriculum that have sustainability and ethics as a component. The MBA administration supports the Net Impact chapter financially as well as with a staff adviser, and the administration was a sponsor of the chapter’s Net Impact Sustainability Forum. In addition, the administration at the larger university is also very supportive. President Mason instituted the University of Iowa 2020 Sustainability Goals, and the university has an Office of Sustainability, which is very active on the campus and was also a sponsor of the Forum.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 33% say they are satisfied in extracurricular activities, 50% say they are satisfied

The Tippie MBA Program offers real-world business experience, a small close-knit community, dedicated faculty, and the resources of a world-class research university. The Tippie MBA Program offers a diverse and stimulating environment to study business through multiple lenses. While traditionally strong in the main functional areas of business, Tippie MBAs are successful in a wide range of leadership positions in fields such as nonprofit, government, and social entrepreneurship.

The level of applied business experience offered at Tippie sets the program apart. In their first year, students complete consulting projects with paying clients or participate in managing a $1.3 million equity portfolio. The program emphasizes sustainability in these projects and encourages students to think about business with a triple bottom line. The program also sponsors Innovation and Sustainability forums each year, where leaders in these fields speak to students about new developments.

Tippie is also distinguished from other programs in its exceptional career focus, allowing MBAs with nearly any career interest to be successfully placed. Through individual career coaching and a range of connections around the world, Tippie has achieved one of the best employment percentages of U.S. MBA programs. Students with interest in social and environmental careers will find the connections and career resources they need to succeed.

Regarding preparation for ethical and socially responsible leaders... 86% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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The University of Kansas (KU) MBA program offers opportunities for students to contribute to sustainability curriculum development. While sustainability is not presented as a core concept throughout a majority of the program’s required courses, students who are motivated to learn about sustainability receive support, encouragement, and numerous opportunities to contribute to sustainability implementation within the school.

Sustainability and corporate social responsibility are mentioned in some of the core curriculum courses, and the program offers one elective course devoted to triple bottom line business strategy. This course was offered for the first time last year, and was developed through student and faculty collaboration in response to student interest.

Additionally, travel abroad opportunities give students exposure to social and environmental issues relevant to specific international business operations. According to one student, “The Business in Costa Rica study abroad program over winter break provides a wonderful opportunity to experience first-hand the environmental and social issues of globalization. Students attended lectures discussing the benefits and barriers created by land conservation efforts, toured a coffee plantation, and met with executives to discuss issues like fair trade, sustainable development, and social impact. Students also visited an eco-tourism destination on protected land that was maintained by an active native cooperative. Sustainability is an important part of all aspects of life in Costa Rica and the experience provided students with a perspective into ways that companies adopt and adapt to that priority.”

With permission, students may earn elective credits by taking courses from other university programs. Environmental studies, urban design, public administration, and journalism courses focused on sustainability are available and some offer service learning opportunities related to sustainability. One journalism course offers students the opportunity to participate in a gray water installation project in California over spring break.

The business school program offers opportunities to participate in case studies and lectures related to sustainability and is very supportive of student-driven sustainability initiatives. The University of Kansas’ Center for Sustainability also offers opportunities for extracurricular involvement through its development and implementation of campus-wide sustainability initiatives.

In January 2011 the KU Net Impact Chapter introduced new leadership. Since that time, the leadership team has collaborated with the KU Energy Club to host an interactive luncheon and speaking engagement with the CEO of an emerging electric car company, arranged the tour of a well-known brewery and glass recycling operation, and organized a semester social to introduce students to Net Impact. In addition to the coming semester’s social event, the chapter will organize a hydro-electric power company tour and an interactive panel of sustainability professionals. The chapter is in a stage of growth and focused on gaining momentum among members with goals to pursue
Curriculum Change and Board Fellows initiatives in the coming year. The KU Net Impact Chapter will continue to participate in new student orientation and concentrate engagement activities to raise sustainability awareness among the student body.

**CAREER SERVICES & ALUMNI**

KU School of Business Career Services offer a variety of tools for students interested in all fields. While non-profit or for-benefit industries are not specifically represented, the staff is available to provide résumé assistance and mock interviews, as well as host career fairs and excursions for students who are interested in learning about specific companies. Students interested in learning about nonprofit or sustainability-driven organizations are welcome to suggest that Career Services initiate relationships with specific organizations.

**ADMINISTRATIVE SUPPORT**

The school’s administration supports the Net Impact chapter with an annual budget, staff support, and communication distribution tools. In conjunction with the University of Kansas Center for Sustainability, the School of Business has appointed a sustainability ambassador. This ambassador is an administrative staff member and has rallied a volunteer group of students, staff, and faculty to form a Green Team. The Green Team supports business school efforts related to recycling, resource conservation, student engagement, and transportation.

**REASONS TO ATTEND**

The University of Kansas is making great strides in its goal to become a sustainability leader. This year the Center for Sustainability engaged students, staff, faculty, and community members in its formation of a campus-wide sustainability plan. KU is also home to numerous student groups that are committed to social and environmental missions on campus and throughout the community. For students wishing to gain relevant experience in the implementation of sustainability, KU offers a wide variety of engagement opportunities that impact positive change and provide professional skill development related to sustainability. While sustainability has yet to be incorporated into the core business curriculum, student-initiated change is occurring thanks to a receptive and adaptive administration.
The core curriculum contains social awareness and ethics programs, with workshops and seminars dedicated to case studies that involve MBA students struggling with ethical dilemmas. The compulsory Executive Skills module contains a specific CSR-based project where all MBA students are encouraged to work with local social concerns in order to provide consultancy services. Most electives also have common ethics and CSR components.

Social and environmental themes are encouraged throughout the program, as CSR and sustainability are core goals for the university. All department heads are expected to lead in sustainability and social issues as part of the university performance criteria. Students are also encouraged to be socially aware and socially active in order to develop interpersonal skills.

The Interdisciplinary Ethics Applied Center, a service that provides ethics training and student/staff discussion of social issues, is available to Leeds students. The Sustainability Research Institute also offers seminars and learning for all students.

Social and environmental issues are integrated into students’ lives by an inculcation of awareness through seminars and student participation with activities such as campus greening.

Key events organized by the Net Impact University of Leeds chapter throughout the year include speaker events and seminars, organized either with external speakers from public or private sector organizations or organized in concert with other institutes such as the Sustainability Research Institute. Organizing such events is the chapter’s main strength. The chapter also collaborates with Green Impact, an organization that looks at implementation of sustainability initiatives and campus greening programs among various departments on campus.

Students at Leeds see Net Impact as educational due to the seminars organized, and as a platform to increase awareness and discover opportunities to work in sustainability-related fields with various organizations.

Full support is provided to those students wishing to pursue social and environmentally-focused careers. The Net Impact University of Leeds chapter works closely with the Global Talent Center, which is the department in charge of career services for the business school. The Global Talent Center offers career planning and career change advice to CSR related areas, as well as jobs that are posted on the Carnet Website and emailed to students.
The university is also keen on developing Net Impact as a way of developing students and adding value to the University of Leeds Business School MBA. CSR is a key focus of campus performance, so there is support from the Global Talent Center in terms of administrative help and funding. In addition, the admissions office does consider adventurous and socially aware applicants as an asset to the Business School.

Delivering a diverse, international experience with exposure to other cultures and business practices, the University of Leeds MBA program offers an opportunity for students to develop leadership skills and academic rigor. Leeds integrates academic learning with workplace placements and international study tours to make sure that the MBA program is a profound learning experience for all candidates. The Leeds MBA experience is a socially aware one, with active discussion of social issues and active encouragement to extend students’ business skills to the local community as well as deep ethical considerations of common management dilemmas that face industry.
Discussions on social value, corporate social responsibility, and business’ role in shaping society regularly take place in economics, marketing, and strategy classes. Each of the Smith MBA core classes includes a case or session on an issue regarding social value creation. Conversely, student complaints about the CSR Selective requirement have convinced the Master’s Program Office to make CSR-focused courses an elective, rather than required, part of the Smith MBA curriculum for the 2011–2012 year. Classes like Economics of Sustainable Development and the new Marketing for Social Value continue to be warmly received in the MBA community.

The Smith School is one of the best places in the nation to explore global supply chain management. Its programs are consistently highly ranked and it has numerous successful alumni, including the CEO of CSX, Michael Ward. This strength in supply chain is accompanied by a growing interest among faculty and students to learn more about environmental sustainability, and has been supplemented with Supply Chain Club-arranged company visits to McCormick & Company and other D.C.-area corporations.


Ultimately, the Center for Social Value Creation (CSVC) is a driving force behind the focus on social enterprise and responsible business in the MBA core curriculum. They lobbied for inclusion of the aforementioned cases in MBA courses, and offer Summer Research Grants to encourage faculty to develop and refine research topics in the fields of social and environmental impact. The center also runs the Grassroots.org Social Venture Consulting Program, which gives MBA students hands-on experience consulting for nonprofit organizations for a semester. CSVC was spun off from the Dingman Center for Entrepreneurship, which continues to exert considerable influence on the MBA curriculum at large. Thus, questions of social entrepreneurship and corporate citizenship are often explored through the paradigm of intra or entrepreneurship.

Program’s strengths:
1. Social Entrepreneurship
2. Corporate Responsibility
3. Social Finance, Responsible Investing, & Microfinance

52% are satisfied with the number of courses offered that include social or environmental issues
59% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
The Smith School Net Impact chapter is joined by a multitude of student clubs—including the Smith Emerging Markets Association, Smith Energy Association, and the Smith Healthcare Business Association—as well as two nationally respected Centers of Excellence—the Center for Social Value Creation and the Dingman Center for Entrepreneurship—in creating and providing business tools and connections that all Smith MBAs can use to create maximum social, environmental, and economic impact.

The Smith School Net Impact chapter offers a number of signature events throughout the year, with a focus on career exploration and community education. One of the chapter’s most popular events is Cases & Beer, in which high-profile faculty members and guest speakers facilitate an interactive case discussion about a current issue in the business community over drinks. This year’s Cases & Beer have included the former CEO of Pepco talking about the future of alternative energy, popular professors questioning the ethics of finance, and a debate between current students entitled “India vs. China in the Global Economy.” Additionally, the chapter sends a strong contingent to the Net Impact Conference each year, and has started collaborating more closely with the Net Impact professional chapter in Washington D.C.

The Smith School Net Impact chapter also participates in the Center for Social Value Creation’s tremendously popular Venture Consulting Program. This innovative experiential learning program matches MBA students with nonprofit organizations around the country for semester-long consulting projects. Many chapter members created and moderated panels for the Center’s annual Social Enterprise Symposium, including one titled “The intersection of a social need and a business opportunity: Thinning America and fattening the bottom line.”

While a large part of the student body is interested in responsible business, there is less of an emphasis on nonprofit management. Although, students are aware of the Smith School Net Impact chapter and are generally appreciative of its programming, because Smith has a wealth of clubs and associations and a small full-time student body, many students have expressed “panel fatigue.” Chapter leadership surveys first-year students each year in order to better understand their interests and shape additional programming. In past surveys, students have expressed strong interest in renewable energy, social enterprise, and environmental sustainability. They have expressed less interest in global and public health.

In the 2010–2011 school year, the chapter focused primarily on domestic issues and organizations. However, because Smith has a large and growing international student body (36% of full-time MBA students are international), the chapter has decided to collaborate more intensively with the Emerging Markets Association next year to offer relevant and innovative programming that addresses base of the pyramid strategies and microfinance.

Many of the career resources available to students seeking jobs or internships in non-traditional job sectors are provided by the Smith School Net Impact chapter. Through networking events like career treks, panel presentations, speaker engagements, and the brand-new Executive Job Shadowing Program, students make connections in their field of interest. The Executive Job Shadowing Program sends a small group of students to shadow and interview top executives at D.C.-area businesses. This year, students have visited the headquarters of Honest Tea, Community Wealth Ventures, Noblis, and the Grameen Foundation. The goals of the program are to create strong connections between D.C.-area socially responsible businesses or nonprofit organizations and MBA students at the Smith School of Business, and to expose Smith students to what it means to be a respon-

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

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<thead>
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<th>One of the Most Active</th>
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<td>70% are satisfied with the extracurricular offerings around social/environmental issues</td>
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<tr>
<td>59% agree that the student body is committed to social/environmental issues</td>
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CAREER SERVICES & ALUMNI, continued

In the summer of 2010, the Office of Career Services (OCS) hired an Industry Expert Advisor (IEA) to provide students with career counseling and job leads in the CSR arena. The IEA is an excellent resource, though the number of CSR and responsible job and internship postings on the internal Smith career website, HireSmith, is still minimal compared to traditional postings. On-campus recruiting for jobs with a social or environmental focus is mostly for programs like EDF Climate Corps and The Broad Residency in Urban Education. OCS also provides support for Net Impact by providing funding to subsidize costs associated with students traveling to the annual Net Impact Conference.

Feedback on career center services:
- 41% found career coaching helpful
- 63% found access to relevant jobs/internships helpful
- 52% found resources to connect with alumni helpful
- 52% found support for self-directed searches helpful
- 67% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

Smith’s Dean G. “Anand” Anandalingam has said on multiple occasions, “Organizations need to be sensitive to how technological and business process innovations transform local economies, impact local environments, affect political processes, and change the ways in which we communicate around the world.” It was with his support that the Center for Social Value Creation was launched in 2009. The CSVC serves as a cornerstone of research of and support for business initiatives in social responsibility, sustainability, social innovation, corporate citizenship, and other themes also lauded by Net Impact.

The vision statement of the Smith School reflects its commitment to and support of these programs: “To provide thought leadership to students, corporate executives and policymakers to equip them for impact in the world as agents of both economic prosperity and transformative social change.”

On a campus level, the University of Maryland placed first in Atlantic Coast Conference in the 2011 nationwide Recyclemania competition. University of Maryland’s current ranking in the competition is a successful result of the intensification of community-oriented programs—many of which rolled out just this year—based on consumption minimization and the reutilization of commodities that are “too good to waste.” The campus received an A- from the College Sustainability Report Card.

REASONS TO ATTEND

“When it came down to it, I sensed business was the right driver of social change for me. My experience at Smith has confirmed that sense.” —2011 MBA Candidate.

The mission of the University of Maryland’s Robert H. Smith School of Business is to equip students for impact in the world as agents of both economic prosperity and transformative social change. The Smith School offers a systemic and systematic business education with a rigorous approach that equips students to create social value and economic prosperity within their communities and around the world.

With the motivated Dean Anand, and nationally recognized Centers of Excellence including the Center for Social Value Creation and the Dingman Center for Entrepreneurship, Smith offers strong institutional support for students interested in CSR, sustainability, and social entrepreneurship. Students benefit from the school’s promi-
nence in the Washington, D.C.-Baltimore metropolitan region and its strong connections with federal, state, and local government; national and international non-governmental agencies and the social sector; Northern Virginia and Maryland’s high-tech and biotech corridors; and Baltimore’s thriving banking, manufacturing, legal, and health care industries. The school’s MBA program is poised to become a top program in the area of integrating issues of social and environmental stewardship into curriculum and research. “Direct access to the key players located in DC cannot be overemphasized,” a student says. With Net Impact’s already strong presence among MBA students and several other business school and campus-wide organizations focusing on similar issues, opportunities exist for any incoming business student to play a critical role in one or many different transformative initiatives on campus and in the community.

22% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership...
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. First-year core courses are rigorous and although not specifically focused on environmental, social, and ethical themes, the coursework incorporates content on these issues through the use of relevant cases. Recently, Net Impact has partnered with faculty members to bring relevant guest speakers to the classroom and to lunchtime speaker sessions on topics such as social entrepreneurship, fair trade, and nonprofit governance.

After the standardized first-year core curriculum, the flexible second year allows students to select from elective courses offered not only in the business school but also 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. Net Impact members find relevant courses in the Center for Public Policy & Administration, the UMass Climate System Research Center, Resource Economics, and several other social and 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.

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 often 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.

Program’s strengths:
1. Corporate Responsibility
2. Environmental Sustainability
3. Energy & Clean Technology

11% are satisfied with the number of courses offered that include social or environmental issues

11% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
NEVER

STOP

EVOLVING.
The UMass Amherst chapter of Net Impact is one of three graduate student clubs in the MBA program. With committed, energized chapter leaders and more than half of all full-time MBA students involved, Net Impact UMass offers a varied event calendar that provides social, networking, professional development, and educational opportunities.

The keystone Net Impact event last year was a half-day panel discussion, “The Business of Sustainability: Shifting the Corporate Agenda,” which brought top CSR executives from Citigroup, EMC, and Deloitte to discuss how sustainability is becoming a competitive advantage and differentiator for companies across industries. In addition to this featured event, the chapter hosted a dozen other events, including speakers on fair trade, nonprofit governance, and social entrepreneurship; film screenings; sustainable speed networking; and professional development. The chapter also sponsored numerous community-building events such as hikes, visits to local farms, and potluck dinners with local food to highlight the beautiful natural resources in Western Massachusetts and help build connections between students.

Net Impact UMass often partners with other student groups, both inside and outside of the Isenberg School of Management, to create events that bring discussions of sustainability to the wider UMass community. In fall 2011, Net Impact UMass will co-sponsor a second sustainability panel with the UMass chapter of the National Association of Women MBAs.

Net Impact UMass participates in Net Impact’s Board Fellows and Service Corps programs. This year, 11 students (nearly a third of the current class) participated as Board Fellows, serving six-month terms as non-voting board members of local nonprofit organizations. The Service Corps program, which partners Net Impact members with local businesses to work on consulting projects, was used this year to continue the chapter’s involvement in campus greening initiatives through a campaign to reduce energy use in the Isenberg School of Management building. Working in conjunction with the Sustainability Coordinator and the UMass Physical Plant, Net Impact members explored current energy use and potential savings and launched a campaign to help professors green their offices.

The chapter also has launched curriculum initiatives to bring the MBA Oath to campus and to implement the United Nations’ Principles for Responsible Management Education (PRME). The administration is very supportive; there will be a MBA Oath ceremony on the evening prior to graduation for both full-time and part-time students and there are plans to integrate a community service day into the school’s calendar of events.

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

**One of the Most Active**

- 39% are satisfied with the extracurricular offerings around social/environmental issues
- 57% agree that the student body is committed to social/environmental issues

### CAREER SERVICES & ALUMNI

The Chase Career Center at the Isenberg School 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 résumés, 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. UMass does have a strong alumni network and there is an electronic alumni database that can be helpful. Net Impact UMass provides peer resources for internships, maintaining a list of internships in the social sector, and is exploring the development of a stipend fund to assist students who accept internship offers in the nonprofit sector.

**Prominent Alumni**

- **Amanda Kirkpatrick (2010)** – Marketing Communications Program Administrator, The Nature Conservancy
- **Kevin Greer (2009)** – Project Manager, Portfolio Learning, New Profit Inc.
- **William Noto (2008)** – Leader, Software Innovation, GE Energy

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. Profes-
sional development activities offered during the 2010–2011 academic year included a day-long visit to EMC, a global information management company, to explore sustainable supply chain issues and to discuss the challenges and opportunities associated with forging a career in corporate sustainability with EMC’s Sustainability Director.

Feedback on career center services:

39% found career coaching helpful
14% found access to relevant jobs/internships helpful
25% found resources to connect with alumni helpful
41% found support for self-directed searches helpful

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

ADMINISTRATIVE SUPPORT

The administration of the Isenberg School is extremely supportive of Net Impact’s mission and activities. The Associate Dean of Professional Programs works with chapter leaders in the areas of funding, organizational development, and curriculum. The chapter received significant funding this spring through the Dean’s Fund to help support some of its 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 obtain funding for larger initiatives for the coming year.

The administration has been supportive of the idea of including undergraduate Net Impact members 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 and offering a community service experience during orientation have all been welcomed for further consideration.

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

in the curriculum, 18% say they are satisfied in extracurricular activities, 29% say they are satisfied

REASONS TO ATTEND

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 Amherst 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 Massachusetts 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.

Regarding preparation for ethical and socially responsible leaders...

14% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
UNIVERSITY OF MASSACHUSETTS, DARTMOUTH
CHARLTON COLLEGE OF BUSINESS

:: AT A GLANCE ::

Location: North Dartmouth, MA

Number of students: 200

60% of Charlton students are Net Impact members
80% of those members are active

GOLD NET IMPACT CHAPTER

Number of survey respondents: 21

Students get the benefit of a smaller program where the professors know your name.

