



Business School

UNIVERSITY OF COLORADO **DENVER**

CU Denver Business School Sharing Information on Progress (SIP) for 2018 for UN PRME: Principles for Responsible Education: University of Colorado Denver, Business School, Campus Box 165, P.O. Box 173364, Denver, Colorado 80217, United States

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I. Letter of Renewed Commitment (see separate file)

II. Overview the CU Denver Auraria Campus and CU Denver, and their Sustainability Activities

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

A. Auraria Sustainable Campus Program

Website: <https://www.sustainableauraria.org>

Auraria's Sustainable Campus Program (ASCP) is a student-driven committee with the mission of reducing the campus's ecological impact and dependence on fossil fuels. In 2007, the presidents and chancellor from each of the three institutions signed the American College and University President's Climate Commitment (ACUPCC) committing to complete an emissions inventory, set a target date and interim milestones for becoming climate neutral, to take immediate steps to reduce greenhouse gas emissions by choosing from a list of short-term actions, integrate sustainability into the curriculum, make it part of the educational experience, and have the action plan, inventory, and progress reports publicly available on meeting campus goals

The campus has an energy dashboard to view campus energy usage and production in real time for different buildings on campus including total campus usage, building comparisons, green features, a LEED checklist, an educational demo, and green features. Students at the University of Colorado downtown campus and the Anschutz Medical Campus voted to have student fees, so that all students have free access with a RTD College pass to public buses and light rail transportation. The Auraria campus also has Denver B-cycle (Denver's bike sharing system) stations on campus. The Auraria campus also has a composting program, program to purchase renewable energy, a robust single stream recycling project, water efficiency projects, and building efficiency projects. The Colorado Public Interest

Group (CoPIRG) has an active presence on campus with a student group registering hundreds of students to vote, and initiating a CU Denver food bank, as well as a collection of clothing for a local homeless and sponsoring an annual sustainability fair among other activities. The Sustainable Campus Program (SCP) is a student-driven committee with the mission to reduce the campus's ecological impact and dependence on fossil fuels. The SCP ensures that the Auraria campus is sustainable, and also helps to reduce costs and improve campus life for all students, faculty and staff.

In April 2020, over 2,000 student signatures were collected in support of a Compost Referendum for a more robust composting program in addition to Enhancing the campus's waste diversion efforts, with voting for the referendum to be held on April 20 to April 26. The ASCP selects a Sustainability Hero for the month, such as for March, Ambient Energy, a women-owned business that has been engaged in green energy consulting for the past 15 years. Ambient Energy moved to the campus through a public-private partnership with Metropolitan State University of Denver with opportunities for student engagement, including guest lecturers, classes taught by staff, and internship opportunities.

ASCP also sponsored a Spring Sustainability Workshop Series free to students, and CU Students can earn a Sustainability Leadership Certificate by taking the workshop series or can select specific workshops to attend, which were offered online in Spring 2020 due to the COVID-19 remote learning situation. ASCP also has a President's Sustainable Solutions Challenge that was postponed to Spring 2021, where students and faculty

submit an idea to ASCP for funding and ASCP provide students and faculty with campus resources and knowledge for this challenge. ASCP also under its Green Events program offers composting services for campus events that is designed to limit waste to achieve a campus-wide diversion goal of 35% by 2022 including consulting services to promote sustainable practices before and post events, on-site staff members for bin-side education and sorting help, compost bins for all sizes of events, customized zero waste promotion signage for events, and post-event impact reporting. ASCP also offers a Greener Office Campus certification program for interdepartmental offices on Auraria campus with green office leaders initiating sustainable and eco-friendly alternatives for campus office environments to cut waste and carbon emissions through eco-sources practices, compost and recycling efforts, and reduced electricity usage. Resources are also posted on the ASCP website conducted by members of the Auraria Community.

