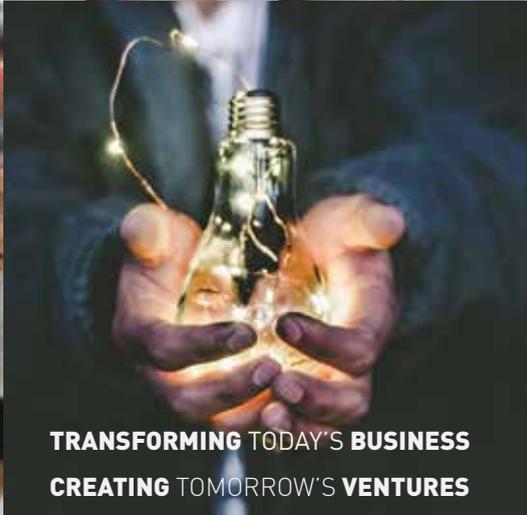




THE UNIVERSITY OF VERMONT  
**GROSSMAN**  
SCHOOL OF BUSINESS

The Sustainable Innovation MBA



**TRANSFORMING TODAY'S BUSINESS**  
**CREATING TOMORROW'S VENTURES**



# A MESSAGE FROM THE DEAN

As a student in *The Sustainable Innovation MBA* program at the University of Vermont, you will enjoy small, tight-knit classes taught by world-class thought leaders, entrepreneurs, and business executives from globally recognized sustainable brands and companies. You will learn how to create and pursue profitable, sustainable business opportunities in a world undergoing transformational change. You will become one of the next generation of business leaders: A disruptor, an innovator, and a visionary change agent. Sustainability and innovation are at the core of everything we do; you will benefit from:

- **AN ACCELERATED ONE YEAR PROGRAM:** Designed to get you back out there, inventing or reinventing your enterprise as soon as possible. In just 12 months, our students earn an AACSB accredited MBA degree from a highly recognized and reputable business school.
- **ACCESS TO SUSTAINABLE BUSINESS LEADERS:** Learn from and develop relationships with leaders from a master class of sustainable enterprises located in Vermont and around the world. Through our *Innovators-in-Residence* Program, students interact with inspiring entrepreneurial founders, CEOs and executives from companies like Ben & Jerry's, Grameen Phone, PwC, Interface, Ashoka, and Seventh Generation.
- **GLOBAL EXPOSURE AND HANDS-ON EXPERIENCE:** Do meaningful, high-impact work with local, national, and global partners that have on-the-ground access in emerging markets and the developing world. For example, our students have had fulfilling practicum project experiences working on sustainable innovation initiatives with companies like PepsiCo, Philips, and Facebook in Latin America, Africa, and Asia.
- **AWARD WINNING CURRICULUM:** We are proud to be Ranked 1st in the US on Princeton Review's 2018 list of Best Green MBAs, and as a Top 10 Better World MBA on Corporate Knights' 2017 global rankings. The program was also honored to be chosen as the 2015 Grand Prize winner of the Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula.
- **MULTI-DISCIPLINARY REINVENTION:** We've redesigned the MBA from the ground up. Our curriculum is delivered by faculty from our Grossman School of Business, business professionals, and thought leaders from the nationally ranked Rubenstein School of Environment & Natural Resources, the Gund Institute for Environment, and Vermont Law School.

This guide provides a wealth of information about *The Sustainable Innovation MBA* program and about Burlington, the city we call home. I think you will find this guide useful, and hope you will consider our program to embark on what I am convinced will be one of the most exhilarating and transformative experiences of your life.

Sincerely,



Sanjay Sharma, Ph.D.

Dean and Professor of Management

# BEYOND "SADDLE BAGS"

The mission of *The Sustainable Innovation MBA* program is **to prepare individuals to create profitable and sustainable business opportunities in a world undergoing transformational change. The program aims to develop the next generation of leaders who will transform, disrupt, innovate, and build sustainable business and enterprises in a world that demands it.**

*The Sustainable Innovation MBA* is anything but business-as-usual; we seek exceptional students. People who think differently and understand that new times demand new approaches: the disrupters, innovators, and visionary entrepreneurs. People who are passionate about harnessing the power of for-profit business to create and scale value for society and investors alike. People who realize the future of business is in addressing world challenges, leading through purpose, and solving social and environmental problems—while making money doing it. We seek students who are ready to embark on a different kind of business education that will prepare them to lead differently, profit differently, and live differently.

Over the past 25 years, many business schools have added a center, initiative, or course sequence focused on sustainability, corporate citizenship, or social entrepreneurship. The problem is that virtually all of these efforts merely hang off the side of an entrenched business school system and paradigm. Like the proverbial “saddle bag” on a horse, sustainability is placed within separate compartments that are visible from the outside but have little impact on the animal itself. These saddle bag approaches draw attention to the importance of creating more sustainable business models, but they stop short of fully integrating business innovation and sustainability into the core DNA of business education and the educational institutions themselves.

It is high time we move beyond saddle bag sustainability in business education. The social and environmental challenges we face call for nothing less. *The Sustainable Innovation MBA* program seeks to fundamentally reinvent business and MBA education. Our program is designed to train and launch the next generation of transformational leaders who will create and reinvent profitable business models to address 21st century challenges pertaining to climate change, environmental degradation, ethics, poverty, and inequality. We have taken off the saddle bags and designed a completely new horse, focused entirely on business innovation and sustainability.



# OUR PROGRAM ADVANTAGE

## SPEED + AFFORDABILITY + DESIGN

*The Sustainable Innovation MBA* combines three key elements to create a unique curriculum and innovative program unlike traditional MBA education:

1. **Speed:** We offer an AACSB accredited MBA degree in only twelve months. After one year of full-time study, our graduates are ready to jumpstart their careers, compared to a two-year time investment that is typical of most full-time MBA programs.
2. **Affordability:** MBA tuition has skyrocketed in recent years to well over \$100,000 for most traditional two-year, full-time programs. Obtaining an MBA degree is increasingly unaffordable and out-of-reach for too many people, and high tuition costs saddle many MBA students with debt for decades to come. We've priced our tuition to create a more inclusive and affordable MBA program, with one of the lowest out-of-state tuition levels across all AACSB accredited MBA programs and a radically affordable in-state tuition level for Vermont residents.
3. **Best-in-Class Curriculum:** Our award-winning curriculum is celebrated and recognized for its innovative approach, experiential and project-based learning, and infusion of sustainability and innovation throughout everything we do. Our students interact with world class business leaders, entrepreneurs, and thought leaders in sustainable business on a regular basis through their coursework, workshops, networking events, and our monthly Innovator-in-Residence Speaker Series.