This chapter in three words: Collaborative, Diverse, Involved

:: CURRICULUM ::

The University of Massachusetts Dartmouth (UMD) is recognized by the local community as having a firm commitment to the education and application of sustainable business practices on their campus. The Charlton College of Business is dedicated to integrating sustainability topics into their curriculum and using classes and business for a positive social, environmental, and economic impact.

The MBA course Corporate Social Responsibility & Business Law inspired students and faculty alike to push for curriculum change to include a greater selection of courses centered on sustainability topics. This resulted in the MBA having a sustainability concentration and an energy management/sustainability graduate certificate. The class is strongly recommended to incoming students as a foundational cornerstone of their MBA experience. In addition to the recent MBA curriculum changes, UMD offers an undergraduate sustainability minor and certificate, evidence of the institution’s recognition of the importance sustainability has in education and in the world today.

In addition to the MBA and certificate program curriculum, graduate programs in Mechanical Engineering and Public Policy also offer courses focusing on social and environmental sustainability themes.

What makes UMD’s Charlton College of Business stand out is its faculty. 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, including at the newly acquired Law School. In addition, members of the business school faculty have lectured on and continue to actively publish articles in journals such as the International Journal of Sustainable Economy, International Journal of Environment, and Sustainable Development.

The Sustainability Initiative is an organization on campus with whom Net Impact UMD sponsors numerous events and programs. The Sustainability Initiative works to promote the sustainability-related curriculum, campus greening efforts (including the Campus Garden project, Farmer’s Market, Green Roof Project, and Wind Turbine Project), and partners with community organizations to ensure that these initiatives become an everyday presence on campus and in student life.

Lastly, Net Impact UMD actively recruits lecturers to visit campus to educate students and faculty about sustainability in the job market and corporate attitudes towards social and environmental sustainability issues. The chapter, which includes both graduate and undergraduate members, has become very active in marketing its events campus-wide, as evidenced by the tremendous turnout at this year’s events.

Sample Courses
Sustainable Development
Environmental Law
Strategic Sustainability Leadership
Topics in Sustainability

Program’s strengths:
1. Corporate Responsibility
2. Environmental Sustainability
3. Education

57% are satisfied with the number of courses offered that include social or environmental issues
71% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Net Impact UMD includes faculty, alumni, MBA students, and undergraduate students of the Charlton College of Business who are dedicated to educating the rest of campus about sustainability initiatives through participating in campus-wide programs, collaborating with other campus organizations, and recruiting diverse speakers.

A concrete example of this is Net Impact UMD’s involvement in producing the annual campus sustainability report—the first university in the world to achieve an A level of compliance with the predominant world standard, the G3 standard of the Global Reporting Initiative.

During the 2010–2011 school year, Net Impact UMD collaborated a great deal with the campus Sustainability Initiative in planning and advertising other events and programs, such as the 10/10/10 trail-clearing event through 350.org and an agricultural symposium. Along with the Sustainability Initiative, the chapter has also assisted in advocating curriculum change to include a greater variety of course options and certifications in sustainability at UMD. This collaboration has fostered greater recognition and participation of the campus community in Net Impact UMD.

Net Impact UMD’s fall and spring speaker events enjoy excellent attendance, with topic areas ranging from sustainable global economics to sustainable agricultural development to inbound social media marketing. The Net Impact chapter is always striving to bring new themes to its speaker events, encouraging current members and alumni to suggest the topics and people they would like to see.

Team building is also valued by Net Impact UMD, so one of the most successful ways it has combined sustainability, networking, and education is through hosting a spring and fall wine tour through Massachusetts and Rhode Island. With an abundance of agriculture and viticulture in the local economy, the Net Impact UMD Sustainable Wine Tour invites members and non-members to join a discussion with a speaker about the wine industry as they travel from urban wineries to larger vineyards.

Moving forward, Net Impact UMD is determined to involve more members in community-based projects to provide opportunities for hands-on experience in addition to educational opportunities. The greatest goal for Net Impact UMD 2011–2012 is the initiation of a Service Corps program.

At UMD, both Career Services and the Charlton College of Business faculty and administration encourage students to take advantage of local internship and job opportunities in the areas of renewable energy and green business.

For students who are determined to work in sustainable business, the undergraduate sustainability minor, MBA sustainability concentration, and sustainability certificate are all great opportunities for students to take a deeper course of study.

The Charlton College of Business offers independent research study and credit-based community service projects, rooted in green business topics and mentored by faculty members who have researched in these fields. Faculty members are also involved in their own projects outside of the university and serve as a valuable career and internship resource to students.

One of the advantages to Net Impact membership is access to the Net Impact Central network career services resources, in addition to the University’s career services.

Net Impact UMD has greatly benefited in the past year from integrating undergraduates with its graduate chapter, which provides further networking and mentoring opportunities to its members. Undergraduates and graduates alike have turned internships and their independent research projects into permanent jobs after graduation.
CAREER SERVICES & ALUMNI, continued

The Charlton College of Business and UMD administrations have shown a firm commitment to integrating sustainability into the campus and curriculum. The administration has been responsive to Net Impact’s advocacy of curriculum change initiatives and the campus-wide Sustainability Report. It is one of Net Impact’s major accomplishments at UMD to have the administration and students actively involved in supporting and reporting the university’s triple bottom line.

At the Charlton College of Business, the administration has been tremendous in advertising and promoting the chapter’s initiatives. As a recognized organization on campus, Net Impact UMD has access to all campus facilities and resources to host successful events. The administration’s involvement and support has been essential to its growing success.

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

in the curriculum, 71% say they are satisfied in extracurricular activities, 52% say they are satisfied

The MBA program at the Charlton College of Business is also one of the most reasonably-priced AACSB-accredited business programs in New England. As a smaller program, the Charlton College of Business invites an impressive international student body and faculty pool with a wide range of professional and academic experience.

Those who attend the UMD program will find themselves within a network of students, alumni, faculty, and staff who have a firm commitment to using business to create positive social, environmental, and economic change globally as well as in their community. They will also be invited to become a part of the Net Impact chapter at UMD, enhancing their education with a diverse set of events and resources which will help their academic record and résumé go farther when they enter the job market.

Feedback on career center services:

24% found career coaching helpful
38% found access to relevant jobs/internships helpful
29% found resources to connect with alumni helpful
33% found support for self-directed searches helpful

24% have been able to find a job or internship that fits with their values

Reasons to Attend

The Charlton College of Business at the University of Massachusetts Dartmouth is a world class-program within reach of a variety of students at all stages of their education, lives, and careers. It offers a diverse combination of online courses, independent study, and traditional courses in its part-time and full-time programs. The Charlton College of Business mission statement reads “The purpose of our business programs is to instill 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.” These themes and values are closely aligned with the values of the Net Impact UMD chapter.

The MBA program at the Charlton College of Business...
The Melbourne Business School (MBS) curriculum increasingly incorporates opportunities for students to pursue their interest in using business for social and environmental impact. Students who wish to focus their studies on these areas are encouraged—where applicable—to choose assignment topics that investigate issues of this nature. Students can also focus their interests in their elective subjects. The Integrative Project (Consulting Skills) elective, for example, has consulting projects where students engage and consult with a myriad of nonprofit organizations, including the Asylum Seeker Resource Centre. Many students also choose to pursue experiential learning opportunities via the school's internship program.

Melbourne Business School also offers the Graduate Certificate in Social Impact—offered via the Asia Pacific Social Impact Leadership Centre (APSILC). This four-subject program focuses on building the professional capacity of social managers and entrepreneurs of the future across the corporate, government, and nonprofit sectors. This creates opportunities for MBA students to engage, network, and work alongside people from these organizations.

Several Centers of Excellence housed at the school align with the goals and focus of Net Impact; in particular, APSILC and the Centre for Ethical Leadership. Both centers have an extensive calendar of events and programs, including a symposium on deepening links between business, government, and aid groups; the future of social enterprise; and human rights and sustainability in the mining industry. These events enable MBS students to engage with key issues of interest and attract an impressive array of visiting speakers to the school each year.

Many MBS faculty have research projects on social and environmental impact. Professor Ian Williamson, who leads APSILC, holds the Helen Macpherson Smith Chair of Leadership for Social Impact, and has a strong background working with a range of nonprofit organizations to aid social change. Professor Jill Klein has published research that calls for better labeling of products to support ethical consumption. Associate Professor Cordelia Fine is the author of books on gender and is working on a major gender equality project with the Centre for Ethical Leadership.

Melbourne Business School students have access to clubs touching almost any area of interest. The boutique size of the school enables students from a broad variety of clubs to collaborate. A recent example was the Green Shopper and Ethical Consumerism event—co-hosted by Net Impact and the MBS Marketing Association. Students discussed consumers’ orientation towards green products. Net Impact also co-hosted an event with the Finance Club in which a partner from a company specializing in microfinance came to MBS to discuss impact investing. Collaborative events and events coordinated solely by Net Impact—guest speakers including authors, community leaders, and networking events—total about 10 each year.

In 2010, Net Impact worked with Business For Millennium Development (B4MD)—a progressive Melbourne-
based organization focused on helping Australian organizations achieve the United Nations Millennium Development Goals—to start a Service Corps program that gives three students an opportunity to spend time working on strategy-related projects. The success of the program has opened up the opportunity for Net Impact to send more students to work with B4MD in 2011 and into the foreseeable future.

::: CAREER SERVICES & ALUMNI :::

The Career Services department has developed long-standing relationships with many local nonprofits and organizations that offer opportunities for students interested in having a social or environmental impact. Career consultants devote time to continuing these relationships and to developing new ones. Companies that offered positions during the 2011 recruiting season include YWCA, Social Traders, the Centre for Ethical Leadership, and Social Ventures Australia. In addition to companies that come to campus each term, students interested in pursuing outside opportunities are supported by career consultants with résumé and cover letter preparation, as well as aiding a search for alumni in each student’s particular area of interest.

The Net Impact chapter helps to facilitate students’ career interests by offering events such as the recent A Career With Impact event. Representatives from six different companies ranging from energy to nonprofit to research, discussed and educated students about current opportunities that focused on sustainability along with areas where there will be growth in the future.

More than 100 delegates attended the largest student-run activity of the year, the 2011 Australian Net Impact Conference. Attendees mixed with leading professionals to debate and discuss corporate responsibility and engage with the conference theme: “Growing. Together. Sustainably.” Co-hosted by members of the Net Impact chapters at MBS and the Australian Graduate School of Management, the conference was a jam-packed three-day event, and brought together passionate members from the wider MBS community and delegates from industry. “The Conference is about business, sustainability, and personal change,” said Mindy Leow, MBS Net Impact chapter leader and full-time MBA student. “In the past we’ve had conferences on business innovation and social enterprise, but environmental sustainability is something that the current leadership team feels really strongly about.”

::: ADMINISTRATIVE SUPPORT :::

MBS continues to increase its commitment to developing the school’s focus on sustainability, the environment, and social responsibility.

The school also encourages student participation in projects that align with the interests of Net Impact. In addition to continued support of the Net Impact chapter at MBS, the administration includes many opportunities for students to engage with organizations in the nonprofit and environmental sectors within the curriculum.

The 2008 sponsorship of a chair position to the Asia Pacific Social Impact Leadership Center illustrates the school’s commitment. This commitment extends to supporting the continued growth of the Net Impact student chapter by offering financial and facility resources for the annual conference.

::: REASONS TO ATTEND :::

The biggest reason to attend Melbourne Business School is opportunity: the combination of small size, a student population that thrives on collaboration, and an administration that is increasingly supporting a concentration on sustainability and social impact creates an environment where students can really take charge of their MBA and make as big an impact as they desire.
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. Last year, the chapter worked with the economics department to reintroduce 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, Sustainable Manufacturing, Clean Tech Venture Opportunities, and the new Social Intrapreneurship course.

In creating these courses, Ross faculty have been incredibly responsive to the interests of the Ross Net Impact community. Professors Michael Gordon, Gautam Ahuja, Andrew Hoffman, Gautam Kaul, Christie Nordhielm, and Tom Lyon are among the most dedicated to social and environmental coursework 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 students through club programs, “Passion Lunches,” and other events.

A significant part of the Ross experience is action-based learning, including the Multidisciplinary Action Projects (MAP) course. First-year Ross MBA students devote themselves exclusively to MAP for seven weeks each spring as a requirement of the core curriculum. MAP proposals come from sponsors looking to solve problems, improve processes, and target opportunities for growth. Approximately half of MAP partner organizations deal with topics and goals of interest to Net Impact members; organizations include the Acumen Fund, GE Healthcare, and Rainforest Expeditions. In 2011 Ross students traveled throughout 19 U.S. states and 26 countries for MAP projects.

With 15 top-ranked graduate programs at the University of Michigan, Ross students utilize the tremendous opportunity to supplement their business education by taking classes at other University of Michigan schools and colleges. Ross has cross-listed courses with the schools of Public Policy, Natural Resources and Environment, Public Health, Education, Social Work, and the College of Engineering, among others. Many students—including nearly 100 Ross Net Impact members—pursue dual degrees with other schools. 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 supporting students’ career development, engaging current leaders through conferences and events, and integrating sustainability and the social sector into the curriculum and campus life. With 365 members, Ross Net Impact is one of the largest and most active clubs. It also was recognized in 2006, 2007, 2008, and 2010 as Chapter of the Year and the runner-up in 2009.

In 2010–2011, the chapter organized 52 events for members and the community. Ross Net Impact also hosted the 2010 Net Impact Conference, welcoming more than 2,500 attendees and 395 speakers. For the fourth consecutive year, the club worked with the Boston Consulting Group on a mission-driven consulting project for a local nonprofit.

Many Ross clubs support and augment Ross Net Impact’s mission, including Emerging Markets Club, Social Venture Fund, Energy Club, Community Consulting Club, Revitalization & Business, Global Citizenship Council, Design + Business, and Habitat for Humanity. This year, the chapter promoted more than 70 events to its members on behalf of partner organizations. Several campus groups came together in 2010–2011 to form Coalition for Good, an umbrella affiliation to facilitate a unified voice and share best practices. In addition, several relevant institutes housed partially or completely within Ross offer opportunities to students, including the chance to serve as members of local nonprofit boards through Ross’ Board Fellows program.

In 2010–2011, Ross Net Impact capitalized on recent momentum in the space of environmental sustainability. University of Michigan President Mary Sue Coleman announced the creation of the Office of Campus Sustainability—largely due to behind-the-scenes efforts between members and administration. Ross Net Impact held the Anything-but-a-Cup Tailgate, encouraging students to get creative while minimizing waste before a football game. Later, Ross Net Impact spearheaded the Zero-Waste Basketball Game, where nearly half a ton of waste was prevented as concessioners converted to sustainable goods. The Ross School continues to improve its composting initiative, which includes collaboration with the two school cafeterias to offer only compostable ware and utensils. The school also provides energy and water-efficient utilities throughout campus, including low-flow taps; low-flow, dual-flush toilets; bottle-filling spouts at water fountains; and motion-sensor lighting. Ross Net Impact members were integral in starting an initiative to provide sustainable catering at recruiting events, further minimizing campus waste. These and other initiatives helped the Ross School achieve LEED Silver certification for its new building.

Activity of Net Impact compared to other clubs:
One of the Most Active

97% are satisfied with the extracurricular offerings around social/environmental issues

92% agree that the student body is committed to social/environmental issues

Ross’ long-standing partnerships with socially responsible organizations throughout the world provide students with many opportunities for careers with a social or environmental focus and offer access to internships and full-time positions in traditional and sustainability-related departments of large corporations, at innovative social
ventures, and at well-respected nonprofit organizations.

The Ross Net Impact career development team provides résumé reviews, interview practice, job board postings, 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. OCD has a career development counselor who focuses on the corporate social responsibility sector, and the office 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 sponsors career treks to San Francisco and Boston.

A number of institutes affiliated with or housed inside the Ross School support nontraditional career paths. DomestiCorps funds 30 nonprofit internships each summer for Ross 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 Zell Lurie Institute for Entrepreneurial Studies also supports internships with social ventures.

Feedback on career center services:
75% found career coaching helpful
75% found access to relevant jobs/internships helpful
68% found resources to connect with alumni helpful
67% found support for self-directed searches helpful

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

Ross’ mission is to continue building a top-tier business program across all disciplines. The administration has placed increasing focus on leadership, particularly regarding the environmental and social impact of business. It supports student-led environmental and social initiatives, as well as school institutes, cross-listed courses, dual degrees with other University of Michigan programs, and other opportunities. Co-creation is a strong theme in the Ross Net Impact-Ross administration relationship, including development of such programming as Ross’ renowned Leadership Crisis Challenge.

“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 in the LEED Silver certification of the Ross building, establishment of four institutes (covering nonprofit and public management, emerging markets, sustainable enterprise, and entrepreneurship), the high prevalence of social and environmental engagements in Multidisciplinary Action Projects (MAP), and the partnership to bring the 2010 Net Impact Conference to the University. Ross Net Impact is seen as one of the most influential clubs at Ross and works hard to be an active partner with deans and administration on school programming.

Regarding the administration’s commitment to including social and environmental themes...
Net Impact benefits parallel Ross’ overall strengths: action-based learning, powerful team spirit, and a great cross-disciplinary education.

The Multidisciplinary Action Projects (MAP) course is the cornerstone of the core curriculum, giving students the opportunity to gain real-world experience. MAP projects 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, “Ross’ 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 partnering 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 more than 40,000 strong and, with a hearty “Go Blue!”, are there to help; and from fellow students who enthusiastically share knowledge, experience, and contacts with classmates. Ross Net Impact members help each other pursue careers and develop professional and personal networks in the social and environmental impact space.

At Ross, 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 also can add breadth through elective coursework at the University of Michigan’s renowned schools of Public Policy, Social Work, Natural Resources and Environment, Law, Urban Planning, Education, and more.

Regarding preparation for ethical and socially responsible leaders...

66% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
Under the direction of its Carlson Net Impact chapter, and with the help of the national organization, the University of Minnesota’s Carlson School of Management has made huge progress in providing social and environmental coursework to its students. Thanks to the hard work of the Carlson Net Impact curriculum development team, the student body, and the school programs office, a brand new course in corporate responsibility was added to the curriculum for both full-time and part-time students.

Carlson’s full-time MBA program includes a required international program in ethics and business in growing economies. Students can travel to either 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.

There are several elective options that complement the core curriculum for those students interested in social and environmental academic studies. One such option is Integrative Leadership, a jointly sponsored course of Carlson and the Hubert H. Humphrey Institute of Public Affairs. Integrative Leadership studies multi-sector partnerships to address strategic challenges. Another elective option is Carlson’s Business, Natural Environment, and Global Economy course, which examines environmental topics through a business lens. The Humphrey Institute’s public policy courses and many other graduate level courses in the University (e.g., natural resources, design school, and engineering) are also available to Carlson students.

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, and 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 community events throughout Minneapolis and Saint Paul.

Carlson also has Enterprise Programs: experiential learning programs that coordinate for-credit, hands-on, student-managed projects. The enterprises offer a variety of projects, examples of which include triple bottom line-business, nonprofit firms, and social enterprise development and opportunities. A student adds that the “enterprises 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 startups.”
Carlson Net Impact is the biggest and most active club at the Carlson School of Management. It began as Students for Responsible Business in 1993 and has experienced continual growth since then. Currently, one of Carlson Net Impact’s goals is to engage more part-time MBA students in its activities. Carlson’s Net Impact chapter hosts monthly discussion groups and guest speaker events to educate students about social and environmental issues that may confront them in the business world. For example, the Carlson chapter has invited sustainability coordinators from companies like Target, 3M, Medtronic, and Best Buy to campus to speak during the day and at evening receptions. Many such events are co-sponsored by Carlson clubs such as the Supply Chain & Operations Club, Consulting Club, and Medical Industry Leadership Institute. 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.

Carlson Net Impact sponsors the Neighborhood Business Fellows (NBF) program. NBF connects students to local businesses in the ethnically diverse West Bank community of Minneapolis. The students provide consulting services to the small business owners with whom Carlson shares a neighborhood. In 2011, Carlson Net Impact was awarded a generous $10,000 grant to be used for Neighborhood Business Fellows initiatives. This money will be used during the 2011–2012 academic year to make a positive impact on the West Bank business community.

Net Impact’s most popular annual event is the Annual Faculty Case Competition, in which members of the Carlson faculty debate both sides of a specific business ethics topic. This event garners excellent attendance every year, and faculty members are always honored and excited to participate.