The Auraria Library on campus in October 2019 installed 2,106 solar panels, that will be the largest single roof array by Namaste Solar in downtown Denver, under the auspices of ASCP that will power 1 million kWh annually, enough to power two-thirds of the library's electricity needs and will save an estimated 1.2 million pounds of CO₂ from entering the atmosphere annually, with lower costs for energy also increasing the ASCP's annual funding by 10-15% to allow for other impactful projects on campus. The Auraria Library celebrated with a Solarbration event for faculty and students and the public, with informational sessions from Xcel Energy and Namaste Solar. Other ASCP projects included 120 additional

bike parking spaces, pedestrian lighting upgrades, 16 organic raised beds for growing produce and flowers, steam weed killer for community gardens to limit chemical usage, shower and restroom retrofits with low-flow devices to save 4.5 million gallons of water annually, and E-waste and compost bins with 493,000 pounds of compost and recycling diverted from landfill.

B. Overview University of Colorado Denver (CU Denver)

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

The Downtown Denver campus has over 10,000 undergraduate and over 4,000 graduate students, as the largest graduate programs in the state of Colorado. The campus has a diverse population, with 41 percent of its students of color for its undergraduate student body. The Anschutz Medical campus located in Aurora Colorado is the largest academic health center in the Rocky Mountain region, and has over 4,000 students including 513 undergraduate and 3,581 graduate and professional students. The Anschutz campus includes the School of Dental Medicine, Graduate School, School of

Medicine, College of Nursing, Colorado School of Public Health, and Skaggs School of Pharmacy and Pharmaceutical Sciences. In addition to full-time students for both campuses, CU Denver as an urban university caters to professional students working full time and older students coming back to earn degrees for specific professional career goals, with evening and CU Online courses are offered as well with the first online course offered in 1996, and now over 50 fully online degrees and certificates programs at CU Denver and CU Anschutz for both online Bachelor's and Online Master's Degree Programs.

C. CU Denver Sustainability Activities

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

CU Denver's Facilities Management for CU Denver and the Anschutz Medical Campus is committed to a Sustainable Campus by using physical resources in an efficient way so these resources will remain for future generations including energy efficiency for the heat and cooling of buildings, water use for lawns and indoor plumbing, and fuel for vehicles and other finite resources. These campuses have a Climate Action Plan that is reaching the end of its Phase 1 (2010-2020) that calls for a 20% reduction from a benchmark year of 2007, with Phase 2 (2020-2030) calling for a 50% reduction and Phase 3 (2030-2050) calling for an 80% reduction as shown on CU Denver's Climate Action Plan initiated in 2010 at:

http://www.ucdenver.edu/about/departments/FacilitiesManagement/Documents/UCDENVER_CAP_FINAL_2010.pdf

The university also achieves significant fiscal as well as natural resource savings with efforts for both efficiency and conservation. The university works with Republic Services for recycling collection, and single stream recycling is used across campuses, with a lab-specific program as well. The Sustainability Tracing & Rating System is a transparent, self-reporting system for universities tracking system.

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

and change management and field work with B-Lab staff and companies within the framework of the Best for Colorado Campaign, serving as an elective for the undergraduate experiential learning requirement as well as an elective for graduate students.

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

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

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

Engineering Systems. The program is broad-based linking theory with engineering design for environmental protection and sustainable infrastructure systems. The College also has a Center for Sustainable Infrastructure Systems and program in Sustainable Infrastructure and an Environmental and Hydraulics Laboratory.

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

D. Overview the University of Colorado Denver Business School

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

The 12-month MBA program (formerly the 11-month full-time program)

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

The Professional MBA caters to professional, working students as well as traditional full-time students providing flexibility for students with evening, hybrid, and online classes, and allowing students to complete the 45 semester hour program on their own time-line, with 30 semester hours of required core courses and three semester hours in international business and the remaining 15 semester hours as electives, chosen from over 50 graduate business courses. The program offers 22 specializations, including a Managing for Sustainability specialization through the Managing for Sustainability Program. The Business School offer Master's Degrees in Accounting, Business Analytics, Finance and Risk Management, Global Energy Management, Health Administration, Information Systems, International Business, Management, Marketing, and Taxation.

