

**The University of Vermont's
Sustainable Entrepreneurship
MBA Program:
Reinventing Business Education**

January 26, 2017



What is the GC3?

- Cross-sectoral, cross-value chain business-to-business membership network
- Collaborations to advance the application of green chemistry across industry sectors and supply chains
- Government policy & funding for green chemistry



Mission: To make green chemistry standard practice – **Mainstream** - in industry, for innovation, public health, and environmental protection

Started in 2005



100 Members Across Sectors and Value Chain

Johnson & Johnson

valspar

LEVI STRAUSS & CO.



STAPLES

MAKE more HAPPEN



method.



L'ORÉAL



Battelle
The Business of Innovation

Beiersdorf



BEAUTYCOUNTER

CVS Health



Today's Speakers



Stuart Hart

Steven Grossman Endowed
Chair in Sustainable Business
& SEMBA Co-Director,
University of Vermont



Vinca Krajewski

SEMBA Alumna &
Associate Brand Manager,
Personal Care Team,
Seventh Generation

Ground Rules

- Due to the number of participants in the webinar, all lines will be muted
- If you have a question or comment, please type it in the “Questions” box located in the control panel
- Questions will be answered at the end of the presentation

SUSTAINABLE
ENTREPRENEURSHIP

MBA

GROSSMAN SCHOOL OF BUSINESS
UVM's 1 YEAR MBA

Reinventing Business Education

GC3 Webinar, 19 January 2017

Stuart L. Hart
Steven Grossman Endowed
Chair in Sustainable Business
& SEMBA Co-Director
University of Vermont

Vinca Krajewski
SEMBA Alumna
Associate Brand Manager- Personal Care
Seventh Generation
Burlington, VT

What is the likelihood that the next 20
years look like the last 20?

Two Levels of Sustainability

Strategies for Greening/CSR

Focus on Existing:

*products
processes
suppliers
customers
communities*

Characteristics:

*Incremental
Continuous Improvement
Rationalizes Industry Structure*

Strategies for Sustainable Entrepreneurship

Focus on New:

*technologies
markets
partners
needs
stakeholders*

Characteristics:

*Discontinuous/Disruptive
Creative Destruction
Restructures/Reinvents Industry*



Stuart L. Hart. (1997). *Beyond Greening: Strategies for a Sustainable World*.

What is the likelihood that current trends continue with Business Education?

Creative Destruction



Joseph Schumpeter
Prophet of Innovation



SUSTAINABLE
ENTREPRENEURSHIP
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UVM'S 1 YEAR MBA

Transforming Today's Business
Creating Tomorrow's Ventures

Beyond "Saddlebag" Sustainability



SUSTAINABLE
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UVM'S 1 YEAR MBA

***A world where capitalism, disrupted and reinvented,
is a force for the economic, environmental, and
social change necessary to solve the world's most
pressing problems.***

To prepare and train individuals to create profitable and sustainable business opportunities in a world undergoing transformational change.

SEMBA aims to develop the next generation of leaders who will build, disrupt, innovate, and reinvent sustainable business and enterprises in a world that demands it.

To be recognized as the best sustainable business MBA in the world and to provide a tangible model for business education transformed for the 21st century.

Recent Recognition & Awards

- *2nd Best Green MBA*; Princeton Review's 2015 list of [Best Green MBAs](#) in the US (October, 2016)
 - Ahead of Stanford, Harvard, Babson, Cornell, Michigan, UNC Chapel Hill, etc.
- *Grand Prize Winner*; The Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula (June, 2016)
- *Outstanding Specialty Program*, awarded by the Global Consortium of Entrepreneurship Centers (October, 2016)
- *Top 10 Better World MBA Program*; Corporate Knights' 2016 Better World MBA Ranking (October, 2016)

SEMBA Vs. Traditional MBA Curricula

- We eliminate legacy content, & focus on tools for the future
- We deemphasize administrative skills, & focus on leadership, collaboration, & innovation skills
- Instead of preparing managers for functional execution, we develop visionary leaders for transformational change