Carlson Net Impact is also very involved with many other student clubs such as the Graduate Volunteer Consultants, which provides free business consulting services to nonprofit organizations in the Twin Cities area. Additionally, students can participate in 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. Another club, Carlson 4 Community, hosts Carlson’s annual charity auction. In 2011, this auction raised over $25,000 for a local charity.

The Carlson School of Management maintains a fantastic alumni network and a dedicated Graduate Business Career Center. The Minneapolis Professional Net Impact Chapter is also very active, inviting Carlson Net Impact students to attend its speaker and networking events. The chapter works with an established network of CSR leaders in the Twin Cities on speaker and internship opportunities. Carlson Net Impact is also already engaging with the newly-formed Twin Cities chapter of the Social Enterprise Alliance. The CIL is an excellent resource for finding opportunities at local nonprofit organizations. Nonprofit organizations in the area use the center to find interns and full-time employees. The school offers access to a number of career treks, career coaches, and memberships in job search organizations to help students find 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 access to CSR leaders. In the fall of 2009, Carlson Net Impact organized a panel discussion for Carlson students, the Minneapolis professional chapter, and the Net Impact chapter of St. Thomas University. Corporate attendees included Target,

Prominent Alumni
Adrienne Pierce (2008) – Executive Director, West Bank Business Association
Diana Flotten (2007) – Strategic Business Consultant, 3M
Jim Jarman (2005) – Marketing, Ecolab
Robert Strand (2005) – PhD Fellow, Sustainability Group, PricewaterhouseCoopers
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 opportunity to find jobs with a social and environmental component.”

Feedback on career center services:
- 65% found career coaching helpful
- 65% found access to relevant jobs/internships helpful
- 42% found resources to connect with alumni helpful
- 43% found support for self-directed searches helpful
- 65% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

The Carlson School of Management 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 supports these initiatives. Although change is driven by the students and alumni, the administration recognizes a need to invest more funding into student interests and projects that positively impact the local community and environment. The admissions staff members are focused in their recruitment of globally-minded individuals who will continue to contribute to the types of initiatives aligned with Net Impact’s values. 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 socially and environmentally responsible case and business plan competitions.

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

in the curriculum, 39% say they are satisfied
in extracurricular activities, 55% say they are satisfied

**REASONS TO ATTEND**

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. In both 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, 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, Carlson Net Impact members are making a difference. University of Minnesota’s Carlson School of management would be most fitting for someone interested in building upon an existing base of social and environmental impact activities with opportunity for significant growth. Carlson Net Impact wants to make sure that Carlson’s MBA students are educated and aware of issues, so they are better prepared to enter into their professions and able to make a positive impact on their workplaces and communities.

Regarding preparation for ethical and socially responsible leaders...

19% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership

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http://www.csom.umn.edu
At the University of New Mexico’s Robert O. Anderson School of Management, ethics and social responsibility are the centerpiece of all educational and research endeavors. The school is committed to encouraging excellence in ethical and responsible management in every aspect of its programs.

Anderson is proud of its highly diverse student body, reflecting New Mexico’s long and rich multicultural history. Its graduate enrollment is among the most diverse in the nation with 35% from minority groups and 45% female. Twenty-five percent of its faculty members come from traditionally underrepresented 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 on 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.

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.

Additionally, UNM-Anderson’s connections with the community are significant. The New Mexico Ethics Alliance, housed in the school’s Pillmore Center for Ethics, is dedicated to creating and sustaining ethical cultures and conduct within New Mexico’s communities, businesses, organizations, and governments. Anderson regularly invites the business community and alumni back to campus for high-level lectures featuring social responsibility and ethics.

Highlights of the Anderson program include:

• In 2010, Anderson ranked in the top 20 of the “Global 500” from the biennial Beyond Grey Pinstripes survey. The survey highlights how academic institutions prepare students to meet the business challenges of tomorrow by assessing coursework, research, and activities that prepare MBAs for social, ethical, and environmental stewardship.

• Ninety percent of Anderson’s core curriculum courses 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.

• 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 focus is always on the future at Anderson. Now more than ever, its ability to educate resourceful, ethical, and compassionate business leaders is critical to the future of the state, the nation, and the world.
Originally called Students for Responsible Business, UNM Net Impact has been a prominent organization at Anderson School of Management since 1996. Working alongside Anderson faculty advisors, UNM Net Impact has spread awareness of social and environmental issues affecting the business world by sponsoring events that appeal to members' interests. Key events include the Ethics Panel Discussion, featuring Dr. Jeanne Logsdon, Dr. Shawn Berman, and Dr. Harry Van Buren III, undergraduate and graduate professors in ethics. The event promotes a healthy discussion about ethics practices in the modern corporation. The chapter also co-sponsors the annual E-Waste Recycling event each fall with Linda McCormick, UNM Resource Conservation Manager. This activity is open to the public and helps encourage environmental responsibility.

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 School of Management MBA degree is well recognized in New Mexico and is known for having a strong ethics and social corporate responsibility component in its core. There are opportunities for unpaid non-profit internships and class projects, as well as for discussions with career services to consider how students can better understand what the career options are in both policy and planning concentrations and jobs with a social impact focus.

The Anderson School of Management MBA degree is well recognized in New Mexico and is known for having a strong ethics and social corporate responsibility component in its core. There are opportunities for unpaid non-profit internships and class projects, as well as for discussions with career services to consider how students can better understand what the career options are in both policy and planning concentrations and jobs with a social impact focus.

The business program at the Anderson School of Management is a flexible, primarily part-time program that caters to student interests and the unique needs of the New Mexico community. New Mexico is a state with a diverse population and an economy driven by small to mid-sized businesses, and tremendous opportunities for autonomy and innovation in management roles. The practical course content at the Anderson School is easily translated to the needs of state organizations. Topics such as ethics and social responsibility are woven into the core curriculum with opportunity to study in-depth in elective courses.

The program gives support to student groups such as Net Impact as a supplementary way to educate students on the importance of social and environmental topics. Additionally, administrative functions such as career services are beginning to see the value of building community partnerships with employers for the benefit of students interested in social and environmental topics. Recently, UNM Net Impact has built an important alliance with the University’s sustainability program, including co-sponsoring events.

The Anderson School of Management provides an opportunity for students to achieve a business degree on their own terms, with several concentrations tailored to individual needs and strong faculty mentorship and support. Students who complete the program will find themselves with a solid foundation in a diverse array of subject matter, enabling them to succeed along whichever path they choose.
The University of North Carolina (UNC)’s Kenan-Flagler Business School offers MBA students an unparalleled range of curricular opportunities that prepare them to manage the social, ethical, and environmental issues inherent in mainstream business.

The MBA program offers an enrichment concentration in sustainable enterprise, which includes twenty-one electives such as Strategic Corporate Social Responsibility, Environmental Strategy, Social Innovation Lab, and a capstone Sustainability Immersion course. Over 25% of the graduating MBA class completes the sustainable enterprise concentration.

Electives incorporate social and environmental themes through lecture topics, case studies, guest speakers, group projects, and research papers. Many core classes also incorporate social and environmental themes through case studies and special topics, such as carbon trading policies in the core microeconomics course and an emphasis on ethics and accounting fraudulence in the core accounting course.

The Net Impact chapter encourages broader inclusion of social and environmental themes into the MBA program by working closely with faculty and administration. The club additionally appoints a VP of Curriculum to serve as a liaison between the Net Impact club and administration, to ensure sustainability topics are increasingly applied to all business competencies in core courses and new courses are developed to address emerging topics within sustainability.

Founded in 1999, UNC’s Center for Sustainable Enterprise works closely with the Net Impact club and the administration to integrate sustainability across the MBA curriculum and to provide enriching educational opportunities outside the classroom, including research, student-led projects, and guest speakers.

MBA students are presented with many opportunities to support their coursework with courses from other graduate programs at the broader university, in the departments of Earth Sciences, Law, City & Regional Planning, Government, Public Health, Social Work, and Public Policy.

UNC Kenan-Flagler boasts amongst its faculty members several distinguished leaders in the area of socially and environmentally-responsible business. Dr. James H. Johnson, Jr. is the director of the Urban Investment Strategies Center at the Frank Hawkins Kenan Institute and has recently opened a school for students in an economically distressed area of Durham, North Carolina. Dr. Albert Segars is the faculty director of the Center for Sustainable Enterprise and is regarded as an expert in the areas of innovation and technology management, specifi-
cally as it relates to sustainable design, financial and operational metrics, and operational strategy. Dr. Lisa Jones Christensen’s research and teaching focuses on developing economies, corporate social responsibility, leadership, microfinance, and change management. Dr. Carol Seagle has a background in environmental sciences, and teaches Environmental Strategy and Strategies in Sustainable Enterprise. Dr. Larry Chavis researches both social entrepreneurship in emerging markets and how weak institutions in developing countries pose challenges to new business formation.

**STUDENT ACTIVITIES:**

The UNC Kenan-Flagler Net Impact club hosts events throughout the year to educate, inspire, and provide students with the opportunity to achieve a career that is consistent with sustainable values. The one-of-a-kind UNC Kenan-Flagler Net Impact Sustainable Venture Capital Investment Competition (SVCIC) brings together sustainable entrepreneurs, venture capitalists, and student venture capital teams to compete in evaluating sustainable business plans for seed funding. This year’s SVCIC hosted nine teams from business schools around the world.

The Net Impact club actively collaborates with other career clubs such as the Energy Club and the Marketing Club to host speakers and networking events. Club members have opportunities to interact with other UNC graduate schools, and several MBA students pursue joint degrees in Environmental Science and Engineering, City and Regional Planning, Government and Public Policy, and Law.

The Net Impact club’s action-oriented Greening Committee serves as a learning laboratory to achieve measurable improvements in sustainability. The committee has helped to achieve a reduction of energy usage and waste in the business school facilities in partnership with stakeholders from across campus and is working to “green” on-campus MBA events. The committee hosted the 2nd Annual Net Impact Green Week designed to encourage eco-friendly practices among the faculty, staff, and student body.

UNC Kenan–Flagler has a Nonprofit Board Fellows program, where over 20 MBA students serve on the boards of local nonprofit organizations. This program aims to expose students to business leaders making positive impacts at nonprofit organizations. Members and leaders of the Net Impact club help to develop and shape this program, in addition to serving as Board Fellows.

The school also provides experiential learning opportunities to provide students with extensive opportunities to practice what they’re learning in the classroom in a real-world context. Through programs like CSE Consulting, the Business Accelerator for Sustainable Entrepreneurship (BASE), and Student Teams Achieving Results (STAR), students have numerous opportunities to work on sustainability-focused consulting projects with companies.

Sustainability is a core pillar of the UNC Kenan-Flagler MBA program and it is integrated throughout the curriculum, programming and operations. There is a strong sense of community within the Net Impact club and throughout the student body. The Net Impact club is the largest at the business school and is perceived by students to be an active and positive career club that fosters strong support systems among its members and alumni network.

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

- **One of the Most Active**
- **87%** are satisfied with the extracurricular offerings around social/environmental issues
- **77%** agree that the student body is committed to social/environmental issues

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**CAREER SERVICES & ALUMNI**

The Net Impact Club, the Center for Sustainable Enterprise (CSE), and the Career Management Center (CMC) work collaboratively to help graduates foster sustainable career paths. The CSE offers outstanding support to students through career-focused events, a career coaching program and real-world projects through CSE consulting internships. CSE also hosts an annual career recruiting event focused on connecting students with social and en-
The CMC recognizes the importance of supporting students interested in sustainable enterprise careers and related fields by providing a dedicated full-time staff member and training across the CMC staff. CMC also works with a team of peer counselors organized by functional area with at least one counselor in each area having expertise in sustainability.

Global and local businesses look to UNC Kenan-Flagler for well-rounded graduates with expertise in sustainability. Companies, including GE’s Renewable Energy Leadership Program, Bank of America-Corporate Workplace, Self-Help Credit Union, and Walmart have recently recruited from UNC Kenan-Flagler. The school’s job board includes numerous internship and full-time opportunities for students interested in careers in sustainable enterprise.

The Net Impact club hosts the annual Careers in Sustainability Forum, with over 35 professionals taking part in panel discussions on real-world sustainability issues. The club also organizes Teams Achieving Sustainable Careers (TASC) each year to facilitate shared career research, industry trend watching, and interview preparation. For example, the renewable energy team partnered with second-year students for interview practice and to gain industry specific insight, resulting in internships and full-time offers with GE, Duke Energy, and other clean technology leaders.

During 2010–2011, Net Impact club members participated in a career trek to the North American headquarters of Burt’s Bees, and to the North Carolina offices of B Lab and iContact. In past years, members also visited Bank of America and Duke Energy.

**Prominent Alumni**

- Katherine Jennrich (2008) – Senior Energy Services Manager, Walmart
- Brad Sparks (2004) – Director, Global Green Initiative, KPMG
- Manoj Bhatia (2003) – Director, Smart Grid Alliances, GE Digital Energy
- Valerie Cook Smith (2002) – VP of Corporate Sustainability, Citigroup
- Brett Smith (1994) – President & Co-Founder, Counter Culture Coffee

Feedback on career center services:

- 57% found career coaching helpful
- 76% found access to relevant jobs/internships helpful
- 60% found resources to connect with alumni helpful
- 53% found support for self-directed searches helpful

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

**Administrative Support**

UNC Kenan-Flagler’s vision is to “make business an engine for positive global change.” The school demonstrates that vision through a focus on the three pillars of leadership, globalization, and sustainable enterprise. The school is committed to integrating sustainability across the curriculum, programming, and operations.

The MBA program also acts as a resource to help practical sustainability initiatives reach important stakeholders on campus. An example is the Net Impact club’s initiative to green all MBA events through waste reduction, recycling, and composting. The Net Impact club’s Greening Committee receives support from the administration via access to key stakeholders and support for innovation solutions to reduce waste.

Applicants with social and environmental experience and enthusiasm are welcome at UNC Kenan-Flagler and the administration is supportive of dual-degree programs that join business education with other competencies, such as public health, urban planning, or law. Admissions’ focus on applicants with a background in sustainability has allowed the strong and diverse community of sustainability-minded students to grow over the years.

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

- in the curriculum, 60% say they are satisfied
- in extracurricular activities, 73% say they are satisfied
UNC Kenan-Flagler is known for its strength in developing socially and environmentally-responsible, results-driven leaders. Consistently ranked one of the world’s best business schools, UNC Kenan-Flagler has demonstrated its leadership in the field of sustainable enterprise for over a decade.

Sustainability is a core commitment from the senior administration and throughout the faculty and staff. This is demonstrated by the broad range of educational and enrichment opportunities inside and outside the classroom that prepare MBA students to manage the social, ethical, and environmental issues inherent in mainstream business.

UNC Kenan-Flagler should be considered by students seeking a top MBA program with a comprehensive and integrated sustainability curriculum that includes ample opportunities to get involved in real-world projects and develop strong leadership skills. Students are exposed to innovative ideas in a supportive community and join a robust alumni network composed of change-makers and thought leaders in sustainability.

Regarding preparation for ethical and socially responsible leaders...

37% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
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. It is a graduation requirement for 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.

This year the Business College offered the Berges Lecture Series, which featured senior executives speaking on their experiences of the ethical dimensions of business. Speakers included the CEO of Smith Bucklin Corp., the CEO of Bridgeway Capital Mgmt., and the CEO of Tower Financial, among others. The university also holds a spring lecture series, Ten Years Hence, which explores issues, ideas, and trends likely to affect business and society over the next decade. The theme for the series this year was “Harnessing the Power of Business for Good.” The co-founder of B Lab and the CEO of Calvert were among the speakers that presented.

Almost all core and elective courses incorporate responsible business practices and other relevant ethical considerations into case studies. The MBA program also offers classes that allow students to actively engage in social issues, such as Business on the Front Lines, where students travel to a community that is recovering from conflict to explore how business can be a part of the rebuilding process. Twice a year, students participate in a week-long “deep dive” interterm intensive. Students can choose from a variety of industries and companies, who come to campus to present cases and judge solutions at the end of the week. These cases often incorporate social responsibility and sustainability themes, allowing students to engage with these issues in depth.

Beyond the MBA program, the University of Notre Dame has a multitude of resources. 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

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**Sample Courses**

Sustainability: Accounting & Reporting  
Values-Based Multinational Management  
Ethical Leadership-Sustainable Enterprise  
International Business Ethics

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Program’s strengths:

1. Corporate Responsibility  
2. Social Entrepreneurship  
3. International Development

71% are satisfied with the number of courses offered that include social or environmental issues

83% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
in ethics classes and social programs.

Mendoza Net Impact’s moderator, Father Ollie Williams, is on the advisory board for the UN Global Compact initiative, and speaks and advises on the topic regularly. His class on the Global Compact was offered this spring to coincide with the United Nations Global Compact Conference, which was hosted by the university and drew government, NGO, and business leaders from around the world.

At Mendoza, all are challenged to “Ask More of Business,” so as to develop the talents to make a difference, which inherently aligns with the mission of Mendoza Net Impact to use business to create a more of a socially and environmentally sustainable world. Quite simply, the Net Impact ideals are ingrained in the fabric of Notre Dame, as illustrated by the numerous activities MBA students initiate and engage in.

Highlights of Mendoza Net Impact specific activities include:

• Partnering with the Gigot Center for Entrepreneurial studies that enabled Mendoza Net Impact members to work with and consult a community-based violence prevention program and a start-up food cooperative in the heart of South Bend.

• Working to formalize consulting opportunities in order to engage more students and scale impact, spearheaded by Mendoza Net Impact Leadership, the Consulting Club, and the Vice-President of Community Outreach.

• Aiming to educate the student body on how to make a career out of social and environmental impact. Therefore, professionals, including the CEO of Better World Books and the founders of AQUVIDA and EcoMedia Inc., spoke with the Net Impact club and interested parties. Net Impact is also collaborating with marketing, finance, consulting, and management clubs to bring its message to more students.

Highlights from MBA program activities include:

• Hosting fundraisers for Alzheimer’s, childhood cancer, the Latino community center of South Bend, and Japan Relief, among others.

• Starting a mentoring program at the South Bend homeless shelter. As a result, two of the homeless shelter community members recently found jobs thanks to their hard work with Notre Dame MBA students.

• Volunteering for local community organizations and work with special needs individuals, tutoring local elementary schools through School Inc., and delivering food through Meals on Wheels.

• Holding a competition between the Kelley School of business at Indiana University, Krannert School of Management at Purdue University, and Mendoza College of Business at Notre Dame in order to see which MBA program could do the most volunteer hours in a month.

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

**One of the Most Active**

88% are satisfied with the extracurricular offerings around social/environmental issues

71% agree that the student body is committed to social/environmental issues

### PROMINENT ALUMNI

**Onuka Ibe (2002)** – Manager of Operational Analysis, College Summit, Inc.
**Daniela Ruby Papi (2000)** – Founder, PEPY Ride
**Scott James (1999)** – Founder, Fair Trade Sports
**Susan Gergely (1988)** – COO, American Organization of Nurse Executives of the American Hospital Association
Career treks to the East and West Coasts every year to visit companies, attend presentations, and have an opportunity to network.

Career Development, the Gigot Center for Entrepreneurial Studies, the Fellow Irish Social Hub, the alumni network, and current students are all great resources for students interested in specific issues. Furthermore, some of Notre Dame’s faculty focus exclusively on CSR and sustainability and are willing to share their wealth of contacts.

Mendoza’s 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 current leadership team is trying to create synergies by utilizing other resources that are available on campus, even those outside the business school. For instance, utilizing the opportunity provided by Notre Dame hosting the UN Global Compact conference, Mendoza Net Impact organized a luncheon that provided interested students an opportunity to network with CSR executives from top companies, exploring potential internship and job opportunities.

Currently, only students doing the Africa nonprofit consulting program will receive a stipend. Mendoza Net Impact leadership and members are working with the administration to develop both a more extensive summer stipend program for students who accept internships with nonprofits and a loan forgiveness program in the future.

Feedback on career center services:

- 46% found career coaching helpful
- 79% found access to relevant jobs/internships helpful
- 71% found resources to connect with alumni helpful
- 58% found support for self-directed searches helpful

92% have been able to find a job or internship that fits with their values

Administrative Support:

Mendoza and Notre Dame have strong top-to-bottom support for the ideals of Net Impact. Dean Carolyn Woo sets the tone for the Mendoza by continually challenging and empowering the administration, faculty and students to “ask more of business.” She continually demonstrates her personal commitment to the motto as well. More specifically, Dean Woo is a driver of the United Nations Global Compact’s Principles for Responsible Management Education (PRME) Initiative. Furthermore, she is a staunch supporter of Net Impact, and for the last two years subsidized Net Impact membership and Net Impact Conference attendance for MBA students.

