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.

As a Sustainable Innovation MBA student, 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 Innovator-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:** In 2016, the Princeton Review ranked our program as the #2 Green MBA in the country, and Corporate Knights ranked us globally as a Top 10 Better World MBA. 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 Environmental Sustainability Curriculum.

• **MULTI-DISCIPLINARY DESIGN:** 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 Department of Community Development and Applied Economics, the nationally ranked Rubenstein School of Environment & Natural Resources, the Gund Institute for the Environment, the Office of Technology Commercialization, 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
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.
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. **Design**: 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 + design 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.
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

Traditional MBA Curriculum

- We eliminate legacy content of the past, and focus on tools for the present and future
- Instead of preparing managers for functional execution and administration, we develop visionary leaders for innovation and transformational change

Core MBA Toolkit
- Strategy
- Marketing
- Operations
- Management
- Economics
- Accounting
- Finance

The Sustainable Innovation MBA

- We integrate sustainability and innovation in everything we do, and students learn from top leaders in sustainable business
- Graduates gain project-based experience via practicums hosted by world-class companies & ventures
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.
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.

**MODULES AND COURSES**
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, forming lifelong professional and personal relationships.

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.

**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 project teams are typically composed of 3-5 students. 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. Students interested in pursuing an entrepreneurial venture may elect to launch their own business idea in lieu of a company-based project.
Past practicum projects have been hosted by world-class organizations including Pepsico, Novelis, Facebook, Philips, Cemex, Ingersoll Rand, Ben & Jerry’s, Native Energy, and Seventh Generation. An extended list of project descriptions can be found at uvm.edu/si-mba. Brief descriptions of a selection of past practicum projects can be found below.

**FACEBOOK**

**Project Title: Terragraph Business Model**

Facebook Connectivity Lab's mission is to conduct the fundamental research to connect the 4.2 billion people who are without access to the Internet or under-served with limited connections to the Internet. Using new technologies built by Facebook’s Connectivity Lab, the company seeks to leapfrog traditional methods for connectivity and offer disruptive, innovative projects to connect the “last mile.”

The Sustainable Innovation MBA practicum project worked with the Facebook team on project Terragraph; one of the Connectivity Lab’s terrestrial Internet solutions. This practicum project continued the work started by a team from a previous class. The focus of the project was on understanding the ecosystem in dense urban slums in India to better understand the value proposition of Terragraph technology, with a particular focus on non-users – particularly women and girls. The team conducted on the ground interviews to uncover challenges and solutions associated with the use and implementation of the technology. The findings assisted Facebook in determining a viable business model for project Terragraph in India and a framework for the rest of the world. The goal of the project was to create mutual value for businesses and the communities they operate in, creating a truly sustainable venture.

**GLOBAL EVOLUTION**

**Project Title: Elaborating ESG and Sustainable Development Indicators for Emerging Frontier Markets**

Global Evolution is a Denmark based investment manager specializing in emerging and frontier market sovereign investments. Global Evolution actively promotes responsible investing and integration of environmental, social, and governance (ESG) criteria in their investment decision-making process. They are widely recognized and respected experts and pioneers in this market segment.

The focus of the practicum was to 1) Develop an updateable ESG framework supporting impact investing, 2) Create and refine country specific ESG cases for frontier and emerging markets. 3) Present reasons for integration of the information gained (from 1 and 2) into Global Evolution’s investment and research processes.
EKUTIR
Project Title: ICT – Based Solutions for Smallholder Farmers
eKutir, leverages a human digital platform to build a self-sustaining ecosystem to address various challenges of smallholder farmer poverty. Through the development of these digital applications, farmers are able to increase crop yield and profitability by 12-200% and lower costs by 70%. eKutir’s business model has currently engaged more than 70,000 farmers through its partners in three countries – India, Bangladesh, and Cambodia – and is planning to roll out to several Latin American and African countries in the near future. To meet this global demand, eKutir must understand the technological resources, community needs, and regulatory barriers to reach global scale. The Sustainable Innovation MBA students worked with eKutir to develop the next generation strategy and business model to encourage more rapid and effective scaling across developing and developed countries.

THINKMD
Project Title: Strategy Analysis for a New, Inclusive Health Venture
THINKMD, a social venture founded in 2014, aims to expand healthcare access for everyone, everywhere. THINKMD’s product, MEDSINC, puts clinical assessment capability in the hands of mobile users. MEDSINC empowers minimally-skilled health workers in resource poor regions to accurately measure the sickness of children and automatically generates triage and treatment recommendations leading to accurate and timely interventions. Additionally, the product’s collection of critical public health data could change how the healthcare sector reacts to pandemic threats.

The Sustainable Innovation MBA students joined THINKMD’s team to support their mission. Together they expanded healthcare access and leveraged data to create better health outcomes for all. The students assessed existing and alternative business models to help the THINKMD team hone the company’s corporate strategy as they prepare for commercial scale. The students performed market and competitive landscape analyses to identify and confirm product differentiation and unique value proposition. This informed commercial strategy, partnership objectives, market positioning, and alternative revenue model opportunities.
POSTGRADUATE CONSULTING PROGRAM

We also offer unique opportunities for postgraduate consulting projects with our corporate partners, practicum project sponsors, and Advisory Board organizations. These consulting projects start upon graduation in August and run for a period of four months or more; built into their design is time allocated for the graduate to search for full-time employment. This innovative model provides paid resume-building experience, while also allowing time to explore career and employment options. In some cases, consulting projects lead to full-time employment offers.