The Managing for Sustainability (M4S) Program specialization for both MBA students and other graduate students began in 2007, with elective offerings available to all graduate students as part of the Professional MBA,

MS in Management, and MS in Marketing programs. Students have the flexibility to take classes in the evening on campus and take classes online, with the flexibility to take the specialization online as well as on-campus. A new five-week sustainability elective is also being designed for the new 12-month MBA program. The Managing for Sustainability Program also offers a Post-Bachelor's Managing for Sustainability Certificate by completing two foundation courses and two elective courses.

The Managing for Sustainability program is working with the Office of Digital Education at CU Denver to put its courses on an accelerated, cohort, online format with training for faculty to improve the delivery and content of courses for a new accelerated online MS Management and MBA program.

Overview: CU Denver Business School Managing for Sustainability

E. Program and Student Engagement in Sustainability Approach

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

- (1) exposure of students to value based issues in core courses;
- (2) discussions of value based issues in special elective courses;
- (3) in-depth exposure to sustainability management issues with a Managing for Sustainability specialization, along with elective sustainability courses for students wishing to take one or two electives to add to their focus in a career area of their choice as follows.

1. Core MBA course that are value based include:

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

2. Specialized Electives for MBAs addressing value based issues

including a number of different electives (such as International Corporate Governance, Negotiation and Interpersonal Conflict Management, Managerial Accounting Seminar, Dialogues on Globalization, Business Intelligence Systems, Entrepreneurial Financial Management, the Rise of India, London Calling, Legal Aspects of International Business, Managing Global Talent, among others. Recent international trips include: Belize Business Service Learning in Paradise; Denmark: Danish Solutions to Sustainability Issues; China: A Window on China; London: Risk Management and Insurance; Ireland: Leadership & Entrepreneurship offered by the Business School and other colleges.

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

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

MGMT 6821 Managing for Sustainability;

MKTG 6830 Marketing & Global Sustainability;

ACCT 6285 Accounting/Finance for Sustainability;

MGMT 6826 Business & the Natural Environment;

MGMT 6822 Business Ethics & Corporate Social Responsibility;

MGMT 6827 Global Climate Change;

ENTP 6030 Entrepreneurship in Emerging Industries

BANA 6730 Supply Chain Management (Green Supply Chain);

MGMT 4825/6825 Sustainable Change Leadership: Turning

Business into a Force for Good (Field Study Course)

Students also can take an Independent Study or Internship option. The majority of electives are also offered online.

4. Post Bachelor's Certificate Program

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

5. Managing for Sustainability Program Advisory Board

The Managing for Sustainability Program (M4S) has a Community Advisory Council that includes over 40 sustainability leader board members from major corporations, from a variety of different industries operating in Colorado, along with board members from prominent non-profit businesses, and government organizations that include sustainability in their mission. The advisory board includes representatives from businesses including B Lab Colorado, the City of Denver, CBRE, DaVita, Prologis, and Excel Energy, among many others. Advisory Board meetings are held three times a year with presentations by students and board members and feed back and ideas solicited for ways to improve courses and curriculum, and advisory board members provide mentoring to students and internships, and serve as speakers for classes and speaker panel events.

6. Become a Sustainable Business Change Agent" Online MOOC (Massive open online Course)

With more and more companies in all areas of the world looking for ways to make their companies more sustainable, this new MOOC course provides

tools and strategies to make sustainability changes in organizations including helping students to know how to create an effective sustainability proposal for change, to understand who within an organization needs to be convinced of the change, and to know how to properly implement a sustainability strategy. Completion of a capstone project allows students to earn a certification certificate. The MOOC as of April 2020 has 5,534 students, with 1,049 in the capstone module.