Mendoza’s key course offerings include Sustainability in Marketing & Accounting and Building the Sustainable Enterprise. Offices on campus like the Gigot Center for Entrepreneurship and the Office of Sustainability organize events and social and environmental business case competitions for students. For example, there are variety of CSR and social and environmental sustainability-themed live case studies for specifically for MBA students. This past year, students worked with CRS’ Haiti Health Services project “Let’s Share the Sun Foundation,” and Green Mountain Coffee Roasters, among others.

The admissions office at Mendoza certainly places value on the applicants who have interests in social and environmental concerns. Mendoza currently has many students who have earlier worked for government and intergovernmental offices, as well as social entrepreneurs and Peace Corps members.

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

in the curriculum, 75% say they are satisfied
in extracurricular activities, 83% say they are satisfied
Notre Dame has high ethical standards and incorporates social responsibility into all courses and business aspects in the MBA program, reflected by the university’s leadership role in the PRME initiative. It is worthy to note that the *Financial Times* ranked Notre Dame as number one for corporate social responsibility among the top 100 global MBA programs (*Financial Times* 2010).

It should also be noted that Notre Dame has an extremely powerful alumni base dedicated to the school and to the development of current students. The school has a formal mentoring and networking program, linking students to alumni in fields of interest.

Beyond the classroom, the Mendoza MBA really shines. Mendoza Net Impact has made a strong commitment to align with the national and international Net Impact network. The chapter has participated in multiple Net Impact calls and had over 30 attendees at the 2010 Net Impact Conference in Ann Arbor, Michigan. Furthermore, the chapter began partnering with various clubs within the MBA program to collaborate and gain influence throughout the student body.

A potential applicant should make an effort to focus their attention on a particular field, so as not to spread oneself too thin. New applicants should come with a plan in mind—whether they want to affect change in curriculum, the club activities, the campus greening initiatives, or the community, they will maximize effectiveness by choosing one field and focusing on it.

Regarding preparation for ethical and socially responsible leaders...

42% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
At the Center of Sustainability Business Practices (CSBP) at the Lundquist College of Business, students can earn an MBA focused on balancing social, environmental, and financial responsibilities. Both core curriculum and electives emphasize sustainable supply chain management, social and environmental stewardship and business practices, and corporate governance.

Coursework is combined with an experiential learning component consisting of student-managed consulting projects for leading businesses and organizations in the sustainability sphere. Dozens of these projects have aided such organizations as Clif Bar, Hewlett-Packard, Intel, Flexcar, New Seasons Market, gDiapers, Neil Kelly, Sequential Biofuels, YOLO Colorhouse, City of Portland, Kettle Chips, Nike, Costco, Shorebank Pacific Bank, Organically Grown Company, Northwest Natural Gas, and Eugene Water and Electric Board.

To complement the coursework, the CSBP leads a sustainable business seminar throughout the year that brings in guest speakers and explores in-depth topics of sustainability. The CSBP also hosts the Portland Green Business Initiative Symposium in conjunction with the University of Oregon (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 numerous opportunities to participate in trips to hear presentations by executives and thought leaders in sustainability.

Students also choose from electives outside the business school, such as economics, public policy, nonprofit management, advertising, environmental studies, marketing, and dispute resolution. Students have access to UO’s world-renowned green chemistry program, the Technology Entrepreneurship Program, and the UO Law School’s environmental and natural resources law center.

UO faculty is regarded for their research on many dimensions in the sustainability sphere, from 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.

Lundquist’s small class size permits excellent accessibility to professors and dynamic classroom discussions. A diverse student body and beautiful natural environment contribute to an extraordinary atmosphere for learning.

Program’s strengths:
1. Environmental Sustainability
2. Energy & Clean Technology
3. Corporate Responsibility

86% are satisfied with the number of courses offered that include social or environmental issues

76% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

A community of bright minds that propels bigger ideas, comprehensive understanding, and greater leadership in sustainability.
UO Net Impact is the most active student group in the Oregon MBA program. A large portion of members and non-members participate in UO Net Impact social and educational events. The chapter is characterized by its interdisciplinary interactions with sustainability-focused student groups in the Schools 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. UO Net Impact members are passionate about sustainable business practices, hosting and participating in an array of educational events and activities.

A few of UO Net Impact event highlights include:

- The Sustainable Business Symposium, “The Next Step: Greening the Pathway to Recovery.” This conference was put on in conjunction with the UO Law School. Panelists included prominent NW business leaders and policymakers. Panel discussions focused on exploring policies and practices necessary to unlock the potential of green businesses.
- The Net Impact Conference, where 12 members were sent to the 2010 conference in Ann Arbor, Michigan, an incredibly insightful experience which generated much excitement for the 2011 conference this year in Portland, Oregon.
- Volunteer opportunities with local schools and the Cascade Raptor Center.
- Speaker sessions, including Jim Wallis and Bill Bradley with An Inconvenient Truth.
- Student Sustainability Fair, an event promoting the sustainability groups on campus and raising awareness about Net Impact and the 2011 Net Impact Conference.
- A Net Impact mixer co-hosted with the Portland State, Willamette, and Portland Professional chapters.
- The Green Professionals Conference, where students attended one of Portland’s largest sustainable business conferences, with the opportunity to learn from business leaders.

The Lundquist College of Business (LCB) Career Services has four 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 Center for Sustainable Business Practices 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 the opportunity to understand the culture of different organizations and gain better insight into working life across industries. A highlight from the San Francisco and Seattle career trips were opportunities to meet top CSR officers and managers from prominent companies 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.

Prompted Alumni

John LaManna (2009) - Project Manager, Vestas Wind Systems
Guru Simrat Khalsa (2009) - Corporate Responsibility Communications, Columbia Sportswear
Monica Thilges (2008) - Program Manager, PECI
Beth Littlehales (2007) - Senior Project Coordinator, PECI
Carol Kaiser (2007) - Portfolio Manager, Sustainability & Innovation Department, Nike

66% have been able to find a job or internship that fits with their values

38% found career coaching helpful
38% found access to relevant jobs/internships helpful
45% found resources to connect with alumni helpful
62% found support for self-directed searches helpful

Feedback on career center services:

83% are satisfied with the extracurricular offerings around social/environmental issues
79% agree that the student body is committed to social/environmental issues
The administration is extremely supportive of UO Net Impact events and consistently contributes time and resources toward Net Impact events and activities, including giving a grant to send 12 members to the 2010 Net Impact Conference in Ann Arbor, Michigan. The CSBP’s mission is to “move business from vision to practice” and these values are reflected in the staff, faculty, and curriculum of the program.

As a core element of the Oregon MBA, center-based applied learning opportunities are a natural complement to the objectives and work of Net Impact. The CSBP leadership works closely with Net Impact members and the chapter to ensure students have many opportunities to participate in experiential learning projects and to meet business leaders as part of their professional preparation.

**Administrative Support**

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

- in the curriculum, 76% say they are satisfied
- in extracurricular activities, 76% say they are satisfied

**Reasons to Attend**

Sustainability at the UO is not a new concept—it is in its DNA and is part of the school's heritage, having been taught and practiced on campus for over three decades. Commitment to sustainability is demonstrated campus-wide, from the Oregon MBA program, to the green chemistry department, to the architecture department, to the planning, public policy, and management program, and the environmental and natural resources law center at the UO Law School. At Lundquist, the Center for Sustainable Business Practices embodies the progressive nature of sustainability and helps build leaders who will be able to balance the social, environmental, and economic dimensions of sustainability in the future. Students at UO know that in order to play hard, they must work hard to preserve the natural resources that make the Pacific Northwest a great place to live, work, and study.

Regarding preparation for ethical and socially responsible leaders...

- 34% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Wharton's curriculum around social impact is growing dramatically, with new courses offered each year. Wharton's core curriculum includes social impact cases in many of its classes. For example, a 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. There is also 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, Environmental Sustainability & Value Creation, Disaster Management and the Haiti Earthquake Response, Societal Wealth Venturing, and Global Consulting Practicum for Social Impact.

There are also related courses in other schools at Penn, including Nonprofits and Social Entrepreneurism, Fundraising for Nonprofit Organizations, Auditing Government Performance, Statistics for Public Leadership, and Leading Nonprofit Organizations.

In addition to its course offerings, Penn has several other resources for students with specific areas of interest. Some of these include the Carol & Lawrence Zicklin Center for Business Ethics Research, the Center for High Impact Philanthropy, the Sol C. Snider Entrepreneurial Center, and the Wharton Small Business Development Center.

A variety of guest speakers have also been invited to Wharton. These have included Muhammad Yunus, Bobby Turner, Katherina Rosqueta, Magic Johnson, Kyle Zimmer, David Kyle, and Bruce Cahan.

Founded in 1999, Wharton Social Impact (Wharton’s Net Impact Chapter) continues to gain increasing momentum; its membership has reached over 350 students. Wharton Social Impact (WSI) aims to promote knowledge sharing and foster a strong social impact community at Wharton. WSI creates specialty groups around education, social entrepreneurship, social finance/investing, environmental sustainability, international development, and corporate responsibility to create smaller, more focused communities for its members.

Among the group’s main activities is the annual Social Impact Conference. The 2010 theme was “Building and Scaling Solutions for Change,” and panelists represented major organizations like the The Dow Chemical Company, Young Scholars Charter School, New York City Department of Education, The Food Trust, DoSomething.org, FINCA, and many more. The event attracted over 450 students and professionals and the chapter expects to continue growth of attendance and partnership plans for next year’s conference.

Throughout the year WSI has hosted speaker events featuring Andre Agassi and Alyson Goodner of the School
Collective. In addition, WSI organizes an annual career trek. During the 2010–2011 trek, students met with the Rockefeller Foundation, Global Impact Investing Network (GIIN), Echoing Green, Robin Hood Foundation, and the Clinton Foundation. WSI also hosted several rounds of small group dinners and lunches; speaker events to educate the broader student body about social impact related news; and topic specific events, such as a screening of Waiting for Superman, a documentary on education reform.

Beyond WSI, Wharton student clubs provide opportunities to make an impact in the local community and around the world.

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.

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.

The Wharton International Development Club helps students learn more about international development through a tailored microfinance course and speaker series.

A number of additional community service programs, such as Rebuilding Together, Say YES to Education, BIZ World, and others, provide opportunities for students to serve throughout the academic year.

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**CAREER SERVICES & ALUMNI**

Wharton supports MBAs going into careers in social impact and public interest through a variety of programs, some run the administration and some by the students.

MBA Career Management devotes two full-time resources to helping connect students and 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 companies, 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.

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 financially supports internships in social impact through the Summer Public Interest Fund (SPIF), a program that asks students to contribute one percent 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.

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**ADMINISTRATIVE SUPPORT**

The Wharton administration is increasingly supportive of social impact, demonstrated by its hiring of a full-time resource and selecting a well-respected faculty member as the Vice-Dean of the Program for Social Impact. This year, a third resource was hired to increase coordination among social impact initiatives and to foster program
growth.

The administration also supports programming and events, seen through its sponsorship of 10 students to attend the Net Impact Conference this year and increasing its matching of social impact internship subsidies to $30,000 this summer.

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 students to drive redevelopment and content of the website.

**REASONS TO ATTEND**

Most of Wharton’s social impact programs require students to 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, and due to the lasting impact and growing size of this community, alumni are very willing and open to supporting and guiding MBAs.

With over 350 members, WSI is among the largest clubs at Wharton. It is able to create smaller communities around people’s specific passions, such as education or international development, enabling strong networks and opportunities to learn from passionate classmates and guest speakers.
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 the University of San Diego (USD). These courses expose students to the great opportunities that exist in using business as an agent for change. Students may choose to pursue a CSR emphasis by completing additional courses that have a social or environmental focus.

In the spirit of engaged learning, MBA program participants are required to complete community service activities by assisting others with their business skills. The opportunity exists 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 to assist an NGO in Uganda in developing sustainable business initiatives with the local community. In 2012, students will travel to Ghana.

Faculty bring significant experience to CSR-related classes. For example, Business at the Base of the Pyramid is taught by Dr. Patricia Marquez, whose current research focuses on the role business can play in alleviating poverty worldwide. She is an active participant of the Social Enterprise Knowledge Network (SEKN) and coordinated SEKN’s research project, “Market-Based Poverty Reduction in Iberoamerica” (2005–2009). Dr. Marquez invited Chris Crane, former CEO of Opportunity International, to speak to her MBA students, which provided an excellent real world example of an organization devoted to social change.

USD is currently working to link like-minded students from different programs across campus. The school recently launched the Center for Peace and Commerce (CPC), 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. The role of the CPC is to contribute to 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 work closely with CPC to identify opportunities for collaboration, and this association will greatly benefit both groups.

USD also demonstrates commitment to the ideals of Net Impact by sponsoring students at the annual conference.
page that includes Net Impact members of every level in the greater San Diego area, as well as the contacts in the community that each member has identified as partners in overall sustainability efforts.

In the past academic year, Net Impact has screened movies, sponsored the signing of the MBA Oath by graduating students, and brought in guest speakers both from the local business community and the local Net Impact professional chapter. In fall 2011, USD Net Impact will host the inaugural USD Net Impact Fall Fashion Show. The show will feature sustainable clothing lines created by USD alumnus, and local businesses with a sustainability strategy will be invited to attend and participate. Net Impact chapter members from other universities within the city, as well as honored faculty and guests that share a similar passion will be included in the festivities. The show will serve as the flagship event for the chapter.

**CAREER SERVICES & ALUMNI**

MBA Career Services is dedicated to personalized service which includes meeting one-on-one with each student looking for career support, diagnosing their individual needs, and providing the appropriate resources and training to equip them with the tools needed for their specific career journey.

The Triple Bottom Line and Green Business Experts panels, consisting of community members in companies and roles dedicated to social and environmental impact, are helpful to students looking for jobs with a social and environmental focus. Faculty member Dr. Patricia Marquez, Director of the Center for Peace and Commerce, moderates these panels, bringing her expertise to the discussion. Recent panels include partnership with the Supply Chain Department with regard to green supply chain opportunities; partnership with the Center For Peace and Commerce; and a Women in Business lunch that brought in professionals with a socially responsible focus.

**ADMINISTRATIVE SUPPORT**

The School of Business Administration (SBA) was one of the original participants in the Principles for Responsible Management Education (PRME), convened by the United Nations Global Compact and business school-accrediting organizations. PRME serves to embed issues of social responsibility and sustainability in the mainstream of business education. The SBA co-hosts the Center for Peace and Commerce (CPC), whose mission is to prepare change-makers that exercise innovative approaches to achieving a triple bottom line. The CPC hosted their inaugural Social Innovation Challenge business plan competition in 2011.

Applicants with an interest in social and sustainability issues are a good fit with the mission of USD’s program and therefore receive special consideration during the application process; they must, however, still meet admissions requirements. USD has made considerable efforts to become a more sustainable campus in recent years and is engaged in LEED design with new buildings, solar panel installation, support of local/sustainable products, and water and energy conservation projects.

**REASONS TO ATTEND**

USD MBA is ranked 21st worldwide and is the highest ranked program in Southern California for incorporating sustainable and socially responsible business practices into the curriculum and faculty research, according to the Aspen Institute's 2009–2010 edition of Beyond Grey Pinstripes. USD Net Impact leadership is working to establish a strong identity for the organization on campus and in the city and believes this will serve as an excellent foundation for members entering the MBA program and transitioning into careers after graduation. Expanding its network and believing in a motto of “there is strength in numbers” is what sets USD Net Impact apart.
The basis for the education and curriculum at the University of San Francisco’s School of Business and Professional Studies lies in the Jesuit principles of humanity and justice that focus largely on social leadership, impact, and service. These principles provide the foundation for the MBA program and continue to assert themselves throughout all classes, regardless of subject matter, in discourse of ethics and social responsibility.

Required courses such as Leadership, Understanding Organizations, and Ethics & Social Responsibility in Business focus primarily on the importance of ethical decision-making and social awareness. The school is known for its entrepreneurship program, which encourages students to become involved in business plan competitions for social venture as well as an interactive mentoring program. The MBA program now also includes the option for a nonprofit management concentration, which prepares students for leadership in a nonprofit as experienced practitioners committed to social values.

MBA students are permitted to take non-MBA graduate courses in areas such as environmental science and apply those credits toward their degree. Students with an interest in specific environmental or social subjects can do independent study or research with the supervision of a faculty member. Furthermore, the MBA program also offers a concurrent degree program in Environmental Management/MBA, which allows students to prepare for leadership positions in the environmental sector.

USF is a small university where students truly develop close relationships with peers, faculty, alumni, and the surrounding community, especially in the nonprofit sector and the area of social entrepreneurship. A small student-to-faculty ratio facilitates classroom dialogue and engagement. There is also a close relationship of support between the Dean and faculty administrators that cultivate a hands-on approach to the organization at USF.

The USF MBA program has also organized speaker panels featuring staff from organizations such as SAP, Snapfish, Cornerstone Services Inc., and Azure Capitol Partners.

Program’s strengths:
1. Social Finance, Responsible Investing, & Microfinance
2. International Development
3. Corporate Responsibility

38% are satisfied with the number of courses offered that include social or environmental issues

38% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
The USF Net Impact Chapter is actively involved in enriching all students’ experience and strives to collaborate with various clubs and create 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 socially aware individuals and corporations. One area where Net Impact members are able to really engage with these organizations is through the Board Fellows program, in which students sit and participate on the boards of different Bay Area nonprofits.

The Campus Greening initiative has also been picking up speed, with the success of water fountain retrofitting for reusable water bottles and continued effort towards campus composting and reuse. An example of recent greening efforts would be the “waste reduction” campaign. Net Impact is working on creating educational events to help students understand the importance of composting, recycling, and waste reduction. This includes its recent event “Talkin’ Trash with Anthony!” where a student who works at Recology gave an educational presentation. The chapter is currently working on signage for composting and recycling bins that will visually educate students by identifying what items actually can be put in each bin—information that Net Impact hopes translates to home use as well as on campus.

Currently, USF as a campus is undergoing a change and rebranding. One component of this includes their sustainability and social responsibility curriculum. To this end, Net Impact’s main project this year has become Curriculum Change. Members have been meeting with faculty, surveying the student body, and attending committee meetings.

USF Net Impact continues to organize events and work with other clubs on campus to bring event, speakers, and information to the students in the MBA program. Such events include working with the undergraduate Net Impact chapter on a beach cleanup and working with the Graduate Business Association to host a “Hospitality Humpday,” a Wednesday food catering event where the chapter served organic and locally sourced foods.

The student body certainly looks to 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 inform students about socially and environmentally responsible practices in academics, careers, and personal lives.

Activity of Net Impact compared to other clubs: One of the Most Active

58% are satisfied with the extracurricular offerings around social/environmental issues

42% agree that the student body is committed to social/environmental issues

CAREER SERVICES & ALUMNI

USF has an active and accessible career services department. The MBA Director of Career Services is enthusiastic about finding internships for students interested in a social or environmental focus. Given the small size of the campus, the career services department is readily accessible to those students interested in receiving more guidance and feedback with their career development. Also, USF maintains strong alumni ties and continues communication with a long list of alumni that are active in the areas of corporate responsibility and sustainability, and willing to connect students for informational interviews and job leads.

Career services sponsors a number of professional development meetings and speaker panels, where there is opportunity to hear from those already working in the field. These speakers often include professionals that have worked within the “green” arena either in CSR, marketing, or consulting. During the break between fall and spring semesters, the MBA program hosts a career development week that includes networking events, job fairs, mock interviews, and résumé workshops, many of which include representatives of companies and nonprofits that are looking to hire MBAs with interests in social awareness and corporate responsibility.

Career services also maintains a job site board which features job listings, many of which have recurring envi-
environmental or social themes. Emails are also sent through clubs such as Net Impact, whose members might be particularly interested in postings that feature jobs and internships with an environmental or social focus.

Feedback on career center services:
Under 10% found career coaching helpful
25% found access to relevant jobs/internships helpful
22% found resources to connect with alumni helpful
25% found support for self-directed searches helpful

38% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

The administration at USF has been a big help to the club and the students. Without the help of the administration, Net Impact would not have been able to showcase the club and its efforts at the new student orientation. The administration allowed Net Impact to create a sustainable lunch and scheduled a day of service, hosted by Net Impact, into the orientation itinerary. That week the chapter also gave away free Net Impact water bottles to the new students, which were funded by the administration and allowed the university to strive toward a plastic-free campus.