Our model of *speed + affordability + best-in-class curriculum* offers a unique and compelling value proposition for MBA education, and represents a tangible demonstration of what our MBA program stands for: Disruptive innovation through an inclusive, accessible, best-in-class model for the future of MBA education. That's *The Sustainable Innovation MBA* advantage.



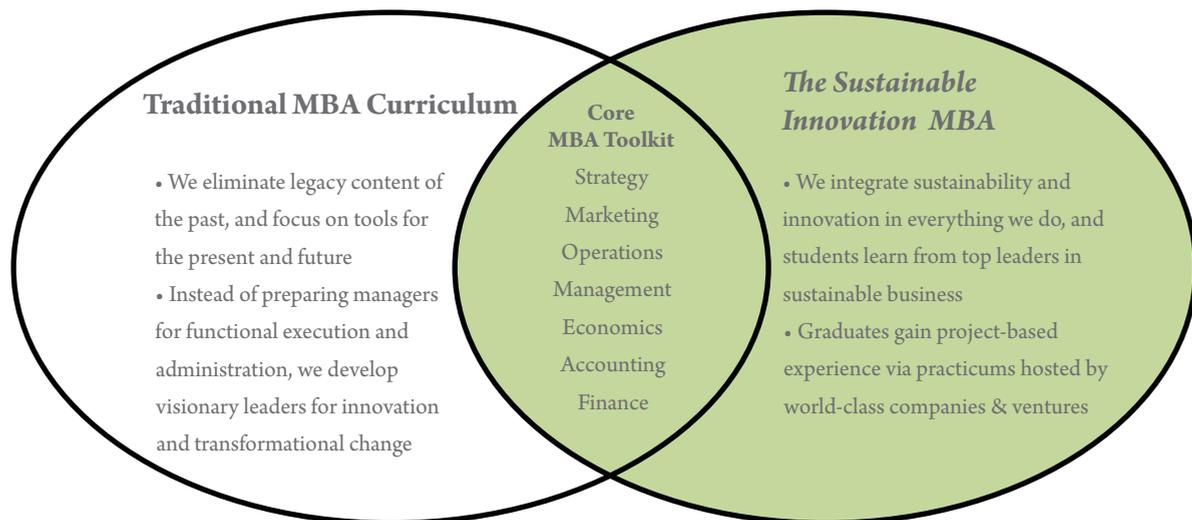
# OFFER MORE IN LESS TIME

## GIVE US 1 YEAR. TOGETHER WE'LL REINVENT THE WAY WE DO BUSINESS

Traditional full-time MBA programs take two years, with the first year dedicated largely to “core courses” and the second year dedicated to electives in an area of specialization. So how does *The Sustainable Innovation MBA* program deliver the core MBA content covered in most other programs, while also developing the 21st century skills, tools, mindsets, and networks needed to achieve business innovations and sustainability...in only 12 months?

1. **Deliver the Core MBA Toolkit:** We designed our program from a clean sheet, which allowed us to select the most critical sets of core knowledge, skills, and capabilities that every MBA graduate must know. We then designed an innovative curricular format to deliver the core MBA toolkit through over 25 one-and two-credit courses; each infused with sustainable business and innovation content. We also deliver some “traditional” MBA content through self-paced on-line courses that students complete before they start their in-person classes in late August. This approach brings all of our incoming students up to speed on basic concepts in accounting, finance, and economics, regardless of their prior education and business experience. In short, the program is designed to train passionate people regardless of their prior business education or experience.

### An MBA for the 21st Century



# PROGRAM INNOVATION

**2. Reduce or Eliminate Legacy Material:** Many traditional MBA programs have existed for a long time, and still include material and content that might have served an important purpose in the past, but are much less relevant in the present and future. Because we designed our program from scratch, we weren't beholden to any non-essential legacy content of a bygone business era. For example, given our focus on transformational innovation and entrepreneurial ventures guided by sustainable business strategies, we eliminated traditional MBA content focused on the administration of on-going enterprises, and significantly reduced time spent on topics like factory optimization, queuing theory, statistics, and manufacturing processes.

As some of our students will happily tell you, they also spend less time on a traditional MBA practice of performing extensive manual calculations and problem sets, and instead learn about the value and applications of such work so they know when to seek the expertise of others to obtain cutting edge quantitative insights.

**3. Embed Sustainability and Innovation Throughout the Curriculum:** What makes *The Sustainable Innovation MBA* truly unique is the integration of innovation and sustainability content throughout the entire program—not in just a few elective courses. Our curriculum combines core MBA training with a substantial amount of additional material to provide students with the frameworks, skills, and tools they need to create sustainable value for owners, investors and society through innovative for-profit business models.

Traditional MBA programs offer precious little coverage of the skills needed to succeed in the 21st century, such as an understanding of world challenges, systems tools, natural capital, clean technology, life cycle thinking, innovation through collaboration, leading for transformational change, base of the pyramid business models, and co-creation skills, to name but a few.

# THE CURRICULUM

**In addition to classroom-based learning, real world exposure and experience are crucial to the development of the personal perspective and skills needed to be an effective sustainable business change agent. Accordingly, *The Sustainable Innovation MBA* integrates multiple approaches to provide practical, hands-on experience and connections.**

## CURRICULUM

The curriculum is structured around 4 modules of coursework, each lasting about 8 weeks. Each module consists of several short, but intense, 1 or 2 credit courses. Students in each cohort learn and grow together as a cohesive group, taking the same courses at the same time and completing project-based work throughout the year—and forming lifelong professional and personal relationships in the process.