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

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

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

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values: We will incorporate into our academic activities and curricula the value of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Practical Actions for Principles 1, 2, and 3:

(1) **Daniels Fund Ethics Initiative at the CU Denver Business School** The University of Colorado Denver Business School Daniels Fund Grant was renewed in Spring 2020 to participate in the Daniels Fund Ethics Initiative, aimed to teach to students principle-based ethics (including

principles of integrity, trust, accountability, transparency, fairness, respect for the rule of law and viability), emphasizing real-world application of ethical principles, and extending ethical behavior beyond the campus and into the community, and integrating ethics instruction across the curriculum, focusing on practical applications and engaging with the business community as an important aspect of the initiative.

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

The Daniels Initiative continued with its Student Center for the Public Trust (CPT) and student group, with the goal of promoting ethical business thinking, including networking with the business community and developing professional leadership skills. Students also competed in an annual case competition that challenges students to make and defend ethical decisions under pressure with CU Denver’s team receiving awards. The CU Denver Daniels Initiative also has an ongoing Ethics onsite program where CU Denver companies are sponsored to visit companies around the U.S. to learn how they handle ethical issues, where students visited several companies to examine their ethical practices over this period. Students are also sponsored for the Ethical Leadership Certificate program where they learn how to identify ethical issues, respond to ethical dilemmas, and enhance their decision-making abilities.

The Daniels Initiative also continued its Daniels Fund Ethics Initiative Ethics Collegiate Fellowship Program including funding for continuing and new Ethics Fellows whereby the eight DFEI principles are applied and presenting in classes in class lectures, group projects, topics, cases, student created materials, guest speakers, student assignments, and to attend DFEI events, and recommend students to the Ethics OnSite program and case competitions and the 2020 Daniels Fund Ethics Consortium Summit.

(2) Managing for Sustainability (M4S) Program Business Community

The Managing for Sustainability Program faculty had eight meetings over Fall 2018 to Spring 2020 with our M4S Advisory Board Members over this period, with students invited to attend and present as well. Business Community members presented overviews about their companies and their sustainability efforts, and faculty presented the syllabi and topics included in their courses and received suggestions to improve the curriculum for the Managing for Sustainability program including a review of syllabi for individual courses. Faculty also presented sustainability research projects they are working on, and students presented on their course projects and work with companies on sustainability issues. Faculty, students, and board members also networked together. In honor of the 10th Anniversary of the Managing for Sustainability Program, a special celebration was held including presentations by a student team that won an ethics award in competition. Alumni of the program also discussed how the M4S program helped them in their careers paths as sustainability consultants and in other sustainability positions.

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

In response to discussion from the Advisory Board, content of courses has been revised for each of the courses in the program to make courses more relevant and to include topics that Advisory Board Sustainability Directors of companies indicated as suggestions at M4S Advisory Board Meetings.

(4) Continuance Managing for Sustainability Board Mentoring

Program and Field Study Course: In response to student feedback and reviews, students have continued to talk to advisory board members in a mentoring and advisory relationship, and advisory board members have provided internship opportunities. Students in the MGMT 4825/6825 Sustainable Change Leadership: Turning Business into a Force for Good (Field Study Course) work with companies with their B-Corp. applications and to improve their B-Corp performance.

(5) Revision of the “Become a Sustainable Business Change Agent”

Specialization MOOC Course with Coursera: Over 2018 to 2020, Professors John Byrd and Kenneth Bettenhausen have updated and revised the Business School’s Sustainable Change Management MOOC course that that began in Spring 2017, The course is currently being revised and updated in 2020. The course has reached over 4,000 students, and has earned a course rating of 4.80 (5 rating scale). The specialization includes four classes that include applied learning projects for each class as follows:

- (1) **Class 1:** First Steps in Making the Business Case (Identifying a good project, writing an effective proposal, financial analysis & sustainable thinking).
- (2) **Class 2:** More on Change & Sustainability: Implementing change, green design, sustainability reporting, examples from practitioners.
- (3) **Class 3:** Sustainable Business: Big Issues, Big Changes: Climate change, carbon footprints, Context-based sustainability and science-based targets, water and energy, workplace sustainability issues, and supply chain impacts.
- (4) **Class 4:** Comprehensive Case: Putting all the pieces together as you produce a complete proposal for change.