The Jesuit values place emphasis on educating minds in order to make a better impact on the community. Through this mission, the MBA program definitely values those who go against the grain in order to create a better world through whichever path they should choose.

USF is undergoing major changes in their restructuring, which includes implementing sustainability goals. Net Impact hopes to see these come to fruition soon, but the conversation on the topic is always open between administration and students.

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

in the curriculum, 38% say they are satisfied in extracurricular activities, 50% say they are satisfied

REASONS TO ATTEND

USF’s MBA program incorporates the core responsibility values of the Jesuit school. MBA students are prepared to become ethical leaders in the business world. Being situated in the heart of San Francisco, a hub of CSR and green initiatives, the surrounding community greatly impacts the curriculum at USF. Through coursework, extracurricular activities, internships, and the opportunities throughout San Francisco, any interested student will feel that they can really make a difference and grow into a leader of sustainable and socially responsible business. The small size of Net Impact allows for change, growth and movement from within.

Regarding preparation for ethical and socially responsible leaders...

17% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The Moore School of Business International MBA (IMBA) program has made sustainability—not just environmental, but also economic and social—a priority in its global business interdisciplinary initiatives. In 2008, the Moore School adopted a new strategic direction, “Sustainable Enterprise and Development,” with the mission to promote education and research to tackle the complex issues related to corporate responsibility, viable economic development, and care of human and natural resources.

In a sense, this initiative is not new to the Moore School; the school has long been a leader in global business education, which inherently must address the complex interplay of economic, social, and political forces. Accelerating demand for finite resources in developing countries, the necessity of sustainable economic development, the demand for ethical behavior and transparency in corporate governance, and the ambition of today’s students to do more than make money—that is, to make the world a better place—are all factors in the evolution of the Moore School.

In order to implement these directives, the Moore School is actively working to offer both classes directly addressing sustainability issues, as well as those integrating sustainability into other disciplines. In the required core courses of the program, while several courses address sustainability in a specific module, the course *Globalization and Corporate Social Responsibility* focuses particularly on the interaction between globalization and the impact of corporations on both people and the environment. As for electives, in the four-credit *Sustainability Projects* course, student teams research, develop and implement sustainability projects while working with clients in a consulting environment. Another elective course, *International Business and Sustainable Development*, provides an introduction to international sustainable development through a focus on issues that affect an organization’s operations and management practices, environmental management systems, and sustainability management strategies.

Sustainability is being integrated into educational aspects of the Moore School outside of the classroom as well. Recently, several high-profile speakers have visited the school, such as the architect and famed author of *Cradle to Cradle*, William McDonough, a panel of international corporate leaders of the green economy, and the UK Minister of Energy and Climate Change. A USC faculty member is also actively conducting research with Walmart on their sustainability initiatives in order to develop case studies for use in Moore School business courses in the near future. Additionally, a Moore School IMBA student and Net Impact leader is working with the Sustainable Carolina Learning Center to organize a faculty workshop to support the integration of sustainability into courses campus-wide.
**STUDENT ACTIVITIES**

Net Impact is the most active student club at the Moore School of Business, and members are well-known for their passion for exploring the intersection of business and social and environmental issues. The Moore School chapter offers students educational opportunities, advocates for key issues, and fosters awareness of the powerful role conscientious businesspersons can play in any business function. There are many opportunities to get involved, and the executive team encourages students to take leadership roles in club events.

The chapter enjoys a rising profile as an agent of social and environmental leadership in the school as membership is growing, the number of Net Impact-sponsored events doubled from the past year, and the administration works to improve collaboration. In 2010–2011, the club hosted speakers on a broad range of topics, including a director of corporate community development initiatives and a Starbucks manufacturing plant manager working to lower carbon emissions. The chapter has also arranged field trips to a recycling center and a biomass burning energy facility, designed and led educational programs, and participated in campus greening through a tree planting event and tailgate recycling at USC football games. Net Impact members also lead curriculum change efforts by working with professors across numerous disciplines to incorporate sustainability themes into a curriculum modernization process.

Net Impact collaborates with the undergraduate USC Net Impact chapter, the Sustainable Carolina Learning Center, and other community groups advocating for social and environmental issues. For instance, Net Impact and Sustainable Carolina organized a month-long LEED program focusing on the planning and construction of the new Moore School building, where the builder’s goal is to attain LEED Platinum certification. Net Impact worked with the project manager to direct a LEED Charette session, with the aim to develop solutions to building challenges. Following the event, students led LEED exam prep training sessions for other students. Additionally, Net Impact hosted a table at Columbia’s local “Green is Good for Business” conference, where students interacted with businesses and community leaders exploring the financial and environmental impacts of green business practices.

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

- **One of the Most Active**
- **64%** are satisfied with the extracurricular offerings around social/environmental issues
- **68%** agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

The Office of Career Management (OCM) takes a personalized approach to career development and job search services. While mainly employing traditional job search tools such as web services and on-campus recruiting, OCM has displayed an eagerness to recognize the desires of students and is actively seeking to develop resources and opportunities for social and environmental careers. For instance, the OCM Managing Director attended the most recent Net Impact Conference with the aim of creating key connections for the Moore School and improving the university’s visibility to employers.

The OCM has also worked with Net Impact to support Net Impact’s “Green Jobs” panel to provide support for

**Prominent Alumni**

- Zachary Borrenpohl (2010) – Project Management Associate, Chemonics International
- Emily Crow (2010) – VP, Corporate Workplace, Bank of America
- Ryan Flaherty (2006) – Manager, Advisory Services, Business for Social Responsibility

**Feedback on career center services:**

- 56% found career coaching helpful
- 40% found access to relevant jobs/internships helpful
- 40% found resources to connect with alumni helpful
- 36% found support for self-directed searches helpful
- 52% have been able to find a job or internship that fits with their values
students seeking internships in sustainability positions. Additionally, the OCM fervently works to develop the Moore alumni network and proactively connects students with alumni in positions in various industries and sectors, including economic development and green energy.

**ADMINISTRATIVE SUPPORT:**

Moore School Net Impact receives logistical, financial, and professional development support from administration and faculty members. The Administration works actively with Net Impact to ensure that the club has adequate facilities to support events and proper communication channels within the school to reach key stakeholders. Some administrators even attend Net Impact events. The faculty supports the club through event planning guidance and key networking opportunities. Additionally, through the Sustainable Enterprise and Development program, Net Impact members have received monetary support, including partial travel reimbursement to attend Net Impact conferences in the U.S. and Europe.

The Moore School has the stated objective to become a leader in sustainability education via a focus on curriculum development, efficient university operations, and participation in global initiatives. The administration is also demonstrating this commitment with the new LEED-certified Moore School building, set to open in May 2013.

**REASONS TO ATTEND**

The Moore School is best known for the global nature of its IMBA program, where students focus on both a functional and language/geographic specialty. Indeed, the program is consistently ranked first or second in International MBA programs by *U.S. News & World Report*, and number one for “International Experience” by the *Financial Times*. At the same time, the small size of the IMBA program allows for students to become deeply engaged in the university’s academic and social offerings through close associations with professors, plenty of collaborative opportunities across campus, and a strong collective spirit.

The program begins with a comprehensive, demanding core curriculum that provides a strong foundation to key concepts and themes across all MBA disciplines. Unique to the Moore School, most students take the opportunity to spend the second semester (or year) abroad in one of a number of locations, such as Mexico, Germany, France, China, Japan, or Oman. Many students also get internships abroad. It is this distinctive program feature that encourages Moore students to envisage their roles leading social and environmental progress through business in a truly global context.

Attending the Moore School presents students with an incredible opportunity to take a global view of key business challenges and opportunities of the 21st century, while becoming leaders at home in their communities and future workplaces. While the sustainability movement and social and environmental themes are rapidly gaining traction, South Carolina is comparatively less progressive than urban areas in the West and Northeast. As such, this affords enterprising, motivated students an incredible opportunity to become agents of change. At USC, students will find eager allies with whom they can impact lasting changes while earning a great education.

16% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 52% say they are satisfied in extracurricular activities, 40% say they are satisfied.
The University of South Florida has one of the longest-running and therefore most well-developed green MBA programs in the southeast. The core curriculum includes courses that deal with social, ethical, and legal issues pertaining to sustainability and corporate governance. These courses are designed to develop critical thinking skills by exploring questions for which there are no “right” or “wrong” answers, and provide a framework for decision making when the rules aren’t clear, while heightening awareness of ethical issues as they relate to sustainability.

Sustainability is currently a self selected focus track within the MBA program. These courses include topics such as strategic development and implementation, base of the pyramid strategies, and corporate social responsibility. Furthermore, these courses include rigorous case studies on corporate sustainability initiatives and involve a critical analysis of the overall successes of these initiatives.

Typically, USF’s MBA students are required to choose at least two focus tracks. In addition to Building Sustainable Enterprises, USF offers MBA students focus tracks in entrepreneurship, international business, management, marketing, and finance. The administration is in the process of integrating sustainability into all of the MBA, management, and entrepreneurship curricula. Students choosing focus tracks in those disciplines will receive even further exposure to sustainability-related business issues.

In addition to the established curriculum and focus tracks, students can select a self-designed focus track. Sustainable real estate development was the subject of one recent graduate’s self-designed focus track, and included courses in green building through the School of Global Sustainability, urban planning through the School of Architecture, and real estate finance through the Finance Department.

Sample Courses
- Economics of Sustainability
- Building Sustainable Enterprise
- Sustainable Business Practices
- Marketing for Sustainability

Net Impact at USF is focused on providing students with invaluable real-world experience through their participation in local sustainability-related projects, designed to have a positive impact on the university and the surrounding business community. The projects vary in scope and subject. Some have involved initiatives internal to the university, while others are external consulting projects. For example, several teams of Net Impact students in the MBA and MSM programs are currently working on or have recently completed projects dealing with green purchasing policies for the university, a report concerning the business case to develop a climate mitigation plan in the Tampa Bay region, and implementing a recycling program at Tampa International Airport.

Each fall and spring, incoming MBA students are required to attend an orientation session. At each orientation, USF’s Net Impact leaders speak to the incoming students and introduce the chapter by discussing the importance of sustainability in the business world and presenting the opportunities the chapter offers for their involvement.

The Net Impact chapter is also engaged with local nonprofit and professional organizations focused on sustainability in order to provide students with networking and professional development opportunities. The Sustainable

The sustainability program provides an engaging, exciting, and career focused education.
Foundation and Slow Food Tampa are just a few examples of some of Net Impact’s partner organizations.

In addition, USF’s chapter is engaged with and supports other student organizations committed to sustainability. Believing fully that many can accomplish what a few cannot, the Net Impact chapter is focused on aligning the efforts of multiple student organizations to ensure the overall success of everyone’s sustainability initiatives. These efforts include cross-promotion of student events and participation in worthy causes initiated by other organizations.

**CAREER SERVICES & ALUMNI**

The USF Career Center and the College of Business’ Office of Employer Relations (OER) provide a variety of services to assist students with career planning. Primarily, the OER works with students to help them develop the skills necessary to conduct a self-directed job search. The OER helps students define career goals and teaches them how to effectively market themselves to target employers.

In addition, the OER works to foster close relationships with large and international corporations with a local presence such as FedEx, Jabil Circuit, Coca-Cola, Walt Disney World, PricewaterhouseCoopers, and Raymond James Financial. At least twice a year, the OER hosts a career expo where students can meet and network with representatives from these companies. While positions with a social and environmental focus are not currently a specific priority for the OER, a significant portion of the companies with continuing relationships with the OER are focused on sustainability and CSR.

**ADMINISTRATIVE SUPPORT**

The University of South Florida is actively pursuing ways to improve its performance in sustainability-related metrics. Sustainability has been incorporated into the core curriculum of several programs, including the masters program in entrepreneurship and management. USF’s College of Business has several programs focused on sustainability, and many faculty are involved with research or teaching on environmental issues. A strong theme within the College of Business is corporate sustainability and sustainable enterprise. In addition, USF recently launched the Global School of Sustainability, which will offer degree concentrations in global sustainability, food security, health, and the designed and natural environments.

The Office of Sustainability serves as the university’s hub for environmental initiatives by faculty, staff, and students. USF’s efforts in sustainability have been recognized through inclusion in The Princeton Review’s *Guide to 286 Green Colleges*, the first comprehensive guidebook solely focused on colleges and universities that have demonstrated a strong commitment to sustainability in terms of campus infrastructure, activities and initiatives. USF has also received a gold rating from the AASHE Sustainability Tracking Assessment & Rating System (STARS) program and a B+ on the College Sustainability Report Card, a marked improvement from previous ratings.

**REASONS TO ATTEND**

The range of sustainability-related programs available at the University of South Florida are ideal for those individuals interested in making a positive impact on the world. Team-based coursework, presentations, and leadership courses are required parts of the USF MBA curriculum. Distinct among most MBA programs, USF requires a two-semester capstone sequence, known as *Integrated Business Applications*, that is essentially a practicum for MBA candidates. This process requires USF students to demonstrate a thorough understanding of their entire curriculum by applying their knowledge on a real-world consulting effort with a local, national, or international partner company. Each student’s performance in this rigorous process is judged by a cross section of professors, administrators, and the partner company itself. Satisfactory completion of this process is not a given and is required for graduation. Therefore, USF MBA graduates are distinguished as business students with demonstrated, rather than conceptual, knowledge to tackle global business challenges.
The University of Southern California’s (USC) Marshall School of Business provides students with numerous opportunities to study social and environmental themes in business through electives, club-sponsored learning events, guest speaking engagements, opportunities to take classes across numerous disciplines, and programs offered by the Society and Business Lab (SBL). SBL is a Center of Excellence that provides USC students, faculty, and other individuals the tools to creatively apply business principles to solve world problems.

USC Marshall’s core curriculum is focused on ensuring a common breadth of knowledge across all business disciplines to facilitate understanding and communication. The curriculum addresses social and environmental themes in a variety of different ways. Some professors integrate these themes into all their classes by presenting case studies of social entrepreneurial ventures that have achieved double or triple bottom lines. Dedicated special topic courses are offered each semester based on student interest: in spring 2011, the course Sustainability and Competitive Advantage was offered in the Management and Organization track, fall 2011 includes an operations course on Sustainable Supply Chains, and each spring, SBL offers Social Entrepreneurship. There is significant student interest and involvement in working towards including more social and environmental themes into the curriculum, and the administration is responding to those demands.

Students can also take up to nine units outside of Marshall during their time in the program. Applicable programs on the USC campus include, but are not limited to, the USC School of Policy, Planning and Development, the USC School of Social Work, and the Annenberg School of Communications. These programs offer courses on topics such as community development and housing, corporate social responsibility, nonprofit and public sector accounting, economics and management, environmental impact and sustainability, and international development. The Viterbi School of Engineering offers classes on topics such as power generation and distribution and environmental sciences. USC is also home to the Wrigley Institute for Environmental Studies, which does significant research on environmental impact, and the USC Energy Institute, which focuses on energy policy. These programs expose business students to other disciplines and professionals across a wide range of fields.

Social and environment awareness begins at orientation, when the director of the USC Marshall Society and Business Lab (SBL) and the President of Challenge for Charity (C4C) present at a mandatory gathering of incoming first-year students on the importance of community involvement and corporate social responsibility. Marshall
Net Impact (MNI) furthers this theme at the first Marshall Club Fair soon thereafter.

MNI is one of the most active clubs on campus. MNI encompasses several areas of interest including, but not limited to, social enterprise, sustainability, and corporate social responsibility (CSR). It also offers Service Corps, a nonprofit consulting opportunity, and Board Fellows, which provides students the opportunity to sit on the Board of Directors for a nonprofit.

In partnership with the Keenan Career Resource Center, the chapter hosts Net Impact Night, an annual event that attracts executive from California’s top social enterprises as well as Fortune 500 companies such as Disney to recruit for CSR and other positions. MNI also hosts statewide conferences such as alterEnergy and individual speakers and panels featuring numerous high-profile corporate figures. For less formal exposure to social business and the opportunity to learn from peers, MNI sponsors the Social Enterprise Forum, where students from all disciplines who are currently involved or in the early stages of launching a social enterprise share experiences and ideas.

SBL hosts a monthly Lunch & Learn speaker series with influential local business and community leaders in a diverse number of socially responsible industries. SBL also provides students access to the Los Angeles Social Venture Partners’ yearly Fast Pitch competition—a coaching program that organizes competitions for innovative local nonprofits to pitch their business plans to local financiers.

The most visible campus club is C4C, an organization that is active across West Coast business schools to support local and national nonprofits by ensuring every student can participate in at least 10 hours of community service and additional fundraising activities.

USC Marshall also provides the opportunity to participate in an international volunteer experience as an extension to the mandatory Pacific Rim International Management Education program that is the culmination of the first year. Students can choose to work with either a healthcare initiative in Argentina or an organization that combats human trafficking in Cambodia with a Marshall professor, who helps facilitate the use of business skills cultivated over the past year to make a meaningful contribution to these organizations’ operations.

USC’s renowned Trojan alumni network is unparalleled among MBA programs. Alumni are extremely approachable and always willing to give guidance and advice to fellow Trojans to advance their careers.

The Keenan Career Resource Center (CRC) continues to devote resources to support students striving to find socially or environmentally related jobs. The CRC has built strong relationships with organizations that specialize in education, international development, nonprofit consulting, and socially conscious Fortune 500 companies. These include Education Pioneers, Southern California Edison, the Broad Fellowship, GE, the Clinton-Orfalea Foundation, Toyota, Disney, Mattel, Blue Garnet and others that are looking for talented business students to fill many positions with a social or environmental focus. It also provides resources to the Marshall Net Impact chapter (MNI), which recruits speakers and coordinates events focusing on social enterprise, corporate social responsibility, and renewable energy.

MNI organizes events and information sessions that provide valuable opportunities for members to network with professionals in sustainability, CSR, and nonprofit management. Some highlights this past year include a site visit to SolarWorld, Net Impact Night, Cleantech LA Career Night, alterEnergy, and CSR presentations from Mattel and Disney.

The USC Marshall Society and Business Lab (SBL) offers a Society and Business Fellowship to Marshall MBA students in each class who are serious about pursuing careers in the social sector, particularly to those interested in poverty, homelessness, education, the environment and healthcare. All incoming graduate students at Marshall are encouraged to apply for the Society and Business Fellowship. SBL also encourages Marshall students to intern at a nonprofit organization by offering a subsidy for such opportunities.
With the increasing number of students expressing strong interest in sustainability, social enterprise, and nonprofits, the USC Marshall administration has made sincere efforts to respond to this demand by developing specialized programs and courses.

USC Marshall and the Society and Business Lab provide tremendous support to students who are pursuing careers in non-traditional fields, such as sustainability, corporate social responsibility, and social enterprise. Dean James Ellis notes, “The administration in the old days would say, ‘That’s the idealism of the MBA student.’ Now, administrators say, ‘This is the reality.’”

“There is a strong push from the top starting with Dean Ellis,” a student adds. “The school takes an active role in making sure that when we graduate, we are prepared to apply our business education to environmental and social challenges facing business today. They want us to be both corporate and social leaders.”

The overarching strength of the Marshall School of Business MBA program is the passion of the students and the ongoing relationships students forge as members of Net Impact, the USC Marshall Society and Business Lab, and the USC Trojan network. This passion is exemplified in the consistently increasing membership in the MNI chapter. Each year, students have expressed even greater enthusiasm about social entrepreneurship and environmental responsibility within business than the year before. A highlight of this commitment last year was a student-led initiative to create the Social Enterprise Forum, in which students involved or interested in founding a social venture present and discuss its problems and successes. These forums proved popular among students from across disciplines and were successful at not only providing solutions for the student entrepreneurs, but also increasing awareness among their colleagues about the availability of socially responsible alternatives in business. 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 school’s administrative leaders, from professors to career counselors to deans, are receptive to students’ suggestions and give every initiative serious consideration.

Marshall’s alumni have achieved careers within alternative energy, nonprofit consulting, education management, and corporate social responsibility, ensuring that Marshall’s extensive network remains strongly aligned with Net Impact’s values. The university’s location in the center of downtown LA gives it the advantage of a hotbed of innovation for environmental solutions, and a strong community of social entrepreneurs striving to address very real issues in their backyards. At Marshall, the community values entrepreneurship, leadership, and creativity—the perfect fit for a student looking to make a difference.
The Opus College of Business at the University of St. Thomas (UST) has recently earned the distinction of being the first private school in the state of Minnesota to earn AACSB accreditation. The UST MBA 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 is given to ethics in the workplace and exceptional decision-making skills are woven throughout the curriculum. 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.