Sustainability and innovation are woven throughout all four modules. Business cases are shared across courses and focus on how companies are building a more inclusive, resilient, and sustainable economy. The curriculum addresses in depth how the global challenges associated with sustainability, when viewed through a business lens, can help identify business strategies and practices to achieve sustainable economic growth while simultaneously driving shareholder value.

As described in the coming pages, our curriculum is not limited to coursework. Our students interact with and learn from a community of inspirational entrepreneurs and business leaders, such as through our monthly Innovator-In-Residence series, engagement with members of our Advisory Board, access to The Changemaker Network, and mentorship and support from our committed alumni. The capstone learning experience is the summer practicum project—a 3 month, full-time, hands-on experiential engagement working with a host organization to address real challenges and opportunities in sustainable innovation in Vermont, the US, or internationally.

# PROGRAM STRUCTURE

## 2018/2019 CURRICULUM

### PRE-M1 | MAY 21-AUG 10

Financial Accounting for Sustainable Enterprises

### MODULE 1 | AUG 27-OCT 19

World Challenges: Physical and Social Realities  
Business Strategy for a Sustainable World  
Finance for Innovators  
Sustainable Brand Marketing  
Teamwork and Collaboration for Sustained Innovation  
Business Economics  
Sustainability Toolkit I

### MODULE 2 | OCT 22-DEC 14

Entrepreneurial Family Business  
Crafting the Entrepreneurial Business Model  
Marketing Decision Making Under Uncertainty  
Leading for Sustainable Innovation  
Finance for Innovators  
Cost Models for the Transformational Enterprise  
Practicum Project Scoping

### MODULE 3 | JAN 14-MAR 8

Strategic CSR & Sustainable Value  
Sustainable Operations and Green Supply Chains  
Law as a Framework for Entrepreneurial Business  
Business Sustainability and Public Policy  
Financing a Sustainable Venture

### MODULE 4 | MAR 18-MAY 6

Driving Sustainable Change  
Sustainable Intrapreneurship  
Driving Innovation from the Base of the Pyramid  
Alternative Finance Structures for Sustainable Enterprise  
Sustainable Energy Technology and Policy  
Systems Tools for Sustainability  
Sustainability Toolkit II

### PRACTICUM | MAY 20-AUG 9

Summer Practicum Project

We also offer a *Sustainable Finance and Impact Investing Track* designed for students who already possess expertise and training in finance and wish to gain expertise in ESG-Impact Investing while completing The Sustainable Innovation MBA program.

For more information about this track, and about the broader curriculum, visit our website: [uvm.edu/si-mba](http://uvm.edu/si-mba).

# S U M M E R P R A C T I C U M P R O J E C T S

## PRACTICUM

Experience-based learning is a central component of *The Sustainable Innovation MBA* curriculum. Building on the intensive coursework of the first 9 months of the program, the practicum project is a 3 month, full-time, hands-on experiential engagement with a host organization, focused on real challenges and opportunities in sustainable innovation in Vermont, the US, or internationally.

Practicum projects are typically composed of teams of 3-5 students each. Projects are designed to yield “mutual value”-valuable for both the student team (from a learning point of view) and the host organization (from a business point of view). The primary project deliverable is a detailed and comprehensive business/action plan for the host organization. A successful practicum pitch, final presentation, and project report are required for graduation. Past practicum projects have been hosted by world-class organizations including Pepsico, Novelis, Facebook, Philips, Cemex, Ingersoll Rand, Ben & Jerry’s, Native Energy, and 1% for the Planet. Descriptions of a few of last year’s practicum projects are provided here, and descriptions of all projects from the 2017-18 year can be found at [uvm.edu/si-mba](http://uvm.edu/si-mba).

## SEVENTH GENERATION

### **Project Title: Resuable Feminine Hygiene Products**

The purpose of this practicum project is to reduce the environmental impact of feminine hygiene products in our landfills by developing a reusable option(s) catered to a female, college-aged demographic. At Seventh Generation, we have a rapidly growing feminine hygiene business that has separated itself from conventional, legacy brands because we source our materials, manufacture the products, test them, and disclose their ingredients differently. The end of life of our products, however, is no better than the conventional players as they contain human waste, and therefore cannot be recycled or biodegrade, and result in living in a landfill.



## GRIFFITH FOODS

### **Project Title: Scoping a “Shared Value” Start-Up**

Griffith Foods is a product development partner specializing in food ingredients, serving global and regional food companies worldwide, and dedicated to integrating sustainability into its core strategy and operations. This practicum project focuses on expanding the scope and scale of the successful Griffith Sustainably Sourced program, combined with similar ‘Shared Value’ and Base of the Pyramid initiatives that the company has been working on and that are at various stages of development. Students will work with a team from Griffith Foods, to develop a comprehensive business plan for a ‘shared value start-up’ that will operate as a separate company within the Griffith Foods group of companies.



# SUMMER PRACTICUM PROJECTS

## CARE ENTERPRISES



### **Project Title: Investing in For-Benefit Enterprises across South and Southeast Asia**

CARE Enterprises is at the forefront of creating innovative investment models in the fight against poverty. It is a start-up, for-profit subsidiary of CARE, a leading humanitarian aid organization. This practicum project will focus on the development of a pipeline of investment opportunities and potential investors in Indonesia and/or Bangladesh. Investment opportunities identified will be based on commercial viability, potential to reach significant market size, economic inclusion, shared value, and a female-focused gender lens. The practicum team will also develop impact metrics and targets for the fund.

## CATERPILLAR



### **Project Title: Toward Green Infrastructure: Sustainable Reuse of Dredge Material**

The purpose of the Caterpillar practicum project is to research and develop new, creative ideas for repurposing dredged material for productive uses. A core area of research will be into methods of using dredged material to build coastal and riverine infrastructure to protect against the adverse impacts of extreme weather events. The team will research and evaluate alternatives for financing the beneficial use of dredged material for such purposes and, in so doing, identify and address both opportunities and constraints due to economic, regulatory and legislative factors, map stakeholders and develop strategies for addressing their concerns. The team will then pioneer a creative structure for financing flood mitigation projects. Ultimately, working toward designing projects that will help protect population centers and man-made infrastructure from storm and flood damage.