Core MBA Toolkit

- Accounting
- Finance
- Economics
- Statistics
- Marketing
- Operations
- Management
- Strategy

The SEMBA Difference

- Sustainability & innovation are integrated in every course
- Students learn from numerous thought leaders, entrepreneurs, & leaders in sustainable business
- Graduates gain project-based experience via practicums hosted by world-class firms & entrepreneurs

The SEMBA 1 Year MBA

**45 Credit
Hours**

**30 Courses,
4 Modules**

**Learning
Teams**

**Entrepreneurs
in Residence,
Mentors, &
Workshops**

**Summer
Practicum**

Summer: Online Accounting Fundamentals Course (Aug)

Online, Self-paced, 1 Credit Hour

Module 1: Foundations of Management (Sep/Oct)

7 Courses, 10 Credit Hours

E.g., *Business Strategy for a Sustainable World; Finance for Innovators; & Sustainable Brand Marketing*

Module 2: Building A Sustainable Enterprise (Nov/Dec)

6 Courses, 9 Credit Hours

E.g., *Crafting the Entrepreneurial Business Model; Business Sustainability and Public Policy; & Organizing for Sustainable Transformation*

Module 1: Foundations of Management

Module 1 - MBA 301	<i>M1: Foundations of Management</i>		Aug 29 - Oct 14, 2016
301.01	World Challenges: Physical and Social Realities	1	S. Hart, S. Sharma, & T. Ricketts
301.02	Business Strategy for a Sustainable World	2	Stuart Hart
301.03	Finance for Innovators	2	Chuck Schnitzlein
301.04	Sustainable Brand Marketing	2	Carolyn Bonifield
301.05	Teamwork and Collaboration for Sustained Innovation	1	David Jones
301.06	Business Economics	1	Rick Vanden Bergh
301.07	Entrepreneurial Leadership and Mindset	1	Dita Sharma
	Leadership Seminar	0	Joe Fusco
Total Module 1 Credits:		10	

Module 2: Building a Sustainable Enterprise

Module 2 - MBA 302	<i>M2: Building A Sustainable Enterprise</i>		Oct 14 - Dec 16, 2016
302.01	Business Sustainability and Public Policy	2	Rick Vanden Bergh
302.02	Crafting the Entrepreneurial Business Model	2	Erik Monsen
302.03	Marketing Decision Making Under Uncertainty	1	Tom Noordewier
302.04	Strategic CSR for Transformational Sustainability	2	David Jones
302.05	Finance for Innovators	1	Chuck Schnitzlein
302.06	Cost Models for the Transformational Enterprise	1	Joanne Pencak
	Leadership Seminar	0	Joe Fusco
Total Module 2 Credits:		9	

Module 3: Growing A Sustainable Enterprise (Jan/Feb)

7 Courses, 9 Credit Hours

E.g., Sustainable Operations and Green Supply Chains; Financing a Sustainable Venture; & Managing and Leading for Sustainable Innovation

Module 4: Focusing On Sustainability (Mar/Apr)

8 Courses, 9 Credit Hours

E.g., Driving Innovation from the Base of the Pyramid; Sustainable Energy Technology and Policy; & Systems Tools for Sustainability

Summer Practicum (May-July)

7 Credit Hours

Module 3: Growing a Sustainable Enterprise

Winter (J) Term	<i>Practicum Planning</i>		Jan 9 - Jan 13, 2017
303.01	Initial Framing, List of Project Ideas/Opportunities	1	Stuart Hart
Module 3 - MBA 303	<i>M3: Growing A Sustainable Enterprise</i>		Jan 17 - Mar 17, 2017
303.02	Leading for Sustainable Innovation	2	David Jones
303.03	Sustainable Operations and Green Supply Chains I	1	Mike Dupee
303.04	Business, Communities, and Sustainability	1	Prem Timsina (CDAE)
303.05	Law as a Framework for Entrepreneurial Business	1	Oliver Goodenough (VLS)
303.06	Sustainability Toolkit I	1	Stuart Hart & David Jones
303.07	Financing a Sustainable Venture	2	Cairn Cross
	Leadership Seminar	0	Joe Fusco
Total Winter + Module 3 Credits:		9	