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 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.
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For additional curriculum information, please visit our website: uvm.edu/si-mba
INNOVATOR-IN-RESIDENCE SPEAKER SERIES

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
- Erin Meezan, VP of Sustainability, Interface
- Iqbal Quadir, Founder, Grameen Phone
- Matt Arnold, Head of Sustainable Finance, JP Morgan Chase
- Nick Donowitz, Chief Operating Officer, THINKMD
- Donald Reed, Managing Director, PwC Sustainable Business Solutions

ADVISORY BOARD

The Sustainable Innovation MBA program features an Advisory Board and a community of partners comprised of individuals who work in organizations with a long history of commitment to sustainable innovation and have successful careers as executives and entrepreneurs. 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 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 Operating 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.

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
Director of Global Sustainability
Burton Snowboards

Jonathon Koch
Managing Director
US Renewables

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
Managing Director, Head of North America
Global Evolution

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 Director of Practicums and External Relations
UVM Grossman School of Business

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

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

Kianna Bromley, Class of ’15
Vinca Krajewski, Class of ’16
Caitlin Goss, Class of ’17

*Chair of the Advisory Board
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?

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. The Sustainable Innovation MBA team works to build an unparalleled global network of partners who help us create the jobs and entrepreneurial opportunities of the future. We endeavor to create change agents rather than implementers. To do this, The Sustainable Innovation MBA focuses on four primary domains for placing our graduates:

1. **Intrapreneurs**: Growing numbers of existing businesses have reached maturity or have begun to decline. Many 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 program builds the business skills to incubate new ventures, create disruptive or leapfrog businesses within existing corporations, and lead corporate transformation for companies seeking to fundamentally transform themselves to meet the challenges of the 21st century.

2. **Consultants**: 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.

3. **Entrepreneurs**: 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, and build such ventures. Some of our students want to pursue—and some of our graduates have already started—their own ventures.

4. **Investors**: 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.
WHERE WILL THIS MBA TAKE ME?

CAREER DEVELOPMENT AND LAUNCH

Students who join The Sustainable Innovation MBA program are 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. Our students have very different career aspirations compared to “traditional” MBA students, so we created a customized career development system that taps into our global network of career coaches and purpose-driven business leaders.

Our Launch system is designed to propel students into career pathways aligned with their personal visions and the program’s focus on clean tech innovation and inclusive business models. Bolstered by a gift from Vermont Works the Launch system 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 six career pathways: working in a mission-driven business; joining a large corporation in a sustainability or corporate innovation role; launching a start-up or working in a new venture; consulting in sustainable business; impact investing (venture capital or private equity); or working in the “4th sector” at a non-profit that leverages the private sector for sustainable innovation. 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.
Director, Professor David A. Jones
Director David A. Jones was a member of the initial team that created this award-winning MBA program, and he served as its Co-Director from 2015-17. David joined the Grossman School of Business as a Professor of Management in 2004 after completing his Ph.D. in Industrial and Organizational Psychology, and he now holds the John L. Beckley Professorship in American Business. He is a passionate teacher who was honored to receive a University-wide teaching award in 2009, and he teaches courses on Teamwork and Collaboration, Strategic Corporate Social Responsibility, and Leadership and Innovation. He regularly works with organizations and conducts full-day leadership workshops through which he has trained over 900 executives and managers.

David is a productive scholar whose research focuses on explaining how and why job seekers and employees respond positively to an employer's community involvement and other sustainable business practices. He also conducts research on employees' perceptions of fairness in the workplace. David has co-authored and presented over 80 papers at scholarly conferences and has published over 30 articles, book chapters, and refereed conference proceeding papers. He has established an international reputation as a thought leader in the emerging area of employee responses to CSR and sustainable business practices, delivering keynote addresses, co-editing special journal issues, and receiving honors for his recent work in this area that includes published literature reviews and theory development (Henning & Jones, 2013; Jones & Rupp, in press; Jones & Willness, 2013; Jones, Willness, & Glavas, 2017; Willness & Jones, 2013), and empirical studies (Jones, 2010; Jones, 2016; Jones, Willness, & Heller, 2016; Jones, Willness, & Madey, 2014). His articles have appeared in top scholarly journals such as the Academy of Management Journal and Journal of Applied Psychology, and two other leading journals where he serves on the editorial boards: the Journal of Organizational Behavior and Journal of Management.

Director of Practicums and External Relations, Professor Stuart L. Hart
Dr. Stuart L. Hart is among the world's top authorities on the implications of environment and poverty for business strategy. Stuart, who served as Co-Director from 2015-17, played an instrumental role in the design and launch of the program, and in establishing partnerships with sustainable business leaders and companies. 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, Founder of the BoP Global Network, and Founding Director of the Emergent Institute in Bangalore. 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).