## ESSILOR



### **Project Title: See Change - Bringing Sustainable Vision Care to the Base of Pyramid Populations**

Essilor designs, manufactures and markets a wide range of lenses, to improve and protect eyesight. 4.6 billion people in the world have visual defects, and 2.5 billion still do not have the vision correction they need. In line with Essilor's belief that good vision should be a development priority to reach the UN's Sustainable Development Goals, the company launched a dedicated division, 2.5 New Vision Generation (2.5 NVG), to tackle this issue. 2.5 NVG is creating access to affordable eye care, generating employment and alleviating poverty, by building a taskforce of skilled primary vision care providers and micro-entrepreneurs in underserved areas.

The practicum project team will assess the efficacy of Essilor's programs for the BoP population in Ivory Coast in addition measuring the socio-economic impact of such activities on local communities, to help shape the strategy for future efforts in the region.

## INNOVATORS IN RESIDENCE

*The Sustainable Innovation MBA* program brings leading-edge practitioners-both executive change agents in companies, and start-up entrepreneurs-to campus to share their personal experience and perspective with students. These interactions provide our students with unparalleled networking opportunities through direct and personal contact with leading practitioners. Past speakers have included:

- Jostein Solheim, CEO, Ben & Jerry's
- Laura Asiala, Senior Fellow, Pyxera Global
- Valeria Budinich, Global Leadership Group Member, Ashoka
- Donald Reed, Managing Director, PwC Sustainable Business Solutions
- Erin Meezan, VP of Sustainability, Interface
- Iqbal Quadir, Founder, Grameen Phone
- Matt Arnold, Head of Sustainable Finance, JP Morgan Chase
- Hunter Lovins, President and Founder of Natural Capitalism Solutions
- Jeffrey Hollender, Co-founder and CEO of Seventh Generation

## ALUMNI ENGAGEMENT

Our committed alumni play an important role in the broader program experience of each new cohort. Graduates from the previous three classes serve on our Advisory Board, and local alumni organize monthly social events to connect graduates and current students.

*The Sustainable Innovation MBA Women's Group*, a UVM Alumni Association Affinity group, strives to create a business environment that values female leaders as a pivotal element of a more sustainable and equitable future. The group endeavors to achieve its vision by connecting members of current and previous cohorts through networking events and workshops, and by providing mentorship to women, engaging in deeper conversations regarding women in business and leadership, and building a network of strong women and leaders in business in Burlington, Vermont and beyond.

# O U R N E T W O R K

## THE CHANGEMAKER NETWORK

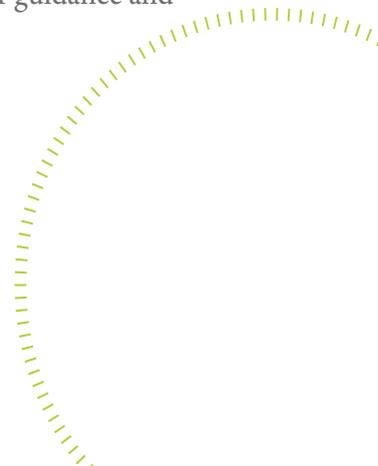
With the goal of reinventing business education – and reinventing business – comes the need for an active, committed “ecosystem” of companies, organizations and individuals who share a belief that business has a new mission both globally and locally. The Changemaker Network, with The Sustainable Innovation MBA at its hub, comprises a rich, dense network of individuals from the spheres of sustainable business, clean technology, corporate social responsibility, base of the pyramid enterprise, and those seeking to reinvent business.

The mission of the Changemaker Network is to provide a strong support system committed to launching The Sustainable Innovation MBA’s graduates into opportunities and careers within Network companies, ventures, and other organizations. This collaborative approach benefits both program graduates and forward-thinking organizations looking for top talent. Because better leaders = better business = better world.

## ADVISORY BOARD

*The Sustainable Innovation MBA* program features an Advisory Board as the core of our community of partners. Advisory Board members share a passion for our mission, and bring a wealth of experience from successful careers as executives and entrepreneurs who lead organizations with a long history of commitment to sustainable innovation. Members are drawn from many iconic Vermont brands, along with new ventures and a range of established global companies undergoing transformations to sustainability.

Students have easy access to the members of the Advisory Board and program partners for guidance and feedback when developing post-graduation career strategies.



# ADVISORY BOARD

Laura Asiala  
Senior Fellow  
PYXERA Global

Joey Bergstein  
Chief Executive Officer  
Seventh Generation

Jeff Bernicke  
President and CEO  
NativeEnergy

Valeria Budinich  
Global Leadership Group Member  
Ashoka Innovators for the Public

Carolyn Cooke  
Founder and Lead Strategist  
Triple C Strategy

Nick Donowitz  
Chief Operating Officer  
THINKMD

Don Droppo Jr.  
President & Chief Executive Officer  
Curtis Packaging

Robert Freling  
Executive Director  
Solar Electric Light Fund

Joe Fusco\*  
Vice President  
Casella Waste Systems, Inc.