Module 4: Focusing on Sustainability

Module 4 - MBA 304	<i>M4: Focusing On Sustainability</i>		Mar 20 - May 12, 2017
304.01	Sustainable Technology Commercialization	2	Erik Monsen & Corine Farewell
304.02	Driving Innovation from the Base of the Pyramid	1	Stuart Hart
304.03	Entrepreneurial Family Business	1	Dita Sharma
304.04	Regulatory Issues for the Entrepreneur	1	Mark Latham (VLS)
304.05	Sustainable Energy Technology and Policy	1	Kevin Jones (VLS)
304.06	Systems Tools for Sustainability	1	Jac Geurts (Visiting Scholar)
304.07	Sustainability Toolkit II	1	Stuart Hart & David Jones
304.08	Sustainable Operations and Green Supply Chains II	1	Mike Dupee
	Leadership Seminar	0	Joe Fusco
Total Module 4 Credits:		9	



PEPSICO



KEURIG
GREEN MOUNTAIN

LANCER



CRANEMERE



DIVA

Novelis

BURTON

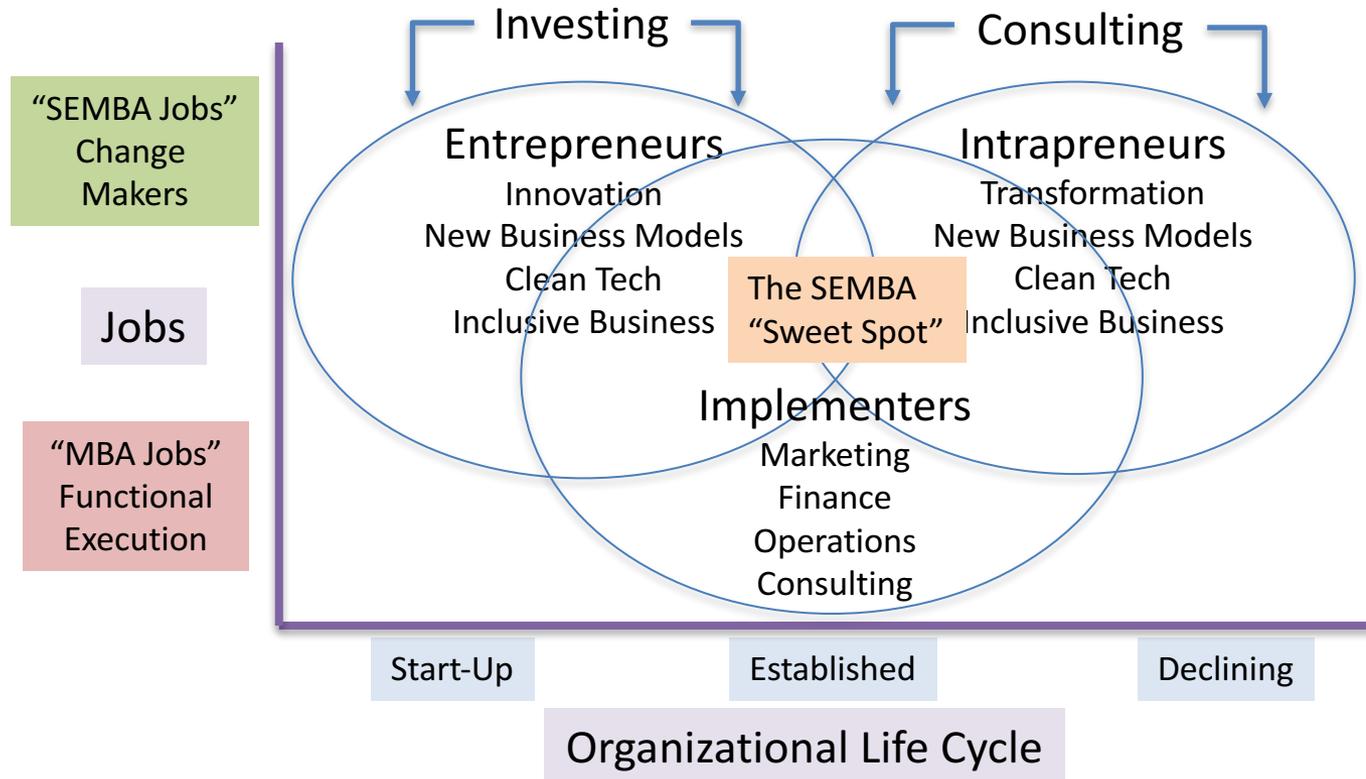




Title: Affordable & Sustainable Portfolio for Underserved Consumers

Low income consumers are greatly underserved in the green products marketplace. Due to the current reality of higher costs in development, sourcing materials, production and compliance, green products cost more than conventional products of similar efficacy. As a result, many families cannot afford high quality green products. As a mission-driven company, Seventh Generation believes that everyone should be able to clean safely, sustainably and effectively.

The request to the SEMBA team is to develop a comprehensive go to market and long-term strategy to address the clothes laundering or other household cleaning needs of low income communities in an affordable and environmentally sustainable way. The team will identify options for new products or services and business models. The team will focus on understanding the target consumers' preferences and cleaning habits, identifying barriers to use of green products by these consumers, defining attributes that will appeal to the target consumer, and developing a value proposition uniquely suited to low income consumers while avoiding cannibalization of current products.



The SEMBA Advisory Board



- Extending the Advisory Board. With the Advisory Board at its hub, the SEMBA Change Maker Network comprises a rich, dense network of over 100 individuals from the spheres of sustainable business, clean technology, corporate social responsibility, base of the pyramid enterprise, and those seeking to reinvent business.