Stuart has published more than 70 papers and authored or edited eight books, amassing over 25,000 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 Harvard Business Review, 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. Stuart coauthored with Ted London a 2011 book, “Next Generation Business Strategies for the Base of the Pyramid,” and his best-selling book “Capitalism at the Crossroads” was selected by Cambridge University as one of the top 50 books on sustainability.
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
Dr. Kenneth De Roeck joined the Grossman School of Business in August 2016. He earned a Ph.D. 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, Sustainable Operations and Green Supply Chains, and co-teaches World Challenges: Physical and Social Realities.
Jon Erickson
Jon Erickson is the David Blittersdorf Professor of Sustainability Science & Policy. He has published widely on energy & climate change policy, land conservation, watershed planning, environmental public health, and the theory and practice of ecological economics. He was the Interim Dean of the Rubenstein School from 2012-2014, Managing Director of UVM’s Gund Institute for Ecological Economics from 2009-2012, and is past President of the U.S. Society for Ecological Economics, past editor of the Adirondack Journal of Environmental Studies, and serves on the board or advisory committee of numerous nongovernmental organizations. He is currently an Adjunct Professor at the University of Iceland, and has been a Fulbright Scholar at the Sokoine University of Agriculture in Tanzania He co-teaches World Challenges: Physical and Social Realities.

Corine Farewell
Dr. Corine Farewell is Director of the Office of Technology Commercialization at the University of Vermont. In this role, she provides guidance to the academic community on all aspects of protecting and commercializing University innovations. She has a proven record of identifying innovative opportunities and aligning the necessary human and material resources to implement sustainable initiatives, especially in building relationships between the private sector and academia. Corine earned her Bachelor of Science, Doctor of Veterinary Medicine and Master of Business Administration degrees from Cornell University. She has served on the Alumni Association Executive Committee for the Cornell University, College of Veterinary Medicine, the Johnson Graduate School of Management BR Incubator Advisory Board and the campus-wide Cornell Entrepreneurship and Personal Enterprise Program. She co-teaches Technology Commercialization and Entrepreneurship.

Joe Fusco
Joe Fusco is a vice president of Casella Waste Systems, where he serves as an advisor to the chairman and CEO. In addition to teaching in the University of Vermont’s Sustainable Innovation MBA program and serving as chair of the program’s Advisory Board, 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. Joe 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.

Professor Jacobus Geurts
Dr. Jac Geurts is a Professor Emeritus of policy and strategy in the Department of Organization Studies at Tilburg University, Netherlands, where he also served as director of the Tilburg Institute for Applied Social Research (IVA). Professor Geurts specializes in the use of gaming/simulations for strategy and policy, and tools used in strategic decision making. His area of applied work focuses on the development of sustainable business practices and technologies, especially in the areas of sustainability, poverty and business (base of the pyramid, BoP), and sustainable health care. Dr. Geurts has held a number of visiting faculty positions, was a Fulbright scholar at the University of Michigan, and has consulted on strategic issues to governments, private companies and not-for-profit organizations in Europe, USA and Asia. He teaches Systems Tools for Sustainability.
Assistant Professor Ante Glavas
Dr. Ante 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.

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.

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.

**Professor Pramodita Sharma**
Dr. PramDITA 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.” She teaches Entrepreneurial Leadership and Mindset and Entrepreneurial Family Business.
Dean Sanjay Sharma
Dr. Sanjay Sharma is the Dean of the Grossman School of Business, University of Vermont since 2011. Prior to that he was the Dean of the John Molson School of Business in Montreal, the largest business school in Canada and the Canada Research Chair in Organizational Sustainability. He is a pioneer in corporate sustainability research with 8 books and over 100 articles. He is the recipient of the Distinguished Scholar Award in Organizations and the Natural Environment from the Academy of Management in 2017 and his latest book “Competing for a Sustainable World” was a runner up for the Best Book Award at the Academy of Management in 2015. Before pursuing an academic career, he was a senior manager and CEO with multinational corporations for 16 years. He co-teaches World Challenges: Physical and Social Realities.

Dr. Prem Timsina
Dr. Prem Timsina brings a broad range of experience in the field of nonprofit management, social-entrepreneurship and sustainable community development to his teaching. He currently teaches sustainable development and leadership and management courses at UVM and Saint Michael’s College, and has taught management, finance and accounting courses at Tribhuwan University in Nepal. Prem has served as a project executive with two major international community development organizations (Plan International Nepal and Danish International Cooperation), and has participated in project design, strategic planning, implementation, supervision, monitoring, and evaluation of various community development projects. He executed various income generation, micro-finance and women empowerment projects including democracy, social justice, and human rights, integrating the projects with literacy, health and sanitation programs. He teaches Business, Communities, and Sustainability.

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 Srini Venugopal
Dr. Srini Venugopal joined the Grossman School of Business in 2016. Prior to his academic career, Srini 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, Srini 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. Srini teaches Driving Innovation from the Base of the Pyramid.
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/

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