(6) Aspen Institute Honor Recognition for Redefining Sustainability in Business Education received by Dr. John Byrd in January 2020

Dr. John Byrd received recognition among 10 faculty winners internationally for his Global Climate Change (MGMT 6827) course for the

2019 Aspen Institute “Ideas Worth Teaching Award” for his efforts in this course to re-define business education and prepare leaders of tomorrow through exceptional learning experiences. In this course students learn about carbon budgets, policies to address climate change, carbon taxes, and cap-and-trade programs, look at how companies report their carbon footprints; and examine, then practice, developing carbon emission reduction strategies for their organizations, and gaining an understanding of risks and opportunities that arise in the future as the result of climate change’s social and environmental impacts and learning tools to deal with them to become more complete managers.

(7) Rankings for the CU Denver Managing for Sustainability MBA

Specialization: The Managing for Sustainability was also Named #3 for the Best Online MBA Program in Sustainability by BestColleges and #5 as the Best Online MBA Program in Sustainability by the BestSchools ranking.

(8) Over 100 Campus and Business School Presentations and Events over this period through Student Organizations, the Business School Career Center, the Daniels Ethics Initiative, Campus Zoom Events during the remote learning period with the Coronavirus pandemic, the Jake Jabs Center for Entrepreneurship, the Risk Management/Insurance Program, the Global Energy Management Program, among many other programs.

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Practical Actions: Faculty in the Managing for Sustainability Program have actively engaged in empirical research in sustainability and social issues over this period.

Publications, Presentations, and Working Papers related to sustainability

and social issues over the past 24 months (Summer 2018 to Spring 2020 are as follows:

(1) Published Refereed Articles in Academic & Practitioner Journals & Proceedings (June 2018 to Spring 2020)

Jenna Burke (2019) with U. Hoitash, “Auditor Response to Negative Media Coverage of Client Environmental, Social, and Governance Practices.” *Accounting Horizons*, 33(3), 1-23.

Jenna Burke (2019) with Rani Hoitash, and Udi Hoitash, “The Heterogeneity of Board-Level Sustainability Committees and Corporate Social Performance.” *Journal of Business Ethics*, February 2019, 154(4), 1161-1186.

John Byrd (2019) with Mallory Byrd “Optimal Asset Replacement During the Transition to a Low-Carbon Economy: A Discussion of Key Variables,” *International Review of Accounting, Banking and Finance*, 11 (1/2/3), Spring/Summer/Fall 2019, 21-26.

John Byrd and Elizabeth S. Cooperman (2019) “Internal Carbon Pricing: An Analysis of Carbon Emission Reductions for U.S. Corporation.” *World Bank Research Paper, Proceedings of Carbon Pricing Leadership Coalition: 1st International Conference on Carbon Pricing*, Vol. 1, November 2019, 248-257.

David Chandler (2019) with F. Polidoro and W. Yang. “When is It Good to Be Bad? Contrasting Effects of Multiple Reputations for Bad Behavior on Media Coverage of Serious Organizational Errors.” *Academy of Management Journal*.

David Chandler (2018) with M. Kraatz and R. Flores. “The Value of Values for Institutional Analysis.” *Academy of Management Annals*.

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

Journal of Management, July 1, 2018, 44(6), 2175-2208.

Francisco J. Conejo (2019) with Ben Wooliscroft. "Social Consequences of Nascent Markets: Emergence and Growth of Begging in 1859-1880." *Journal of Macromarketing*, December 23, 2019.

Elizabeth S. Cooperman (2019) "U.S. Climate Change Activism: the Role of Corporations and Investors," *International Review of Accounting, Banking and Finance*, 11 (1/2/3), Spring/Summer/Fall 2019, 27-43.