New to the program this year are courses in Social Entrepreneurship and Sustainability in Business, where students can further study the social and environmental aspects of their profession. The core curriculum includes a course in Ethical Leadership and Corporate Accountability as well as ongoing projects and case studies involving social and environmental business practices. 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.

The college is also affiliated with the Center for Ethical Business Cultures (CEBC) and the Veritas Institute. CEBC works to promote ethical business environments and responsible corporate citizenship, and the Veritas Institute works to foster ethically and socially responsible organizational conduct by promoting, applying, adapting and continually improving the Self-Assessment and Improvement Process. This ethical focus allows for open dialogue in the classroom and throughout the program regarding social and environmental issues. In addition, the university created the Koch Endowed Chair in Business Ethics to ensure that ethics education remains a priority.

In an article published in the Opus College of Business’ B. magazine, Dean Christopher Puto further defined the college’s commitment to the local and global community by explaining that “a good business is sensitive to and respectful of the communities and societies in which it operates and the physical environment that surrounds and embraces it.”
In the fall of 2010, a team of UST MBA students were selected to engage with a local nonprofit organization to assist them in national expansion by developing integral parts of their financial plan.

In January 2011, two Net Impact members volunteered their time and skills to Hope Medical Clinics, based in Kampala, Uganda. They compiled a situation analysis of the clinics and their environment, then made recommendations in four key areas: staffing, internal communications/transparency, external communications/marketing, and equipment & technology.

Students and faculty are further working to design a study abroad opportunity to continue these projects in the country during 2012.

In addition to these initiatives, Net Impact members are partnered with UST’s sustainability committee to help the university achieve its goal of reaching carbon neutrality by 2035.

St. Thomas students have continued to showcase their strong background in business ethics and corporate social responsibility through a number of case competitions. In September 2010, a team of UST MBA students took first place in the Intercollegiate Business Ethics Case Competition in Los Angeles, California, and in October 2010, another team of UST MBA students took first place in the Net Impact Pioneer Employer and Curriculum Change Case Competition in Ann Arbor, Michigan.

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The Career Services Department provides a high level of personalized service to students, alumni and employers. Students may partner with staff to initiate a career development plan, articulate career skills and interests, and find internship, job and networking opportunities. Working with the staff allows students to interview with confidence and negotiate job offers and compensation. The staff is very flexible and supports students in search of all careers, including those with a social or environmental focus.

Prominent Alumni
Ryan Skoog (2010) – President & Founder, Fly For Good
Kate Herzog (2009) – President & Founder, House of Talents
Michelle Coleman (2006) – Global VP of Human Resources, Components Division, TT Electronics
Gary Connett (2006) – Director, Demand-Side Management & Member Services, Great River Energy
Mary Brainerd (1979) – President & CEO, HealthPartners

The administrative staff fully supports Net Impact. In fact, the future priorities of St. Thomas’ program are very closely aligned with Net Impact’s values. One of the university’s strategic priorities is to cultivate an ethic 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. Staff and faculty have taken action in line with the chapter’s ideas regarding sustainability and CSR coursework.

The mission of the University of St. Thomas is to educate students to be morally responsible leaders who think critically, act wisely and work skillfully to advance the common good. This mission is supported by the Opus College of Business’ vision of excellence in educating highly principled global business leaders. Ethics is the cornerstone of the MBA program and can be found throughout the student experience. Students interested in social and environmental themes can expect encouragement and support in making a lasting impact at St. Thomas and in the broader community. Sound business knowledge coupled with a strong ethical framework provides St. Thomas graduates the necessary resources to be tomorrow’s future leaders.
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. A number of MBA electives are available for students interested in using business for social and environmental impact. Of the most popular are Professor John Doggett’s Sustainability Practicum, a case-based class, and Dr. Peter Frumkin’s Social Entrepreneurship. Other electives are taught about 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 Lyndon B. Johnson 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 are in nonprofit studies and sustainability. The McCombs 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. McCombs’ newest department, Business, Government, & Society, hosts an ethics speaker series that brings Net Impact-minded speakers to campus.

Program’s strengths:
1. Energy & Clean Technology
2. Environmental Sustainability
3. Social Entrepreneurship

45% are satisfied with the number of courses offered that include social or environmental issues
65% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

McCombs students have numerous opportunities for involvement in the MBA community, including a Net Impact chapter and a clean technology group focused on renewable energy. The highlight of McCombs’ Net Impact is the annual Sustainable Business Summit, which allows MBA students, graduate students from all UT programs,
and select professionals to discuss relevant sustainability issues. The summit is entirely student-organized, and 2012 will mark the fifth 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, speaker series, and the Board Fellows program, which places MBA students on boards of local nonprofit organizations. Additionally, members occasionally collaborate with the very active local Net Impact professional chapter.

Activity of Net Impact compared to other clubs: Above Average

- 85% are satisfied with the extracurricular offerings around social/environmental issues
- 80% agree that the student body is committed to social/environmental issues

### CAREER SERVICES & ALUMNI

The Career Services Department at McCombs caters to students’ individual needs. There is a career adviser dedicated to students interested in pursuing careers within sustainability, corporate social responsibility, international development, nonprofit management, or education. McCombs also subscribes to the MBA Nonprofit-Connection job newsletter and forwards opportunities to interested students. A career adviser 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. Opportunities abound 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 to San Francisco, Dallas, Houston, and New York City. The Houston trek includes visits to alternative energy companies. Lastly, McCombs Net Impact members currently secured funding for McCombs’ Social Enterprise Fund, making funds available to students accepting internships with nonprofit organizations. McCombs Net Impact will be working to raise $100,000 in the next year to make this a full, permanent endowed fund.

Prominent Alumni

- Jacob Steubing (2011) - Origination Associate, Horizon Wind Energy
- Robert Hallenbeck (2011) - Conference Chair, UT Energy Forum
- Alanna Gino (2011) - Associate Marketing Intern, Incenergy
- Shannon Emerson (2010) - Director of Strategy, Talent, & Operations, Teach for America

This school has funds available to support students who accept internships with nonprofits

### ADMINISTRATIVE SUPPORT

The administration is supportive of students, including those looking to pursue careers in sustainability, nonprofit management, and corporate social responsibility or related fields. 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.
ADMINISTRATIVE SUPPORT, continued

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 60% say they are satisfied in extracurricular activities, 75% say they are satisfied.

REASONS TO ATTEND

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 a 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 plan the Sustainable Business Summit.

Regarding preparation for ethical and socially responsible leaders... 30% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
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. A sustainability-focused elective, Sustainable Innovation and Entrepreneurship, was introduced in 2011 to the first-year curriculum with the purpose of introducing relevant themes at an earlier point in the two-year program and better preparing students for summer internships in sustainability. Inclusion of this elective in the first-year curriculum was the result of a petition by a current first-year student, indicating the speed with which Darden addresses its students’ feedback related to coursework.

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. 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. In addition to elective offerings, students 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—This project summarized Darden’s carbon footprint and waste, providing short-term and long-term recommendations for becoming a zero-waste, carbon neutral 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.

Darden is pushing the issues of sustainability far beyond the bounds of its Charlottesville, Virginia campus. First and second-year students can experience a condensed classroom experience in locations across the globe through one of the Darden Global Business Experiences.

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

60% are satisfied with the number of courses offered that include social or environmental issues

62% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
Several of these one- to two-week classes explore international sustainability challenges facing businesses like Sustainability, Innovation and Design in Scandinavia in Sweden and Building Sustainable Business in a High Growth Economy in Brazil.

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 hosts events that aid members in their education and career search and raise awareness of social and environmental issues among all students. Highlights include:

- People + Planet = Profits, Rewriting the Business Equation—An annual three-day forum, co-sponsored with the energy club, brought 400 attendees to listen to speakers and panelists address issues relating to renewable energy, social entrepreneurship, CSR, and international development. Experts included John Reid, Executive Vice-President of Sustainability at The Coca-Cola Company, and Tom Farell, CEO of Dominion Resources.
- Case Competitions & Conferences—Darden teams participated in numerous case competitions and conferences including the Net Impact Case Competition at the University of Colorado, the Renewable Energy Case Competition at the University of Michigan, Hult Global Case Competition, and the Social Enterprise Conference at Harvard.

- Sustainability Week at Darden—A three-day event dedicated to sustainability awareness for the entire school and faculty included a reusable mug challenge and a school-wide trivia challenge related to Darden’s sustainability initiatives.
- Visit to Polyface Farm—Students were given the opportunity to visit the farm made famous by Michael Pollan’s book, The Omnivore’s Dilemma, and the documentary film Food, Inc.
- Networking Receptions & Fireside Chats—These chats gave students an opportunity to become more informed about various issues in addition to providing a great forum for networking with notable alumni, faculty, and local businesspeople.
- Community Consultants of Darden (CCoD)—CCoD provides student consulting services to visionary small businesses and nonprofit organizations in Charlottesville.

68% are satisfied with the extracurricular offerings around social/environmental issues
72% agree that the student body is committed to social/environmental issues

Darden is building a robust support system for students committed to non-traditional careers. The career coach and peer programs match first-year students with second-years interested in the same field and promote networking opportunities. In fall 2010, the chapter hosted Résumania and Cover Letter Mania sessions to help students pursuing mission-driven careers and held a session on networking tools and techniques in preparation for the national Net Impact conference. An increasing number of organizations are recruiting at Darden for social and environmental positions. When Accenture decided to pilot a sustainability-focused summer associate position in 2011, Darden was one of three schools at which it recruited. The club also has established and maintains an internal job posting board for off-campus positions.

In addition to the coaching and mentorship available through the Career Development Center, Darden has two additional programs of particular interest to Net Impact members: the Batten Venture Internship Program (BVIP)

Prominent Alumni
- Kate Heiny (2007) – Sustainability Manager, Target
- Coleman Bigelow (2005) – Global Sustainability Marketing Director, Johnson & Johnson
- James Mackey (1998) – Executive Director, NextEra Energy Resources
- Carolyn Miles (1988) – COO, Save the Children
UNIVERSITY OF VIRGINIA, continued

and the Darden Nonprofit Internship Fund (DNIF). BVIP subsidizes summer compensation for students interning at startup organizations, including social entrepreneurs and renewable energy startups. DNIF provides stipends for those students pursuing summer internships with nonprofits.

Net Impact at Darden hosted a job trek in December 2010 to aid Darden students in finding summer internships and jobs in social and environmental fields. This trek exposed students to a variety of organizations and business leaders and provided great networking opportunities.

The trek spanned four days and included 14 visits to organizations, including the National Park Service, Whole Foods Market, Technoserve, Share our Strength/Community Wealth Ventures, Chemonics, Frontier Strategy Group, and Booz Allen Hamilton. The trek led to many job leads, interviews, and offers for students looking for a non-traditional MBA path in the Net Impact space.

Feedback on career center services:
- 58% found career coaching helpful
- 72% found access to relevant jobs/internships helpful
- 76% found resources to connect with alumni helpful
- 48% found support for self-directed searches helpful

84% have been able to find a job or internship that fits with their values

:: : ADMINISTRATIVE SUPPORT :: ::

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. Dean Bob Bruner takes sustainability very seriously and describes it in his blog as the theme of the decade. Erika Herz, Darden’s Manager of Sustainability Programs, leads the school’s efforts to accomplish its sustainability goals and communicates to students and faculty the best ways to incorporate socially responsible themes into the learning process. Erika hosts the Darden Greenpod, a podcast series featuring interviews with sustainability scholars and business leaders, and writes a blog titled “Sustainability at Darden: How We Live and How We Learn.”

Darden hosts the Alliance for Research on Corporate Sustainability (ARCS), a collaboration between business schools to provide networking opportunities and data for sustainability-focused scholars. Through the Faculty Seminar Series, students have the opportunity to learn about and discuss faculty research in the areas of energy and clean technology, international development, social entrepreneurship, and entrepreneurial financing. Darden ranked number eight among U.S. business schools, 11th globally, and fifth for faculty research in Beyond Grey Stripes. The Financial Times also ranked Darden number five globally in the area of corporate social responsibility.

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

in the curriculum, 66% say they are satisfied
in extracurricular activities, 62% say they are satisfied

:: : REASONS TO ATTEND :: ::

The 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. This is accomplished by breaking first-year classes into sections, learning teams which meet to study each night, and a grading structure that inspires engagement and rewards participation in class through daily interaction among students. Several programs encourage active collaboration, such as 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 fortunate families improve their 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 coursework. Topics related to social and environmental responsibility are incorporated into these courses through relevant case studies. In the sixth term of the first year and throughout the second year, students can choose from a variety of electives and independent study projects, including many focused social and environmental themes.

Regarding preparation for ethical and socially responsible leaders...

32% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
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, often incorporating lectures on sustainability and corporate social responsibility. The core curriculum includes an *Applied Strategy* class in the first year where many students are able to work on consulting projects for sustainability and renewable energy-focused companies, and an *Ethics* class in the second year where students get hands-on experience planning corporate citizenship initiatives for Microsoft. Additionally, the MBA program office at Foster is continually adding socially 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 MBA students to take courses in UW’s environmental management program and engage in a six-month long capstone project with local partners to tackle a real-world environmental management problem. Additionally, the UW hosts an annual competition where student teams design and develop clean technology solutions, and present these to a group of judges that includes technologists, entrepreneurs, and investors. 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 to qualify for LEED Silver certification. The Foster School of Business will be opening another LEED-qualified building in 2012.

Program’s strengths:

1. Corporate Responsibility
2. Social Entrepreneurship
3. Energy & Clean Technology

32% are satisfied with the number of courses offered that include social or environmental issues

53% are satisfied with the faculty emphasis on social/environmental issues in the curriculum

The activities led by Foster Net Impact cover a broad range of sustainability, CSR, and nonprofit-related topics and connect members with industry leaders in the Pacific Northwest. The chapter heard from over 20 speakers in the 2010–2011 academic year, including thought leaders in energy, CSR, economic development, and many...
more. Members had unique opportunities to participate in discussions with Sally Jewell (CEO of REI, Inc.), Joe Whinney (Founder of Theo Chocolate), Evans Wadongo (2010 CNN Top 10 Hero), and Dan Bross (Senior Director of Corporate Citizenship at Microsoft). Foster Net Impact also hosted an exciting half-day seminar called the “Foster Idea Lab” in April 2011, which brought together local business leaders, students, and sustainability experts to brainstorm solutions to their most challenging sustainability issues.

Foster Net Impact regularly collaborates with other clubs at the Foster School of Business, including the Global Business Association and the Entrepreneur Network, and has a strong relationship with the Seattle Professional Net Impact chapter. Members also benefit from the advice and counsel of the Foster Net Impact Advisory Board, which includes Dan Bross, Professor Elizabeth Stearns (who teaches an elective on cases in sustainability), Ben Packard (Vice President of Global Responsibility at Starbucks Coffee Company), Bryce Smith (CEO of OneEnergy Renewables), and Carol Lewis (CEO of Philanthropy Northwest).

The Foster School of Business offers a number of community impact activities, including a Board Fellows program that places students on boards of local nonprofits and volunteer opportunities at the local Boys & Girls Club, the Seattle Area Food Bank, and the Special Olympics of Washington.

Activity of Net Impact compared to other clubs:

- One of the Most Active
- 79% are satisfied with the extracurricular offerings around social/environmental issues
- 85% agree that the student body is committed to social/environmental issues

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.

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 business or nonprofit positions outside the Seattle area, such as to the Net Impact Conference and the Northwest MBA Career Consortium. 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.

Feedback on career center services:

- 79% found career coaching helpful
- 76% found access to relevant jobs/internships helpful
- 82% found resources to connect with alumni helpful
- 71% found support for self-directed searches helpful

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

ADMINISTRATIVE SUPPORT

The administration at Foster is extremely supportive of students interested in social, environmental, and nonprofit sectors. The staff is very accommodating to students who wish to supplement their traditional MBA studies with...
social responsibility-related courses offered outside of the business school. Students are encouraged to pursue graduate certificate programs, like the one offered by UW’s Program on the Environment. The administration frequently interacts with Net Impact’s leaders to better serve the club’s members, both inside and outside the classroom.

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

in the curriculum, 44% say they are satisfied
in extracurricular activities, 68% say they are satisfied

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 studies. Leadership is part of the fabric of the Foster MBA program, and there are many leadership opportunities related to sustainability and 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 a particularly exciting place to be.

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.

Regarding preparation for ethical and socially responsible leaders...

26% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
The Wisconsin School of Business (WSoB) MBA Program has a unique specialized MBA approach that allows students more intensive study into centers of interest (e.g., Corporate Finance, marketing research, or real estate). The core curriculum at WSoB focuses on traditional business topics with an option to add a sustainability certificate, where committed faculty offer a range of options for any student looking for an emphasis on addressing social and environmental problems in business.

The Business, Environment, and Social Responsibility (BESR) Program at WSoB was created by Tom Eggert, the University of Wisconsin (UW) Net Impact chapter’s faculty adviser. This program shares WSoB Net Impact’s mission and ideals. The BESR certificate is designed to provide knowledge and skills to strategically apply business principles to environmental and social challenges and to prepare students to systematically integrate sustainability issues into day-to-day management decision-making. In addition, the BESR Program and WSoB 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 technology industry to share thoughts on the future of clean technology.

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, Ethics, Integrity and Society, Operations Management, and Business 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 technology 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 UW 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.

**STUDENT ACTIVITIES**

Although the WSoB MBA program has a specialization model, club activities cross these lines.

WSoB Net Impact 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, 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 other organizations to involve a greater percentage of WSoB students in WSoB...
Net Impact activities.

WSoB Net Impact chapter also works to advance curriculum change at WSoB. The school offers the BESR Certificate, and all first-year MBAs take a core course in business ethics. WSoB Net Impact takes it a step further in 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.

CAREER SERVICES & ALUMNI

WSoB has a dedicated, full-time staff in the MBA Career Management Center (MBA CMC), 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 dedicated to recruitment and building relationships with companies. Small and large companies with environmental stewardship programs, such as Proctor & Gamble and SC Johnson, recruit students from the MBA program. The MBA Career Management Center focuses on providing individual student attention for placement of internships and jobs that fit their career goals, passions, and build relationships with companies with a social and/or environmental focus.

For students looking for jobs with a social and environmental focus, the MBA CMC supports students with a stipend for travel to the annual Net Impact Conference, as well as other career-focused conferences. 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, career outreach, and placement.

ADMINISTRATIVE SUPPORT

WSoB administration is committed to providing MBA students with specialized skills that will allow them to thrive with firms. This is at the heart of the specialization model and helps differentiate WSoB from other schools. 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 Resource Management, Operations & Technology Management, and Real Estate must be able to solve social and environmental problems in their field. WSoB's administration fully supports the efforts of students trained in these issues to fulfill their employers' needs. The Graduate Business Association, the umbrella group for all of WSoB's student organizations, provides the bulk of WSoB Net Impact's funding and encourages the chapter to hold events that promote its ideals. Finally, the MBA Career Management Center offers a travel stipend to attend the annual Net Impact Conference.

REASONS TO ATTEND

The general strength of the WSoB 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-Madison is a world-class research university, with 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 with the industry.
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 former 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 a course called Project Pyramid which is loosely based on Muhammad Yunus’ book, The Fortune at the Bottom of the Pyramid. The book studies the changing paradigm of nonprofits and the development of microfinance. Most electives also address current events and changes in how the subjects are viewed in terms 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.

Students are also active in bringing social and environmental concepts into the classroom discussion. “We are striving to make the curriculum as robust as our interest in these subjects,” one student adds. 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. Schorr is among the nation’s leading experts on social enterprise and entrepreneurship. 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.

More positive changes are on the horizon. A new course called Corporate Responsibility and Sustainability is being offered this year, and the Dean is considering expanding the curriculum into the green and renewable space.

Owen offers a Distinguished Speakers Series which brings in executives and professionals to talk about current 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, AT&T, Bridgestone, Citigroup, and Gaylord Hotels.
Owen Net Impact 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, 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. For the first time next year, the chapter president will also have a seat on the Owen Student Government Association board, which will provide additional support and promotion of the 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. Owen Net Impact views this as an opportunity. Owen also offers a community service club called 100% Owen, in which 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 Owen 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.

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 or marketing) are encouraged to connect with the professional in the Career Management Center who has expertise in placement within that discipline. Owen has a staff member dedicated to renewable energy and nonprofits to assist students in a successful, supported job search.