Anna Grady  
Vice President, Human Resources  
NRG Systems

Brian Griffith  
Executive Chairman  
Griffiths Foods

Al Hammond  
President  
Allen L. Hammond & Associates

Claudia Harner-Jay  
Senior Program Officer  
PATH

Amit Kapoor  
President and CEO  
Indian Council on Competitiveness

Ali Kenney  
Vice President, Global Strategy & Insights  
Burton Snowboards

Jonathon Koch  
Executive VP and Managing Director  
Falck Renewables North America

Laurie Lane-Zucker  
Founder and CEO  
Impact Entrepreneur

Paul Laudicina  
Chairman, Global Business Policy Council and  
Chairman Emeritus, A.T. Kearney

Andy Mangan  
Executive Director  
US Business Council for Sustainable Development

Erin Meezan  
Vice President of Sustainability  
Interface

Rob Michalak  
Global Director of Social Mission  
Ben & Jerry's

Hinda Miller  
President  
Deforest Concepts

Robert Miller  
CEO  
VSECU

Robert Morier  
Senior Vice President  
FIS Group

Monique Oxender  
Chief Sustainability Officer  
Keurig Green Mountain

Robert M. Phillips  
Consumer Products Operating Partner  
SJ Partners

Iqbal Quadir  
Director Emeritus, Legatum Center at MIT  
Massachusetts Institute of Technology

Donald Reed  
Managing Director  
PwC Sustainable Business Solutions

Antonio Ribeiro  
Sales Operations Director, Latin America  
PepsiCo

Martin Wolf  
Director, Sustainability & Authenticity  
Seventh Generation

Robert Zulkoski  
Chairman  
Vermont Works

## **Ex-Officio Members**

Stuart Hart  
Professor and MBA Practicum Lead  
UVM Grossman School of Business

David A. Jones  
Professor and MBA Academic Director  
UVM Grossman School of Business

Sanjay Sharma  
Dean and Professor of Management  
UVM Grossman School of Business

Vinca Krajewski, Class of '16  
Caitlin Goss, Class of '17  
Julia Barnes, Class of '18

\*Chair of the Advisory Board & Program  
Director

# CAREER DEVELOPMENT & LAUNCH

*The mission of The Sustainable Innovation MBA program is to prepare individuals to create profitable and sustainable business opportunities in a world undergoing transformational change.* But what sorts of jobs and opportunities does this program prepare graduates to do?

We attract a new breed of business student – one more concerned with using profitable business models to address the world’s sustainability challenges, rather than simply turning a profit. Traditional MBA programs focus on training people for “executional” roles in established firms, and prepares students for traditional jobs in marketing, investment banking, operations, corporate finance and consulting. We endeavor to create change agents rather than implementers. Our students have very different career aspirations compared to “traditional” MBA students, so we created a customized Career Launch program that taps into our global network of career coaches and purpose-driven business leaders to help launch our graduates into six career “Pathways”:

**1. Corporations Transforming:** Growing numbers of large, incumbent corporations have reached maturity or have begun to decline. Many such companies are built on yesterday’s unsustainable thinking and technology. Many more fail to reach the majority of humanity in the emerging markets in the developing world. Our graduates gain skills to incubate new and disruptive ventures within existing companies, and lead corporate transformation for companies seeking to fundamentally reinvent themselves for the 21st century.

**2. Purpose-Driven Companies:** Recent years have seen a wave of new companies with a focus on solving societal problems as their core missions: Whether B Corps, Benefit Corporations, or simply “conscious capitalists” such businesses and entrepreneurs are driven to harness the power of capitalism in service to humanity and the world. Since SI-MBA is a “purpose-driven MBA” program, our graduates are a perfect match to such companies.

**3. Consulting for Change:** More than ever, the world of consulting is turning its attention to innovation, disruption, and corporate transformation, rather than simply the continuous improvement of existing businesses and strategies. Our graduates are well suited to the emerging consulting practices focused on sustainability-driven innovation.

**4. Sustainable Entrepreneurship:** We target new ventures and start-ups that focus on tomorrow’s environmentally sustainable technology and socially inclusive business models. Our graduates are perfectly suited to help imagine, craft, or build such ventures. Some of our students want to pursue -and some of our graduates have already started -their own ventures.

# CAREER DEVELOPMENT & LAUNCH

**5. Impact Investing:** Increasingly, the world of finance is turning its attention to “impact,” “social,” and “sustainable” investing. The Sustainable Innovation MBA develops graduates who are adept in how to invest in, and build new ventures that generate triple bottom line returns-socially, environmentally, and financially.

**6. Fourth Sector NGOs:** More and more non-profits and NGOs have focused their strategies on partnering with (rather than resisting) business to harness the power of enterprise in the interest of sustainable development (the Fourth Sector). Our graduates are uniquely qualified to work with such non-profits to accelerate the transformation to a sustainable world.



Our *Career Launch* program is bolstered by a gift from Vermont Works, and it comprises four phases:

In the initial *Discovery* phase, students draft a professional vision and action plan, complete career assessment tools, and receive individualized career counseling to identify one of the six career pathways noted above. Students also participate in career panels and networking events where they are exposed to business leaders and entrepreneurs within these domains.

In the *Focus* phase, students receive career coaching and mentoring from professionals within each pathway, develop career management skills through workshops, and identify potential employment opportunities. This includes access to our Changemaker Network – an ecosystem of more than 100 people focused on sustainable business – and our Advisory Board of business leaders and alumni.

During the *Customize* phase students work with experts to tailor their job pitches, personal brand, and resumes. Students also begin to narrow their focus on a set of potential employers and consider postgraduate consulting project opportunities. Students begin interviewing in the *Launch* phase, occasionally with the companies they partnered with to complete their practicum projects.

In short, the Launch System provides students who are engaged in an intense 12-month program the structure they need to build the network and skills to realize their personal and professional dreams.

# FACULTY BIOGRAPHIES



## **Joseph Fusco** **Program Director**

Joe is the Director of The Sustainable Innovation MBA, and teaches a year-long personal leadership seminar in the program. He also serves a chair of the Advisory Board for the program. Joe speaks frequently to companies and organizations on leadership, organizational culture, problem-solving, business and cultural trends, economic development, business strategy and sustainability, and life/work balance. He's been engaged as a speaker by groups and companies such as the U.S. Department of Agriculture, Vermont Gas Systems, the Project Management Institute, MyWebGrocer, Green Mountain Power, U.S. Department of Homeland Security, and the Telecommunications Association of the Southeast. Joe is also a vice president of Casella Waste Systems, where he serves as an advisor to the chairman and CEO and is an executive coach to over 200 mid- and upper-level managers and numerous work teams.