- Mission: To provide a strong support system committed to launching SEMBA's newly educated change agents into opportunities and careers within Network companies, ventures, and other organizations.
- Benefits and Activities include:
 - Access to a Unique Talent Pool.
 - "First Look" at Students/Graduates.
 - Referring Opportunities to the Right Candidates.
 - Networking and Mentoring Opportunities.

Post-Graduate Consulting Projects

- Extending Practicums and Beyond. Practicum Projects help to give momentum to an important initiative or strategy that the host organizations would like to continue. Companies may also have new initiatives that they seek to develop.
 - This opens the potential for continued paid engagement or even employment after completing the Practicum and graduating in August.
 - Such continuing engagement is facilitated through the SEMBA Post-Graduate Consulting Program, which offers a set of short-term consulting project opportunities to SEMBA graduates.
- Mutual Value. These consulting projects last for 4-12 months and allow time for personal development and exploration of other career opportunities as well as consideration of the graduate for full-time employment.

How Can GC3 Companies Get Involved?

- Develop a Practicum Project
- Sponsor a Post-Graduate Consulting Project for one our Graduates
- Hire our Graduates!
- Be an Entrepreneur in Residence
- Join the SEMBA Change Maker Network
- Send a High-Potential Employee to get a SEMBA Degree

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Susan Denton, SEMBA Coordinator: susan.denton@uvm.edu

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Question & Answer

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Upcoming GC3 Events

Innovation Spotlight: Greener Flame Retardants

Webinar - Thursday, March 2nd, 11:00 a.m. ET



GC3 Innovators Roundtable

Hosted by Steelcase in Grand Rapids, MI

April 25-27, 2017

Green & Bio-Based Chemistry Technology Showcase & Networking Event

Amway Grand Plaza Hotel, Grand Rapids, MI

April 24, 2017 (one day before the Roundtable)



Thanks for joining us!

For more information about the GC3:
www.greenchemistryandcommerce.org