Elizabeth S. Cooperman (2018) "Corporations to the Rescue: A New Stakeholder Paradigm? An Overview for U.S. Corporations and Financial Institutions," *International Review of Accounting, Banking and Finance*, 10 (1/2), Spring/Summer 2018, 23-42.

Vinit Desai (2018) with P. Madsen. "No Firm is an Island. The Role of Population-Level Actors in Organizational Learning from Failure." *Organization Science*, 29(4), 739-753.

Dawn Gregg, Onook Oh, and Ersin Dincelli (2020). "A Modest Proposal for the Fight Against Global Warming: Re-evaluating the Value of IS Research," Working Paper.

Jiban Khuntia J. with Saldanha T., Mithas S., and Sambamurthy V. (2018) Information Technology and Sustainability: Evidence from an Emerging Economy. *Production and Operations Management (POM)*, 27(4), 756-773.

Jiban Khuntia, Nancy Ning, and Elizabeth Cooperman (2019). "Trade Wars & Sustainability" *Solutions* 10(1), 26-29.

Sarah Kovoov-Misra (2020). “The Impetus for Resilience and Change in Business Education and Management Research.” *Journal of Management Inquiry* 29(2), 128-133.

Sarah Koovor-Misra (2020). “The Transformative Professor: Adapting and Fostering Positive Change.” *Journal of Management Inquiry*, 29 (2), 154-158.

Gregory R. Piche (2020). *The Four Trials of Henry Ford and His Pursuit of the Dark Fruit of Narcissism*. Ashland, Oregon: Blackstone Publishing.

Presentations over the past 24 months include:

Jenna Burke (2019). “Practitioner Summary: The Heterogeneity Board-Level Sustainability Committees and Corporate Social Performance.” Harvard Law School Forum on Corporate Governance and Financial Regulation.

John Byrd and Elizabeth S. Cooperman (2019). “Internal Carbon Pricing and Carbon Emission Reductions,” 1st International Research Conference on Carbon Pricing and Carbon Emission Reductions,” Carbon Pricing Leadership Coalition/World Bank, New Delhi, India, February 2019.

John Byrd and Elizabeth S. Cooperman (2019). “U.S. Corporate Internal Carbon Pricing and Carbon Intensity Reductions,” IPAG Center for Energy Economic and Finance, Paris, France, May 2019.

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

Working Papers in Progress:

John Byrd, Elizabeth Cooperman (2020), with Kent Hickman “Capital Budgeting and Climate Change: Does Corporate Internal Carbon Pricing Reduce CO2 Emissions?” Working Paper on SSRN at:

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3575769

John Byrd and Elizabeth Cooperman (2020), “Women on the Board and Value Creation: An Analysis of Corporate Culture and Industry-Specific Effect,” Working Paper Draft and Data Collection.

Jenna Burke (2020). “Board Attributions with Asymmetric Information: Evidence from Media Coverage of Environmental, Social, and Governance Issues.” Working Paper.

Elizabeth Cooperman, Jiban Khuntia, Xue Ning, and Jerry Tinianow (2020). “The U.S./China Global Trade War: How Does It Impact Sustainability: An Overview of U.S. Economic & Sustainability Impact,” Working Paper Being Revised for Submission.

Blair Gifford (2020) “Hospitals Response to the Overwhelming Surge of Patients During the 1918 Influenza Epidemic in Chicago.” Working Paper in process of submission.

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

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

emissions and energy consumption. Pilot project conceptualized.

Yim D., Khuntia J., Gao Q. (2018). “Environmental sustainability behaviors and information provision.” Working Paper in preparation for submission.

Principles 5 and 6

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Practical Actions:

(1) Enhanced the M4S Sustainability Advisory Board with new board members from 40 to 48 Advisory Board Members working on sustainability efforts for corporations and non-profits, and governments in Colorado to provide advice on the Managing for Sustainability Program.