He is a trustee of the Vermont Youth Conservation Corps, and serves on the Vermont Governor's Climate Action Commission. He currently chairs the Vermont Council on Rural Development's Climate Economy Action Team, and served as a past chair of the State of Vermont's Comprehensive Economic Development Strategy steering committee.



## **Professor David A. Jones** **Academic Director**

David A. Jones is a Professor of Management, holder of the John L. Beckley Professorship, and Academic Director of *The Sustainable Innovation MBA* program. He joined UVM in 2004 after completing his Ph.D. in Industrial and Organizational Psychology at The University of Calgary.

David served on the initial curriculum design team that created this award-winning MBA program, and he teaches 'Strategic CSR & Sustainability Value', among other MBA courses. David is a passionate educator who was honored to receive a University-wide teaching award (the 2009 Kroepsch-Maurice Excellence in Teaching Award), and he regularly conducts full-day leadership development seminars, having trained over 1000 executives and managers in Vermont alone.

Professor Jones is recognized as a scholarly thought leader in the emerging area of employee responses to socially and environmentally sustainable business practices. His work in this area includes ten published studies, theory development pieces, and literature reviews; two co-edited journal issues and a co-edited volume; academic conference roles as theme-track chair, symposium discussant, and expert panelist; and key note addresses and visiting scholar positions. David's broader program of research includes studies of employee volunteerism, recruitment and retention, and responses to perceptions of fair and unfair treatment at work. Professor Jones has authored over 90 papers presented at scholarly conferences, and published over 40 journal articles, book chapters, and conference proceeding papers, including articles in top academic journals, such as the *Academy of Management Journal* and *Journal of Applied Psychology*. He also serves on the editorial boards of four peer-reviewed journals, including two leading outlets in which his work has been published: the *Journal of Management* and *Journal of Organizational Behavior*.

# FACULTY BIOGRAPHIES



## **Professor Stuart L. Hart** **Practicums Lead**

Stuart L. Hart is among the world's top authorities on the implications of environment and poverty for business strategy. He is the Steven Grossman Endowed Chair in Sustainable Business at UVM's Grossman School of Business, and the S.C. Johnson Chair Emeritus in Sustainable Global Enterprise and Professor Emeritus at Cornell University's Johnson Graduate School of Management, where he founded the Center for Sustainable Global Enterprise. Stuart is Founder and President of Enterprise for a Sustainable World, and Founder of the BoP Global Network. He has also held positions as the Hans Zulliger Distinguished Professor of Sustainable Enterprise at the University of North Carolina's Kenan-Flagler Business School, where he founded the Center for Sustainable Enterprise and the Base of the Pyramid Learning Laboratory; and as faculty in corporate strategy at the University of Michigan's Ross School of Business where he was the Founding Director of the Corporate Environmental Management Program (now the Erb Institute for Global Sustainable Enterprise).

Stuart has published more than 100 papers and cases and authored or edited eight books, amassing over 30,000 Google Scholar citations. His article "Beyond Greening: Strategies for a Sustainable World" helped launch the movement for corporate sustainability and won the McKinsey Award for Best Article in the Harvard Business Review in 1997. With C.K. Prahalad, Stuart coauthored the path-breaking 2002 article, "The Fortune at the Bottom of the Pyramid" about how business could profitably serve the needs of four billion people in the developing world. His best-selling book "Capitalism at the Crossroads" was selected by Cambridge University as one of the top 50 books on sustainability of all-time. Stuart was instrumental in developing this program and in establishing partnerships with numerous sustainable business leaders and cutting-edge companies.



## **Paula Cope** **Launch Lead**

Ms. Cope is a full-time lecturer in organization behavior and human resources. Ms. Cope specializes in organization development, team dynamics, change management, and leadership. In addition, she is the Launch Lead and Career Counselor for the Sustainable Innovation MBA Program guiding the students to initiate and launch their career journeys and new ventures. Ms. Cope holds two degrees from the University of Vermont (BS & MEd). In 2012, she was the recipient of the Distinguished Service Award, awarded by the University of Vermont and in 2005 she was named Vermont's Small Business Woman of the Year, awarded by the U.S. Small Business Administration. Ms. Cope is also president of Cope & Associates, Inc., a consulting and training firm in Vermont operating since 1991. Prior to founding Cope & Associates, Inc., Ms. Cope was in non-profit management and later joined TD Bank (formerly TD Banknorth) as Director of Training & Development.



## **Noelle Sevoian** **Program Specialist**

Noelle recently joined The Sustainable Innovation MBA program team as our full time Program Specialist. She holds a M.S. from UVM's Community Development and Applied Economics program, and a B.S. in International Business and Management from Suffolk University in Boston, MA. Noelle brings over five years of experience as Program Manager for the Working Lands Enterprise Initiative, a VT Agency investment program for Vermont Farm, Food, and Forestry enterprises.

# FACULTY BIOGRAPHIES



## **Associate Professor Carolyn M. Bonifield**

Dr. Carolyn M. Bonifield is an Associate Professor of Marketing at UVM's Grossman School of Business. She holds degrees from the University of Iowa (Ph.D), Michigan State University (MBA), and Ohio University (BA). Her research interests include consumer decision making, consumer responses to mobile technology, and collaborative consumption. She has published articles in a number of top business journals including the Journal of the Academy of Marketing Science, Journal of Business Research, and Marketing Letters, among others. Prior to pursuing her Ph.D., she was a product manager for Unilever, and launched and then sold a small business. Dr. Bonifield teaches Sustainable Brand Marketing.



## **Cairn Cross**

Cairn Cross is a co-founder of FreshTracks Capital and serves as a Managing Director of the Fund. Cross presently serves on the boards of FreshTracks portfolio companies Vermont Teddy Bear, NativeEnergy, Faraday and Budnitz Bicycles. Cairn was formerly the Chair of the Board for the EatingWell Media Group which was sold to Meredith Corporation in 2011. Cairn also served on the Board of Directors of NEHP prior to its sale in 2012 to Critical Process Systems. Prior to starting FreshTracks, Cairn was a strategic and financial adviser to Vermont banks and growth businesses, the Assistant General Manager of Green Mountain Capital, L.P. from 1996 to 1998 and spent a decade working as a commercial banker. He teaches Financing a Sustainable Venture.