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.

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**Prominent Alumni**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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</thead>
<tbody>
<tr>
<td>Jeff Gowdy (2006)</td>
<td>Founder &amp; Consultant, J. Gowdy Consulting, LLC</td>
</tr>
<tr>
<td>David Calhoun (1992)</td>
<td>Principal Consultant, BlueSTAR Marketing Strategy LLC</td>
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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.
istrative support in the finance department and from academic advisers 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.”

**REASONS TO ATTEND**

It is an exciting time to be a student interested in this field at Owen. 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.

The Owen 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. Potential applicants that would like to make changes to a curriculum and influence the direction of the program should seriously consider attending Owen. At the end of the day, the students form the school and the administration is extremely supportive of students’ initiatives and endeavors.
The Wake Forest University Schools 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 and electives alike. The Schools of Business are 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 Schools of Business strive to uphold this mission and are consistently ranked in the Aspen Institute’s Beyond Grey Pinstripes ranking, which spotlights full-time MBA programs that integrate social and environmental stewardship into the curriculum.

While Wake Forest follows a primarily traditional core curriculum, most core classes do address social and environmental considerations and ethical corporate behavior. Electives provide a deeper dive into social enterprise, environmental sustainability and renewable energy. The Community Law and Business Clinic offers opportunities for law and MBA students to receive academic credit for providing pro bono consulting to small businesses and new ventures from the Triad area. Proactive students, with support of interested faculty, have brought speakers and events to the campus to supplement classroom social and environmental learning, and plan to expand these offerings in the coming year.

In 2006, the Wake Forest University Schools of Business received $1 million from alumnus Thomas Dingledine, which is being used to further the schools’ 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.” Students and administration alike uphold this vision and continue to work towards its realization.

The Wake Forest University’s Elevator Competition seeks to convene socially conscious entrepreneurs from around the globe 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 micro-lending to small business owners in Nicaragua. 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 the creation of a lending fund. Also, Project Nicaragua has expanded beyond the borders of Nicaragua by offering seminars to small business owners in Benin, Native American entrepreneurs in Santa Fe, New Mexico, and local Hispanic business owners.

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. This past March the school’s own Frederick H. deB. Harris, the John B. McKinnon Professor of Economics and Finance, delivered his “The Climate for Renewable Energy in 2011” speech. In April David Robertson, Director of Marketing at Hanesbrands, led a discussion about leveraging corporate social responsibility not only to influence change but to drive sales.

Activity of Net Impact compared to other clubs:

- 62% are satisfied with the extracurricular offerings around social/environmental issues
- 58% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

This school has funds available to support students who accept internships with nonprofits

The Executive Partners Program provides students with the opportunity to be paired with a professional who works in their field of interest, including corporate social responsibility, nonprofit, and social enterprise. This allows students to learn one-on-one, and develop a relationship with, a successful professional within their desired industry. Students are able to explore and clarify their career goals including professional development interests, field of work, and company preferences. Through the mentorship program, students are able to shadow these professionals at their place of work, conduct informational interviews with various individuals at the company, and build personal relationships with their mentors.

The Career Management Center also provides funding for students to attend the annual Net Impact Conference.

Feedback on career center services:

- 77% found career coaching helpful
- 69% found access to relevant jobs/internships helpful
- 68% found resources to connect with alumni helpful
- 77% found support for self-directed searches helpful

88% have been able to find a job or internship that fits with their values
ADMINISTRATIVE SUPPORT

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 postgraduate 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...

in the curriculum, 31% say they are satisfied
in extracurricular activities, 35% say they are satisfied

REASONS TO ATTEND

Wake Forest University Schools of Business’ dedication to upholding the university motto, Pro Humanitate, is evident through the infusion of values such as corporate citizenship and global stewardship throughout the curriculum. Since it is a relatively small program, the course offerings may be slightly more limited than larger schools. However, the small class size and 10:1 student-to-professor ratio enables students to guide the curriculum through class discussions, and more importantly, to organize events and lead changes that address specific areas of interest. Individuals are given ample opportunity to influence the program’s focus and guide its future direction. Students have a strong voice at Wake Forest and are encouraged to pursue their passions both inside and outside of the classroom.

Regarding preparation for ethical and socially responsible leaders...

19% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Olin Business School is has taken great strides to incorporate both social and environmental themes into the curriculum in recent years. And while compelling and integral electives are available to take at Olin and at other graduate programs around campus, the MBA core curriculum is still developing social and environmental depth of study. The faculty and administration are exceptionally open to suggestion and actively seek the evolution of this curriculum to include such material. For example, social enterprise cases are being considered for credit towards the core strategy course, new concentrations are being rolled out (including a dual-degree program in Business Administration and Energy, Environmental, and Corporate Responsibility), and students have participated in the inception of these initiatives.

Students have been active participants and leaders in social and environmental causes throughout the year. A recently held event that highlights this engagement is the Olin Sustainability Case Competition, a student-led case competition focused on an environmental sustainability issue on campus. The competition featured 32 teams (120 participants) competing for approximately $7,000 in prizes, attracted 120 people to the final event, and was able to engage corporate and campus-wide support.

Olin’s faculty is very supportive in integrating social and environmental issues into classes, as shown through the use of case studies, class discussions, and official courses focused on these issues. In addition, students had the opportunity to work with the Taylor Community Consulting Project, 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 closely with the nonprofits to develop sound business strategies to address critical needs. Olin also supports a venture called the Olin Board Fellows, which, in collaboration with United Way of St. Louis, places MBA students on local nonprofit boards. Students serve for one year, receive academic credit and complete a project for the board. Sixteen students were selected for this year’s Olin Board Fellows program.

Faculty who research and teach in this area include Dan Elfenbein, Stuart Yoak, and Judi McLean Parks, among others. Given the steps taken to increase the availability and selection of elective courses thus far, it seems likely

Program’s strengths:
1. Healthcare
2. Social Entrepreneurship
3. Energy & Clean Technology

12% are satisfied with the number of courses offered that include social or environmental issues

16% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
that additional business leaders in social and environmental topics will be incorporated into the faculty in the near future.

Additionally, Olin’s Skandalaris Center for Entrepreneurial Studies hosted the YouthBridge Social Enterprise and Innovation Cup, an annual competition for community-based social ventures. This year $155,000 was awarded to teams representing five local nonprofit organizations.

Olin’s graduate program affords access to a selection of social and environmental clubs while also encouraging cross-disciplinary collaboration; in turn, these initiatives realize a wide range of impact. Each of the eight graduate programs hosts one or more active social and environmental club(s), and each of these is represented at an aggregate social and environmental club leadership meeting, which facilitates multidisciplinary involvement (WUGREEN). Each of these clubs also provides news and information to a central location for publishing in a weekly e-newsletter. Olin is a synergistic environment and the mix of clubs is poised for positive impact.

The Olin chapter of Net Impact made great progress this year bringing a strong contingent—doubling the previous year’s Olin attendance—to the Net Impact Conference in October, hosting a series of sustainability speakers, and hosting the Olin Sustainability Case Competition. Net Impact is a highly visible club on campus and the St. Louis business community in the issues faced by the university as it moves towards sustainability. This competition had a great turnout and made sustainability a forefront issue in the community. This event was co-sponsored by the Olin MBA Programs office, Net Impact, and the Olin Strategy and Consulting Association.

The 2010–2011 academic year saw the creation of the undergraduate Net Impact chapter. This chapter, with its motivated and capable leadership, has hosted several events and widened the exposure of Net Impact to reach every student on campus. The graduate chapter mentors this burgeoning initiative and maintains close contact with the undergraduate leadership.

Net Impact events throughout the year engage and connect students as a community. This year, the Impact Internship Panel allowed second-year students to share their experiences with first-years, and the Careers with Impact symposium brought together professionals from nonprofit, sustainability, and CSR industries with students in an intimate setting.

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

- **Above Average**
- 56% are satisfied with the extracurricular offerings around social/environmental issues
- 64% agree that the student body is committed to social/environmental issues

**CAREER SERVICES & ALUMNI**

Though the Weston Career Center (WCC) has not had social and environmental jobs as a focus in the past, the WCC is making good progress in helping students source and land internship and full-time opportunities in the fields that concern social and environmental issues.

The career center financially supported student attendance at the Net Impact Conference in Ann Arbor and other Net Impact career-related events during the course of the year. The WCC has also compiled a database of social and environmental contacts, alumni, and potential event sponsors that will help guide students toward

Prominent Alumni

- **Bijal Desai-Ramirez (2008)** – Senior Director, Herbert Hoover Boys & Girls Club
- **Tom Stehl (2007)** – Coordinator of Operations, Meds & Food for Kids
- **Katie Jacobsmeier-Dugan (2006)** – Lead Alternative Fuel Vehicle Program Manager, AT&T
- **Ellen Beckmann (2000)** – Director, McKesson
- **JD Bergeron (1996)** – Senior Director of Social Performance, Kiva

**This school has funds available to support students who accept internships with nonprofits**
internships and jobs that fit their desired career paths. Additionally, the WCC is open and receptive to ideas generated from Net Impact members. The chapter believes it has their full support and backing.

Feedback on career center services:

- 36% found career coaching helpful
- 36% found access to relevant jobs/internships helpful
- 52% found resources to connect with alumni helpful
- 52% found support for self-directed searches helpful
- 84% have been able to find a job or internship that fits with their values

ADMINISTRATIVE SUPPORT

The administration at Olin Business School strongly supports Net Impact as a club, as well as the advancement of social and environmental interests. Washington University readily grants monetary support, and continually provides resources towards developing events, retaining speakers, and engaging the local business community in sponsorship of Net Impact related events. The administration also helps the club garner attention and support for campus-wide 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 to take an active role in the competition.

The Olin Net Impact Chapter and the university administration are also currently collaborating to leverage the vast network and knowledge resources of the eight graduate programs to create an internationally-focused service corps that would provide consulting and support service to nonprofits abroad.

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

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

REASONS TO ATTEND

Olin’s true strength lies in the unique opportunities 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 Net Impact chapter to grow in both size and influence on campus.

Though not the focus of the program, social and environmental themes are developing rapidly in curriculum, events, and activities such that a prospective student with this in mind will feel right at home. The current student body shares these goals as well: this is most apparent in involvement in Net Impact and the case competition, as well as in the rising numbers of students pursuing jobs and internships in nonprofit, CSR, alternative energy, sustainability, and international development roles.

Many opportunities are already available in the form of impactful classes, case studies, and growing numbers of social and environmental-focused extracurricular activities including speakers, case competitions, and career related events. What is most exciting about these positive steps is that they are 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 effectively develop business skill sets that are socially and environmentally-minded.

Regarding preparation for ethical and socially responsible leaders...

- 16% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
Wilfrid Laurier University’s School of Business and Economics (SBE) has made a tremendous commitment to incorporate sustainability and CSR-related issues in the MBA core curriculum and numerous elective courses.

Laurier’s full-time MBA program consists of eight core business courses in the first term and five elective courses in the second and third terms. The core curriculum has recently made significant changes to include more sustainability content to each course’s mandate. Laurier’s Net Impact graduate chapter has collaborated with SBE faculty and local organizations to incorporate social and environmental themes in the classroom and integrated sessions with the MBA students. Some key examples include guest speakers on socially responsible investing and microfinance, integrative case studies on closed-loop supply chains, and structured classroom discussions on environmental issues.

Laurier also offers an elective course, *Competitive Strategy for a Sustainable World*, to both full-time and part-time MBA students, exemplifying a dedication to demonstrating how business is undeniably linked to social and environmental issues. Led by Professor Dr. Barry Colbert, Director of the CMA Center for Business and Sustainability, this course challenges students to consider how triple-loop learning should be considered in an everyday business context. In addition, Laurier also offers an *Ethics and Conduct in Business* elective that encourages students to realize the impact of business decisions on individuals and communities.

With an incredible network of faculty, alumni, and local nonprofit organizations in the Waterloo area, Laurier students are fortunate to have access to extremely knowledgeable, competent, and well-connected individuals who have a passion for CSR and sustainability. Net Impact has recently collaborated with four well-respected professors in the SBE to introduce a new sustainability-focused integrated session for the incoming 2011 MBA students.

Although Laurier has made great strides in acknowledging and incorporating sustainability issues into the core curriculum, Net Impact is hoping to introduce a sustainability concentration to the MBA program by April 2012 and introduce more case studies and/or guest speakers in elective courses that are concentrated on sustainability, CSR, and nonprofit management. Laurier’s supportive faculty, motivated students, and cooperative business partners will undoubtedly play an instrumental role in accomplishing these goals.

**CURRICULUM**

Laurier’s full-time and part-time MBA programs are devoted to continuous learning, innovation and diversity. The student body is not only diverse in terms of cultural background and work experience, but also in interests and perspectives on the role of sustainability in business. Over the past 12 months, Laurier Net Impact has held numerous events and fundraisers to raise awareness about the organization’s mandate and the programs it supports. Laurier Net Impact has organized MBA networking events, multiple guest speaker presentations, and fundraisers for organizations such as the Red Cross (Japan Relief Fund) and Habitat for Humanity.

Laurier Net Impact has recently partnered with Corporate Knights in an exciting collaboration to research and influence how the endowment fund of Wilfrid Laurier University is invested and managed. This project will see tremendous improvement in the latter part of 2011 and early 2012, as a new batch of MBAs transition into the Laurier Net Impact chapter. The director of community involvement is currently working on a project to make...
nonprofit opportunities more easily accessible to MBA students looking to volunteer or find careers in the nonprofit sector. An arm of this project includes networking with local nonprofit organizations to identify one significant cause in the community that a group of incoming students can use as their nonprofit project over the 2011–2012 school year. The idea behind this project is to magnify the impact made by MBA students by collaborating on one cause identified by the community and organized through Net Impact.

Projects in the pipeline for community involvement include bringing Net Impact’s Board Fellows program to Wilfrid Laurier in 2012 and Net Impact’s Service Corps program by 2015. Both of these projects would provide excellent experiences for students interested in using business to increase their social impact in the local community.

CAREER SERVICES & ALUMNI

The Laurier MBA program has its own Career Services Department with two full-time staff dedicated to assisting MBA students with all aspects of career development, who are available to meet with students individually to review résumés and assist with the job search process. Navigator, an online job posting system, lists all positions available and all employer visits taking place on campus. There are numerous employers who conduct on-campus recruiting and information sessions throughout the year.

Although there is not a specific focus for social and environmental organizations, the Waterloo region is home to a variety of organizations that actively practice CSR. In addition, students are encouraged by Career Services to request that specific companies be invited to participate in developing a relationship with Laurier MBA Career Services, and attempts to liaise with those organizations are made.

Laurier’s MBA Career Services Department also has a resource library open and available to all MBA students, which includes a wide variety of resources students use to assist with career planning and job search.

Prominent Alumni
Michael Rea (1998) – Founding Partner, SustainabilityServices.co.za

ADMINISTRATIVE SUPPORT

Wilfrid Laurier’s MBA office and faculty are supportive of Laurier Net Impact. Some key faculty members and administrators sit on the Laurier Net Impact Advisory Board, providing guidance and assistance on an ongoing basis. Well aware of the importance and significance of sustainability, the administration works together with Net Impact to promote and support those values and initiatives.

Laurier also has a Sustainability Office active in making change and promoting awareness of sustainability issues. Laurier Net Impact has a working relationship with this organization, in which the chapter shares information and assists with campus-wide initiatives where possible. Net Impact is looking at strengthening this relationship with the Sustainability Office and other sustainability initiatives or groups already on campus, to continue to bring awareness and provide connections and inspiration to all students.

REASONS TO ATTEND

Laurier Net Impact is a relatively new chapter, but the group has accomplished a considerable amount in a relatively short period of time since its inception in 2010. MBA students who have gotten involved have developed a strong organization utilizing a “best practices” approach to procedures and events. Although the executive group has been fairly small, it has been a well-run organization that has brought a variety of educational and inspirational events and information to the MBA class.

The connection to and direction by some key faculty members and community and business leaders makes Laurier’s Net Impact chapter very appealing from the perspective of getting involved in the community and networking with socially- and environmentally-minded individuals. Laurier Net Impact is an excellent avenue from which to expand one’s network and learn about the exciting work that is being done in the region of Waterloo. In addition, Laurier’s Waterloo campus has a small, friendly atmosphere in which students can feel free to develop new ideas and approaches to sustainability issues and gain support from those around them.

Laurier Net Impact has come a long way in a very short period of time, and it is excited and optimistic about the new activities, partnerships, and curriculum additions that will only serve to strengthen the program in the future.
Yale University
School of Management

::: AT A GLANCE :::::::::

Location: New Haven, CT
Number of students: 462
49% of SOM students are Net Impact members
50% of those members are active

GOLD NET IMPACT CHAPTER
Number of survey respondents: 72

I’m surrounded and supported by classmates who embrace the fact that I don’t want to go into a traditional business career.

This chapter in three words: Engaged, Active, Community

::: CURRICULUM ::::

The Yale School of Management (SOM) integrates social and environmental sustainability into every aspect of the curriculum. In 2006, Yale SOM launched its innovative integrated curriculum, which provides an interdisciplinary approach to business education. Core courses required for all first-year students incorporate social and environmental themes through case studies, assigned readings, and guest lectures. For example, a course on competitive strategy in the fall of 2010 included a class session on the topic of corporate social responsibility, in which students analyzed GE’s Ecomagination campaign as an example of corporate “greening.” In a course on human resource management, a session was devoted to an examination of a private school that serves middle and low-income students in Botswana. In addition to specific sessions on social or environmental topics, lectures and discussions in nearly every core course are framed with a multi-sector perspective in mind.

Yale SOM offers at least 45 elective courses throughout the year in corporate social responsibility, education, the environment, nonprofit management and finance, economic development, public policy, philanthropy, health care, and social enterprise. The Global Social Enterprise elective, offered two times a year, provides an opportunity for students to work in teams as consultants to social enterprises in a developing country, and includes a one-week visit to the country to meet with the client organization.

There is significant faculty support for incorporating social and environmental topics into the curriculum. During the 2010–2011 year, a team of Yale SOM Net Impact leaders participated in a school-wide curriculum audit and made several important recommendations to the administration for further expanding the school’s social sector course offerings. In addition to core courses, Yale SOM students are permitted to take electives at any other Yale graduate school or at the undergraduate university. Yale SOM offers joint degree programs with the School of Forestry and Environmental Studies, the Law School, the School of Public Health, and several other graduate programs.

Yale SOM is also affiliated with several research centers that focus on the nexus of business and social and environmental sustainability, including the Program on So-

Sample Courses
- Endowment Management
- Public Sector Economics
- Microfinance and Economic Development
- Strategic Management of Nonprofit Organizations

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

71% are satisfied with the number of courses offered that include social or environmental issues

69% are satisfied with the faculty emphasis on social/environmental issues in the curriculum
cial Enterprise and Program on Nonprofit Organizations (PONPO), which support courses, research, lectures, conferences, and publications on nonprofit, public, and private sector social enterprise; and the Center for Business and the Environment, jointly hosted by Yale SOM and the School of Forestry and Environmental Studies. The Center offers, among other programs, its Sustainability Leaders Series, a regular speaker series featuring prominent leaders in the field. Yale SOM is also affiliated with the Millstein Center for Corporate Governance and Performance, which sponsors research and discussion to promote the idea that corporations can and should better serve society.


\[ \text{Student Activities} \]

The Net Impact chapter is the largest and most active club at Yale SOM. Fifty percent of Yale SOM students are Net Impact members, and about half of those are active members who regularly participate in chapter activities. Yale SOM Net Impact offers career development support, skill building workshops, networking opportunities, forums for learning such as lectures and conferences, and perhaps most importantly, a strong community of like-minded students who share a passion for using business for social and environmental impact. Yale SOM Net Impact organized or co-sponsored more than 40 events during 2010–2011, including a conference on philanthropy and social investing, a social sector case competition sponsored by Deloitte, a networking night with social sector employers, skill-building and career development sessions, lectures by prominent social sector leaders, and social events. Despite the school's relatively small size, Yale SOM had the largest delegation at the Net Impact Conference in October 2010 in Ann Arbor, Michigan, with 50 club members in attendance.

In addition to Net Impact, there are many other clubs at Yale SOM for socially and environmentally-minded students. These include the Business and the Environment Club, the Education Club, and the Economic Development Club, among others. Yale SOM Net Impact often co-sponsors events with these and other clubs.