(2) Engagement: Field Study Course students working with the Colorado Alliance for Sustainability and the B-Corp Program, where students help companies for their applications and progress reports for the B-Corp Program

(3) Managing for Sustainability Breakfast & Networking Board Meetings (three times a year) in 2018, 2019, and 2020, with networking and engagement with faculty, students, and board members, along with guest presenters from the

business community with faculty presenting their courses and research projects with debate and feedback from the M4S Advisory Board, and students presenting their class projects, and board members reporting on their sustainability efforts also receiving feedback from the Advisory Board.

(4) Joint Faculty Research Project with a M4S Advisory Board Member on the effects on the sustainability of the U.S./China Trade War, in process revisions for resubmission..

(5) Film Premiere Event with Managing for Sustainability Board Member with Natural Grocers for “The World Premiere of the Film and Panel Event: *“Regenerative Renegades: Saving the Planet One Bite and One Business at a Time”* with John Byrd, CU Denver Business School, Matt Maier, Thousand Hills Lifetime Grazed, Carrie Balkcom, American Grassfed Association, and Bobby Gill, Savory Institute, and Christie Zimmerman, Natural Grocers, February 26, 2020, 6 pm to 9 pm, with over 100 students, faculty, and community members attending and active debate among participants on the panel and the audience.,

IV. Assessment of Progress Made in Past Reporting Period

The Managing for Sustainability key objectives in the past two-year reporting period include action on several goals from the 2018 Reporting Period:

A. With several faculty currently leading the M4S reaching retirement age, plan for succession leadership management for the future, and expanding program faculty including new faculty members interested in sustainability research.

In response, the Co-Directors of the program have gotten several younger faculty members engaged in the program, with considerations for taking over the program directorship in the future.

B. Engage in high quality sustainability research targeting high impact journals and high impact sustainability conferences.

In response, faculty have focused on presented at high impact sustainability conferences, and have submitted papers to higher impact journals.

C. Improve the quality of courses in the program to ensure content is relevant and up to date.

In response to M4S Advisory Board feedback, several faculty have revised their syllabus and updated their courses.

D. Greater engagement with other campus sustainability programs and presentations from other programs to the Managing for Sustainability Advisory Board.

We engaged with the SPA and Architecture Colleges to allow our Business School students to petition to take a special travel course offered on Climate Change and have interacted with other schools in spreading word of sustainability events on campus and offer an undergraduate elective for the CLAS sustainability minor.

E. Continue engagement with the Colorado Sustainability community and organizations

We have continued our engagement with the Colorado Sustainability community through our M4S Advisory Board relationships and our field study course.

F. Continue recruitment of new students for the Managing for Sustainability Program.

The co-directors have worked with the recruiting staff to talk to prospective students and are working with the Office of Digital

Education (ODE) for a new cohort online program with recruiting for new online M4S specialization students under the online MS Management, MS Marketing and Professional MBA program.

G. Integrate Sustainability in to the curriculum for the MBA Program and undergraduate Program.

This goal we need to work on more. Undergraduates have been taking the Field Study course, and a few undergraduate students have been allowed in a graduate M4S course. The capstone course for the MBA's includes content on Sustainable Value.

H. Educate other faculty on the importance of sustainability initiatives for businesses and to have a greater awareness of ways businesses and individuals can contribute to sustainability efforts.

This goal we also need to work on more—we have involved faculty in this report and in our M4S Advisory Board meetings and with the Daniels Fund Ethic Initiative, but need to do more educational efforts.

V. New Goals for the 2020 Reporting Period

A. Continue to Integrate Sustainability in to the curriculum for the MBA Program and undergraduate Program.

B. Educate other faculty on the importance of sustainability initiatives for businesses and to have a greater awareness of ways businesses and individuals can contribute to sustainability efforts.

C. Look into the Possibility of Having a 5-Year Program for undergraduates for the MS Management M4S Specialization

- D. Continue to recruit younger faculty into the M4S Research Group and develop new sustainability research topics and publications.
- E. Continue with engagement with the Sustainability Community and Campus Sustainability Community
- F. Work on ODE online M4S Sustainability cohort program and Marketing for that program to recruit new students.