## **Assistant Professor Kenneth De Roeck**

Kenneth De Roeck is a Professor of Management at the Grossman School of Business. He earned his Ph.D. and Master degree in Management at the University of Louvain in Belgium, and then worked as an Assistant Professor at the IESEG School of Management in France where he taught undergraduate and MBA courses in strategic management, marketing, corporate social responsibility, and business ethics. His research focuses on the psychological mechanisms that explain employees' reactions to their organization's corporate social responsibility and sustainable business practices. Kenneth is an established thought leader who has published his work in top scholarly journals, including the Journal of Management, Journal of Management Studies, European Management Review, Journal of Business Ethics, and Journal of International Human Resource Management. Kenneth teaches Leading for Sustainable Innovation.



## **Mike Dupee**

Michael Dupee brings a wealth of training and industry experience to his teaching. After working in finance in NYC, Mike joined Keurig Green Mountain and held positions as Vice President of Corporate Social Responsibility and Vice President of Sustainable Innovation from 2004-2014. He holds a Master of Science in Biomimicry from Arizona State, and a Juris Doctor and MBA from Georgetown. Michael also completed the Aspen Institutes First Movers Fellowship Program and the Sustainability Institutes Donella Meadows Sustainability Leadership Fellows Program. Among his current endeavors, Mike is a principal of AWEN Ventures and leads development work for startup ventures. He teaches Business Strategy for a Sustainable World, and Sustainable Operations and Green Supply Chains.

# FACULTY BIOGRAPHIES



## **Associate Professor Ante Glavas**

Dr. Glavas earned his Ph.D. in Organizational Behavior from Case Western Reserve University, and joined UVM's Grossman School of Business in August, 2017. He has published numerous articles on Corporate Social Responsibility, and was honored to receive the Emerald Citations award for his influential work in this area. A passionate teacher, he received the Professor of the Year award in management while working at the University of Notre Dame. His professional experience includes a senior executive role in a Fortune 500 company, consulting engagements with over 100 organizations, and the founding of three social enterprises. Ante has lived in five, and worked in over 50, countries.



## **Kevin Jones**

Kevin Jones is a Deputy Director of the Institute for Energy and the Environment at Vermont Law School where he leads Smart Grid and Community Energy projects. He focuses on solutions to energy and environmental policy challenges facing the electric power industry, and co-authored "A Smarter, Greener Grid: Forging Environmental Progress through Smart Energy Policies and Technologies." Working to transform the electric power industry, he has worked as director of power market policy for the Long Island Power Authority and director of energy policy for the city of New York. He received his PhD from Rensselaer Polytechnic Institute's Lally School of Management and Technology where he conducted research to compare the market-based approach to regulating acid rain in the US to the command and control approach of the European Union. He teaches Sustainable Energy Technology and Policy.



## **Matt Mayberry**

Matt Mayberry is Founder and Principal of WholeWorks, a consulting firm specializing in simulation-based leadership development. For over two decades, WholeWorks' leadership "practice fields" have provided thousands of business managers from top Fortune 500 companies with a safe and realistic environment for building their capabilities. Matt received his Ph.D. in physics from M.I.T. and his MBA from Stanford. He has worked in industry, consulted, and trained numerous organizations in systems thinking, leadership, and organizational transformation. From 2010 to 2015, Matt served on the faculty of Green Mountain College and was appointed to the first endowed chair in the College's history. Matt has taught numerous courses in sustainable business at the undergraduate and MBA level, including Systems Tools for the Sustainable Enterprise.



## **Associate Professor Erik Monsen**

Dr. Erik Monsen joined UVM's Grossman School of Business in August 2014 as an Associate Professor and Steven Grossman Endowed Chair in Entrepreneurship. His career has crossed disciplinary (engineering, management, economics) and geographic (US, Germany, UK) boundaries on his journey from designing better aircraft to designing better entrepreneurial organizations. Building on personal experiences as an aerospace engineer and business consultant in American and European aerospace organizations, his mission is to aid technology and research organizations, both public and private, to become more entrepreneurial and create new value for society. He teaches Crafting the Entrepreneurial Business Model and co-teaches Technology Commercialization and Entrepreneurship.

# FACULTY BIOGRAPHIES



## **Professor Thomas Noordewier**

Dr. Thomas Noordewier joined the Grossman School of Business at UVM in the Fall of 1990 after spending a year as an Assistant Professor at Yale. Prior to Yale he taught at Ohio State University and the University of Wisconsin-Madison. His marketing research includes a focus on Distribution Channels, Procurement and Franchising. Thomas is a Fellow at UVM's Gund Institute for the Environment, an interdisciplinary organization with the stated purpose of integrating "natural and social sciences to understand the interactions between people and nature and to help build a sustainable future." He has co-authored a book on customer service, published articles in numerous marketing and management journals, including an article on collaborative environmental planning in river management in the *Journal of Environmental Management*. He teaches *Marketing Decision Making Under Uncertainty*.



## **Joanne Pencak**

Joanne Pencak is a lecturer and consultant specializing in executive education, fraud prevention and internal controls. Her history includes working as a Certified Public Accountant for local firms and running her own CPA firm. She obtained her MBA in 2008 from James Madison University. She serves as a member of the advisory board to the Treasurer of the City of Rutland, Vermont, and as the voluntary Chairperson for the Fresh Air Fund. She is also a member of the Sustainable Accounting Standard Board's Consumption Industry Working Group, which was formed to shape and influence sustainable reporting standards for the Meat, Poultry, Dairy & Fishing & Processed food Industries. She teaches *Financial Accounting for Sustainable Enterprises* and *Cost Models for the Transformational Enterprise*.