Several Yale SOM clubs provide opportunities for students to practice their business training outside of the classroom. The Yale SOM Outreach and the Nonprofit Board Fellows clubs offer consulting services and board leadership to local nonprofits in the New Haven area. The Global Social Enterprise Club works closely with Yale SOM's Program on Social Enterprise to organize a student-led elective course in which teams of students work as consultants to social enterprises in a developing country.

A proud Yale SOM tradition is the Internship Fund. Established as the first of its kind in 1979, the Internship Fund is a first-year led club that raises money to fund MBA summer internships in the social sector. Beneficiaries of the Internship Fund work for the summer in nonprofits, public sector institutions, or social enterprises who cannot afford to pay them a living wage. They receive a weekly stipend for 10 weeks that approximates what many of their fellow students in the private sector earn. This past year, the Internship Fund raised nearly $300,000 to fund dozens of social sector internships over the summer of 2011. One important source of support is the student-run snack bar called Food For Thought whose profits are dedicated to the Internship Fund.

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

- **One of the Most Active**
- **99%** are satisfied with the **extracurricular offerings** around social/environmental issues
- **89%** agree that the **student body** is committed to social/environmental issues

**Career Services & Alumni**

Yale SOM's Career Development Office (CDO) works closely with the Yale SOM Net Impact chapter to provide career guidance and support to students who are pursuing careers with a social or environmental focus. The CDO employs a full-time social sector Relationship Manager, responsible for supporting students and building relation-
ships with employers. In addition to one-on-one support from the CDO Relationship Manager, the CDO also trains two second-year Yale SOM Net Impact members as “Career Coaches,” so that they can also be a resource for career advice and support for their first-year peers. The Career Coaches are each assigned a certain number of students to mentor throughout the year as first-year students engage in their summer internship searches.

The CDO also maintains an online job database where internships and full-time positions are posted throughout the year. A significant number of these are positions in the social and environmental sector. In addition, the CDO invites employers to come to campus to meet with and interview students for internships and jobs. In January, the CDO and Yale SOM Net Impact host a Social Sector Networking Night, which invites employers and interested students to come together to network and discuss potential career opportunities. Yale SOM Net Impact organizes at least one job trek during the year, for which the CDO provides employer contacts and helps arrange company visits.

### Prominent Alumni

- Steven O. Denne (1986) – COO, Heifer International

### Feedback on career center services:

- 54% found **career coaching** helpful
- 68% found access to **relevant jobs/internships** helpful
- 63% found resources to connect with **alumni** helpful
- 60% found support for **self-directed searches** helpful

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

### ADMINISTRATIVE SUPPORT

The Yale SOM administration fully supports curriculum, activities, and careers using business for social and environmental impact. As a school whose mission is to “educate leaders for business and society,” special emphasis is placed on the ability to think and manage across sectors. This multi-sector perspective is evident in every aspect of the school’s administration, from admissions decisions, curriculum development, and support for student activities.

One important example of this is the new integrated curriculum, which teaches first-year students core business skills using a more holistic and interdisciplinary approach than traditional MBA curricula. The administration is very receptive to feedback about the curriculum and is continually striving to enhance it. In 2010–2011, Yale SOM’s student government and numerous student groups (including Net Impact) engaged in a school-wide audit that identified areas where the curriculum could be strengthened. The final recommendations included numerous suggestions for enhancing social and environmental content and courses in the Yale SOM curriculum.

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

- in the curriculum, **79%** say they are satisfied
- in extracurricular activities, **88%** say they are satisfied

### REASONS TO ATTEND

Any prospective MBA student who is passionate about using business for social and environmental impact should make Yale SOM his or her top choice for business school. Yale SOM’s students, faculty, administration, and alumni care deeply about the interplay between business and the greater world, and the emphasis is on training leaders who can manage across multiple sectors to have a major impact on society.

There are many reasons why students pursuing careers in social and environmental sustainability will feel at

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Published by Net Impact • Content submitted by current students in spring 2011
home at Yale SOM. The school’s Net Impact chapter is the most active student group on campus, offering dozens of activities throughout the year to assist students in their professional development. Yale SOM’s alumni community includes prominent leaders in economic development, education, philanthropy, nonprofit management, corporate social responsibility, social enterprise, the arts, and environmental sustainability, among many others. The administration and the Career Development Office are unfailingly supportive of students pursuing careers in these sectors.

In addition, the new integrated curriculum offers students a holistic approach to their business education, and prepares them for the complexity of the real world problems they will face as future leaders. The freedom to choose among the more than 45 elective courses with a social or environmental focus, as well as at other Yale graduate schools or at Yale University, allows students to tailor their education to their specific interests and needs.

Regarding preparation for ethical and socially responsible leaders...

67% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership.
The Schulich School of Business is the world’s top-rated MBA school for a focus on sustainability, business, and the environment, according to the most recent global ranking conducted by the Aspen Institute. Students can choose from a wide range of specializations, including business and sustainability and nonprofit management. In addition, the school has five endowed chairs dedicated to sustainability issues, including the Hewlett-Packard Chair in Social Corporate Responsibility, the George R. Gardiner Professorship in Business Ethics, the Erivan K. Haub Chair in Business and Sustainability, the Jarislowsky Dimma Mooney Chair in Corporate Governance, and the Royal Bank Professorship in Nonprofit Management and Leadership.

Schulich offers several sustainability-focused courses through its business and sustainability specialization. Additionally, Schulich has many course offerings on the subjects of business ethics, nonprofit management, and leadership. 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. A number of other elective courses in areas such as accounting, marketing, and strategy also incorporate social and environmental issues. However, there is always opportunity for greater integration. All Schulich students are exposed to various key concepts in sustainability through a required class that is taken in the first semester of the program. Other core courses touch on social and environmental themes as well as issues pertaining to business ethics and corporate governance. Through a term project, students are encouraged to adopt a triple bottom line approach in the context of a real world international business case.

Schulich students are also able to take courses at Osgoode Law School and the Faculty of Environmental Studies (both at York University) that are related to sustainability. Additionally, the Schulich School has recently opened the Centre for Excellence in Responsible Business, which aims to bring together all the sustainability-related initiatives at the business school. While still in its early growth stages, this initiative will serve as a focal con-
Schulich

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Schulich

“Schulich programs offer the cutting-edge content, skills and relevance highly valued by today’s successful organizations. This includes the ability to incorporate social, ethical, environmental and economic considerations into all decision-making.”

Dirk Matten
Professor of Strategic Management/Policy
Hewlett-Packard Chair
in Corporate Social Responsibility
Schulich School of Business

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Maximize career options by choosing from 18 different specializations. Gain hands-on experience and a competitive edge with the MBA’s six-month strategic consulting project working with real clients, problems and solutions.

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Leverage international interests and second language skills by specializing in global trading regions. Gain overseas exposure during work and study terms abroad. This program is ideal for both Canadian and international students.

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Schulich Leads in Rankings Schulich is ranked in the world’s top tier of business schools by The Economist (#10 in the world); Forbes (6th best non-US school); Bloomberg Businessweek (9th best non-US school); The Aspen Institute, a US think tank (#1 in the world in Social and Environmental Leadership); and Expansión (#18 in the world) in their most recent global MBA surveys. The Schulich MBA is also ranked #1 in Canada by The Economist, Forbes, The Aspen Institute and Expansión. The Kellogg global network of EMBA partner schools, which includes the Kellogg-Schulich EMBA, is ranked #5 in the world by The Wall Street Journal, and the Kellogg-Schulich EMBA is ranked #1 in Canada by the Financial Times of London.
tact point both inside and outside of the Schulich community.

The Centre for Excellence in Responsible Business, established in 2010, supplements the existing curriculum by engaging students and faculty on various topics related to sustainability and corporate social responsibility. Schulich also houses the Canadian Business Ethics Research Network, Transparency International Canada Inc., the Sustainable Enterprise Academy, and the Institute for Research and Innovation in Sustainability.

Schulich is a diverse and vibrant community. The Schulich chapter of Net Impact is one of the most active and visible clubs at the school. All of the chapter’s events are focused on furthering the discussion of sustainability with the student body and administration, and connecting its members with professionals and alumni. The chapter also collaborates with other clubs and organizations at York University to further sustainability-related activities at the university.

Schulich caters to and attracts students who are interested in pursuing a wide variety of business specializations. As such, students have a wide variety of interests and experiences. Consequently, there exists great opportunity for collaboration and partnership with other student clubs. There are a few other clubs at Schulich whose mandates are strongly aligned with Net Impact. These include the Natural Resources Opportunity Club (NROC), the Nonprofit Management Club, and Corporate Social Responsibility Society (CSRS) at the undergraduate level.

Net Impact held a variety of events this year, one of which was a networking event with representatives from over 20 companies. Members have the opportunity to connect with professionals from a wide range of industries, including clean technology, consulting, environmental nonprofit organizations, the financial sector, and more. The chapter also held an alumni mixer, which served to strengthen the chapter’s connection with Schulich Net Impact alumni who are now working in sustainability roles in the Toronto area. One of the chapter’s key roles is to assist its members in their search for summer internships and full time employment after graduation, and this event supported that mission. Net Impact also held a CSR conference with 20+ speakers and panelists. This year’s theme was “Business in Balance.” Over 100 students and professionals attended the day-long conference.

In 2011, Schulich Net Impact is collaborating with the Natural Resources Opportunities Club and the Case Analysis Club to organize an international business case competition, focused on sustainability issues in the mining industry.

The Career Development Centre at Schulich provides all students with resources and support. The Career Development Centre has counselors who specialize in a variety of areas such as consulting, marketing, financial services, and more. In addition, there is a career counselor specifically focused on sustainability and nonprofit management. However, unlike other specializations, sustainability encompasses many industries. As a result, students are best served by working with both the sustainability counselor and an industry-specific one as well.

There are generally very few sustainability-related job postings made available through the Career Develop-
ment Centre. However, the faculty also supports students interested in social or environmental positions, and the administration circulates available positions through Net Impact.

To aid its members in their job search, Net Impact will be facilitating a job shadowing program in 2011–2012.

Feedback on career center services:
- 35% found access to relevant jobs/internships helpful
- 25% found resources to connect with alumni helpful
- 30% found support for self-directed searches helpful
- 55% have been able to find a job or internship that fits with their values

**ADMINISTRATIVE SUPPORT**

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.

Regarding the administration’s commitment to including social and environmental themes...
- in the curriculum, 30% say they are satisfied
- in extracurricular activities, 45% say they are satisfied

**REASONS TO ATTEND**

One of the greatest strengths of the Schulich School of Business is its ability to provide a different perspective to traditional business education. At Schulich, students can choose from a standard business school concentration, but can easily supplement their education with less traditional concentrations such as arts and media management, health industry management, nonprofit management, and business and sustainability. The availability of this variety translates to a faculty that is both academically and professionally diverse, offering students a great opportunity to enrich their graduate school experience by tackling complex problems from various different angles.

Any potential applicant interested in social or environmental 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. 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.

Regarding preparation for ethical and socially responsible leaders...
- 30% strongly agree that students interested in social/environmental issues are adequately prepared for responsible leadership
PART II: ABOUT THE GUIDE
GOLD AND SILVER NET IMPACT CHAPTERS

Gold and Silver chapters—the most outstanding Net Impact chapters—strive to continually offer meaningful experiences for their members. Chapters achieve Gold or Silver standing by meeting a rigorous set of requirements based on their activities, programming, and membership reach. This year's Gold and Silver chapters continued to raise the bar, holding a total of nearly 1,300 events and managing 130 programs that allow members to make an impact in their communities. Gold and Silver chapters also strengthened the overall network by collaborating regionally on events, mentoring other chapters, and sharing success stories with their peers.

Gold and silver chapters are noted throughout the guide in the “At a Glance” box of the school profiles.

### Gold Chapters

- Bainbridge Graduate Institute
- Duke University — The Fuqua School of Business
- ESADE Business School
- George Washington University — School of Business
- Georgetown University — McDonough School of Business
- HEC — School of Management
- Leeds University Business School
- Northwestern University — Kellogg School of Management
- Ohio State University — Fisher College of Business
- Pepperdine University — Graziadio School of Business and Management
- Presidio Graduate School
- Rotterdam School of Management, Erasmus University
- Simmons School of Management
- University of Alberta — Alberta School of Business
- University of California, Berkeley — Haas School of Business
- University of Colorado, Boulder — Leeds School of Business
- University of Denver — Daniels College of Business
- University of Maryland — Robert H. Smith School of Business
- University of Massachusetts Amherst — Isenberg School of Management
- University of Massachusetts Dartmouth — Charlton College of Business
- University of Michigan — Stephen M. Ross School of Business
- University of Oregon — Lundquist School of Business
- University of Texas at Austin, McCombs School of Business
- Yale University — Yale School of Management

### Silver Chapters

- Antioch University New England
- Babson College — F.W. Olin Graduate School of Business
- Boston University — Graduate School of Management
- Carnegie Mellon University — Tepper School of Business
- Case Western Reserve University — Weatherhead School of Management
- Columbia University — Columbia Business School
- Cornell University — The Johnson School
- Depaul University — Kellstadt School of Business
- Drexel University — LeBow College of Business
- Emory University — Goizueta Business School
- Illinois Institute of Technology — Stuart School of Business
- Indian School of Business
- Indiana University — Kelley School of Business
- IE Business School
- Loyola University Chicago — Graduate School of Business
- Melbourne Business School
- Mills College — Lorry I. Lokey Graduate School of Business
- New York University — Stern School of Business
- San Francisco State University — College of Business
- Temple University — Fox School of Business
- Thunderbird School of Global Management
- University of California, Davis — Graduate School of Management
- University of Chicago — Booth School of Business
- University of Minnesota — Carlson School of Management
- University of North Carolina, Chapel Hill — Kenan-Flagler Business School
- University of Notre Dame — Mendoza College of Business
- University of San Francisco — School of Business and Management
- University of South Carolina — Moore School of Business
- University of Virginia — Darden Graduate School of Business
- University of Washington — Foster School of Business
- Vanderbilt University — Owen Graduate School of Management
AGGREGATE RESPONSES

2,582 Net Impact student members completed the entire online survey for their respective programs, representing the largest number of students and schools surveyed to date.

Most students said their needs in terms of social and environmental issues were still being met in their programs, particularly with student-driven activities. 71% of students said they were completely or very satisfied with the student body’s commitment to social and environmental issues, and 72% of students said they were completely or very satisfied with the extracurricular offerings around social and environmental themes at their programs. 56% of students were also completely or very satisfied with the number of courses and faculty emphasis on social and environmental issues.

Students were more critical of their curriculum than they were of extracurriculars; 58% of respondents said they were completely or very satisfied with their administration’s commitment to social and environmental themes in the curriculum.

This year, new questions were added that specifically asked students to rate their program’s career services. The results of these questions were divided; only 56% of students said support for self-directed job searches was extremely or very helpful, and only 57% of students said providing access to relevant job or internship positions was extremely or very helpful. In terms of the career search, only 35% of students said they found a job or internship that completely fit with their interests and values.

Net Impact chapters have also increased their presence on campus, with 71% of students saying their Net Impact chapter was one of the most active or above average compared to other clubs on campus, a 6% increase from 2010. Students also indicated that their programs are preparing them well for responsible leadership; 83% of respondents said they completely or strongly agreed that their program prepares students interested in social and environmental issues for responsible leadership.
How satisfied are you with the student body’s commitment to social/environmental issues?

- Completely satisfied: 27%
- Very satisfied: 44%
- Moderately satisfied: 23%
- Slightly satisfied: 5%
- Not at all satisfied: 1%

n = 2,582

How satisfied are you with the number of courses on social/environmental issues?

- Completely satisfied: 21%
- Very satisfied: 35%
- Moderately satisfied: 31%
- Slightly satisfied: 11%
- Not at all satisfied: 4%

n = 2,582
How satisfied are you with the extracurricular offerings around social/environmental themes at your program?

- Completely satisfied: 31%
- Very satisfied: 41%
- Moderately satisfied: 22%
- Slightly satisfied: 5%
- Not at all satisfied: 1%

n = 2,582

How satisfied are you with the faculty emphasis on social/environmental issues in the curriculum?

- Completely satisfied: 21%
- Very satisfied: 36%
- Moderately satisfied: 30%
- Slightly satisfied: 10%
- Not at all satisfied: 2%

n = 2,582
How satisfied are you with the administration’s commitment to including social/environmental themes in the curriculum?

- Completely satisfied: 22%
- Very satisfied: 36%
- Moderately satisfied: 28%
- Slightly satisfied: 11%
- Not at all satisfied: 3%

n = 2,582

How satisfied are you with the administration’s commitment to including social/environmental themes in extracurricular activities?

- Completely satisfied: 25%
- Very satisfied: 38%
- Moderately satisfied: 26%
- Slightly satisfied: 9%
- Not at all satisfied: 2%

n = 2,582
Please choose the top three strengths of your graduate program.

Compared to other clubs at your program, how would you describe the level of activity of the Net Impact chapter?
My program prepares students interested in social/environmental issues for responsible leadership.

Have you been able to find a job or internship that fits with your interests and values?
Please indicate how helpful your program’s career center has been for each of the following aspects of your job/internship search.

Career coaching to determine what job/internship opportunities make sense for me, given my skills and interests

- Extremely helpful: 24%
- Very helpful: 28%
- Somewhat helpful: 31%
- Of little help: 12%
- Not at all helpful: 5%

Providing access to relevant job/internship positions

- Extremely helpful: 26%
- Very helpful: 31%
- Somewhat helpful: 28%
- Of little help: 11%
- Not at all helpful: 4%

Connecting me with alumni

- Extremely helpful: 27%
- Very helpful: 28%
- Somewhat helpful: 27%
- Of little help: 12%
- Not at all helpful: 6%

Supporting a self-directed job search (as opposed to on-campus recruiting)

- Extremely helpful: 27%
- Very helpful: 29%
- Somewhat helpful: 28%
- Of little help: 11%
- Not at all helpful: 5%
METHODOLOGY

CURRICULUM

Program strengths: Students were asked to list the top three strengths of their program. The results were weighted and the three highest-rated areas of study are included as the program’s strengths.

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 “very” satisfied about the number of courses offered that incorporate social and environmental issues.

Student satisfaction with faculty emphasis on social or environmental issues in curriculum: The percentage refers to respondents who said that they are “completely” or “very” satisfied with the level of faculty emphasis on social and environmental themes included in their program’s curriculum.

Sample courses: Courses in fields of interest to Net Impact members (i.e. social entrepreneurship, clean technology, or corporate social and environmental responsibility), taken from students’ submissions or program websites, are listed.

STUDENT ACTIVITIES

Chapter activity level: Ratings were done on a 5-point scale with “one of the most active” being the highest rating and “one of the least active” the lowest. The rating with the highest number of responses is listed.

Student satisfaction with the extracurricular offerings focused on social and environmental issues: The percentage refers to respondents who said that they are “completely” or “very” satisfied with the extracurricular offerings focused on social and environmental issues.

Student satisfaction with the student body’s commitment to social and environmental issues: The percentage refers to respondents who said that they are “completely” or “very” satisfied with the student body’s commitment to social and environmental issues.

CAREER SERVICES & ALUMNI

Career services: The percentage of respondents that answered either “extremely helpful” or “very helpful” are listed for each aspect of the job/internship search.

Job/internship placement: The percentage of respondents that answered either “yes, completely” or “yes, to some degree” when asked if they were able to find a job or internship that fits with their interests and values 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 technology, nonprofit, or corporate social and environmental responsibility).

School funding: Chapter leaders were asked to indicate whether their schools have funds available to support students who accept internships with nonprofits and/or if there is loan forgiveness available to graduates going to work in the nonprofit sector.

ADMINISTRATIVE SUPPORT

Student satisfaction for administration’s commitment to including social and environmental themes: The first percentage refers to respondents who said they were “completely” or “very” 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: Only the percentage of respondents that said they “strongly agree” that their program prepares students interested in social and environmental issues for responsible leadership are listed.
FREQUENTLY ASKED QUESTIONS

Which schools are included in the guide?
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. Graduate Net Impact members were also provided an online survey to submit feedback on their program. You can find a full list of our student chapters at www.netimpact.org. We were pleased that 106 chapters completed the survey.

How many students were surveyed?
For the 2011 Business As Unusual all-student survey, there were over 2,500 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. 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 2012 version of Business as Unusual, please write to us at gradchapters@netimpact.org.

How can I 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.
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 2011–2012 sponsors, whose support brings us closer to the day when leading responsibly is the only way to do business.