## **Professor Taylor Ricketts**

Dr. Taylor Ricketts is the Gund Professor and Director of the Gund Institute for the Environment at UVM. Taylor integrates natural and social sciences to address scientific questions and real-world conservation problems in an increasingly crowded, changing world. His recent work has focused on the economic benefits provided to people by forests, wetlands, reefs, and other natural areas. He is co-founder of the Natural Capital Project was a Convening Lead Author for the Millennium Ecosystem Assessment, a 5-year, UN-sponsored effort to assess global ecosystems and their contributions to human wellbeing. Taylor led World Wildlife Fund's Conservation Science Program for nine years, and is a Senior Fellow at WWF. He has authored over 70 scientific publications, and Thompson-Reuters has named him one of the world's most cited and influential scientists. Taylor received his Ph.D. in Biological Sciences at Stanford University. He has co-taught *World Challenges: Physical and Social Realities*.



## **Professor Chuck Schnitzlein**

Dr. Schnitzlein earned his Ph.D. in Finance from Washington University and joined UVM in 2014 as the Steven Grossman Endowed Chair in Finance in the Grossman School of Business. Chuck has long believed that government action alone will not be sufficient to address the environmental challenges that confront the world and was thus excited to join the only U.S. School of Business that has sustainability as a core value and strategic focus. Before joining UVM, he held faculty positions at the University of Arizona, the University of Miami, and the University of Central Florida where he was the doctoral program coordinator, a member of the Investment Committee for the UCF's Foundation, and advisor to the investment committee of a large philanthropy. He has published his work in top finance journals, and teaches *Finance for Innovators I and II*.

# FACULTY BIOGRAPHIES



## **Professor Pramodita Sharma**

Dr. Pramodita Sharma is the Sanders Professor for Family Business at the Grossman School of Business. Prior to joining UVM in 2011, she was the CIBC Distinguished Professor of Family Business at the John Molson School of Business, Concordia University. Dita is a visiting scholar and Academic Director of the Global Successful Transgenerational Entrepreneurship Practices (STEP) project at Babson College. Her research on succession processes, governance, innovation, next generation issues and the unique dynamics underlying family firms has been honored with several prestigious international awards and two honorary doctorates. Dita is Editor of the highly ranked Family Business Review, and her most recent book is titled, "Entrepreneurs in Every Generation: How Successful Family Business Develop their Next Leaders."



## **Dean Sanjay Sharma**

Dr. Sanjay Sharma was appointed dean of the Grossman School of Business at UVM in 2011. His private sector background includes 16 years of senior management experience with international corporations, and he has over a decade of proven leadership within higher education. A 2001-2002 Fulbright Scholar, Dean Sharma has won several research grants and has expertise in corporate environmental strategy, corporate sustainability, competitive strategy, stakeholder engagement and organizational innovation. His research has been widely published in top management journals including Academy of Management Review, Academy of Management Journal, Academy of Management Executive, Strategic Management Journal, and Journal of Marketing, among others. He has co-edited and written seven books on corporate environmental management and sustainability. He co-teaches World Challenges: Physical and Social Realities.



## **Professor Richard Vanden Bergh**

Dr. Richard Vanden Bergh joined UVM in 2000. Prior to the University of Vermont, he worked in corporate banking and investment banking specializing in highly leveraged transactions. He graduated from the University of California at Berkeley, where he completed his Ph.D. in Business and Public Policy. He also earned an MBA from Berkeley and a BA from Swarthmore College. Dr. Vanden Bergh's current areas of research include: firm strategy in the political environment; design of regulatory, political and judicial institutions. Dr. Vanden Bergh's research has been published in the Academy of Management Journal, the Academy of Management Perspectives, the Academy of Management Review, the Journal of Law & Economics, the Journal of Law, Economics, & Organization, the Journal of Economic Behavior & Organization, Public Choice, and the Strategic Management Journal. He teaches Business Economics and Business Sustainability and Public Policy.



## **Assistant Professor Srinivas Venugopal**

Dr. Venugopal joined the Grossman School of Business in August 2016. Prior to his academic career, Srinivas led a technology-based social venture that delivered educational services to low-income consumers in rural India. He continues to run a social enterprise that is focused on promoting girl's education in several low income neighborhoods (slums) in the city of Chennai, India. In his research, Srinivas (Srinivas) examines the intertwined nature of consumption and entrepreneurship in subsistence marketplaces where more than a billion poverty-stricken entrepreneurs run micro-enterprises to meet basic consumption needs. In a parallel stream of research, he examines how social enterprises entering into contexts of poverty negotiate institutional differences to bring about positive social change. Srinivas teaches Driving Innovation from the Base of the Pyramid.



# BURLINGTON

The University of Vermont is located in Burlington, VT, a small but culturally vibrant and picturesque city that sits on the east side of Lake Champlain with the Green Mountains to the east and the Adirondack Mountains across the lake to the west. Burlington was recently ranked #1 by A&E Television on a list of the 10 cities that “have it all.” In the past, Burlington has received accolades that include being named to the “healthiest US city” list and appearing on Outdoor Magazine’s “best towns” listing. Interested candidates are encouraged to visit the City of Burlington homepage at: <http://www.burlingtonvt.gov/> and the Lake Champlain Regional Chamber of Commerce homepage at: <http://www.vermont.org/>

## TRAVEL

BTV flies direct to Atlanta, NYC, Chicago, Washington DC, Philadelphia, Toronto and more.

[megabus.com](http://megabus.com)

jetBlue  
AIRWAYS

USAir

UNITED

DELTA

porter

## MUSIC

BTV is a small city with a big music scene of local and national acts.



FLYNN CENTER  
PERFORMING ARTS

SIGNAL KITCHEN



BURLINGTON DISCOVER  
JAZZ FESTIVAL



WANDERLUST

## DRINKS

Some of the best craft breweries and small batch distilleries anywhere. More breweries per capita than any other state and fourteen distilleries.



WHISTLEPIG  
STRAIGHT RYE

VERMONT  
Spirits  
ARTISANAL VODKA  
from VERMONT



## RESTAURANTS

BTV is at the epicenter of local food movement and boasts some of the best restaurants in the country.

HEN OF THE WOOD



LEUNIG'S  
RESTO & CAFE



magnolia



# THE SUSTAINABLE INNOVATION MBA

