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

[Logos of various companies]
Today’s Speakers

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

Vinca Krajewski
SEMDA 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
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

What is the likelihood that current trends continue with Business Education?
Joseph Schumpeter
Prophet of Innovation
Transforming Today’s Business
Creating Tomorrow’s Ventures
Beyond “Saddlebag” Sustainability

Beyond "Saddlebag" Sustainability
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.
The Mission of SEMBA

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

SE MBA 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.
SEMBA’s Strategic Intent

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)
An MBA for the 21st Century

**SE MBA Vs. Traditional MBA Curricula**
- We eliminate legacy content, & focus on tools for the future
- We de-emphasize 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

TRANSFORMING TODAY’S BUSINESS - CREATING TOMORROW’S VENTURES
An Accelerated 1-Year MBA

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>301.01</td>
<td>World Challenges: Physical and Social Realities</td>
<td>1</td>
</tr>
<tr>
<td>301.02</td>
<td>Business Strategy for a Sustainable World</td>
<td>2</td>
</tr>
<tr>
<td>301.03</td>
<td>Finance for Innovators</td>
<td>2</td>
</tr>
<tr>
<td>301.04</td>
<td>Sustainable Brand Marketing</td>
<td>2</td>
</tr>
<tr>
<td>301.05</td>
<td>Teamwork and Collaboration for Sustained Innovation</td>
<td>1</td>
</tr>
<tr>
<td>301.06</td>
<td>Business Economics</td>
<td>1</td>
</tr>
<tr>
<td>301.07</td>
<td>Entrepreneurial Leadership and Mindset</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Leadership Seminar</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Module 1 Credits:</strong></td>
<td><strong>10</strong></td>
<td></td>
</tr>
</tbody>
</table>
Module 2: Building a Sustainable Enterprise

<table>
<thead>
<tr>
<th>Module 2 - MBA 302</th>
<th><strong>M2: Building A Sustainable Enterprise</strong></th>
<th>Oct 14 - Dec 16, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>302.01</td>
<td>Business Sustainability and Public Policy</td>
<td>2</td>
</tr>
<tr>
<td>302.02</td>
<td>Crafting the Entrepreneurial Business Model</td>
<td>2</td>
</tr>
<tr>
<td>302.03</td>
<td>Marketing Decision Making Under Uncertainty</td>
<td>1</td>
</tr>
<tr>
<td>302.04</td>
<td>Strategic CSR for Transformational Sustainability</td>
<td>2</td>
</tr>
<tr>
<td>302.05</td>
<td>Finance for Innovators</td>
<td>1</td>
</tr>
<tr>
<td>302.06</td>
<td>Cost Models for the Transformational Enterprise</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Leadership Seminar</td>
<td>0</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>303.01</td>
<td>Initial Framing, List of Project Ideas/Opportunities</td>
<td>1</td>
<td>Stuart Hart</td>
</tr>
</tbody>
</table>

### Module 3 - MBA 303

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>303.02</td>
<td>Leading for Sustainable Innovation</td>
<td>2</td>
<td>David Jones</td>
</tr>
<tr>
<td>303.03</td>
<td>Sustainable Operations and Green Supply Chains I</td>
<td>1</td>
<td>Mike Dupee</td>
</tr>
<tr>
<td>303.04</td>
<td>Business, Communities, and Sustainability</td>
<td>1</td>
<td>Prem Timsina (CDAE)</td>
</tr>
<tr>
<td>303.05</td>
<td>Law as a Framework for Entrepreneurial Business</td>
<td>1</td>
<td>Oliver Goodenough (VLS)</td>
</tr>
<tr>
<td>303.06</td>
<td>Sustainability Toolkit I</td>
<td>1</td>
<td>Stuart Hart &amp; David Jones</td>
</tr>
<tr>
<td>303.07</td>
<td>Financing a Sustainable Venture</td>
<td>2</td>
<td>Cairn Cross</td>
</tr>
</tbody>
</table>

**Leadership Seminar**

**Total Winter + Module 3 Credits:** 9
## Module 4: Focusing on Sustainability

<table>
<thead>
<tr>
<th>Module 4 - MBA 304</th>
<th>M4: Focusing On Sustainability</th>
<th>Mar 20 - May 12, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>304.01</td>
<td>Sustainable Technology Commercialization</td>
<td>2</td>
</tr>
<tr>
<td>304.02</td>
<td>Driving Innovation from the Base of the Pyramid</td>
<td>1</td>
</tr>
<tr>
<td>304.03</td>
<td>Entrepreneurial Family Business</td>
<td>1</td>
</tr>
<tr>
<td>304.04</td>
<td>Regulatory Issues for the Entrepreneur</td>
<td>1</td>
</tr>
<tr>
<td>304.05</td>
<td>Sustainable Energy Technology and Policy</td>
<td>1</td>
</tr>
<tr>
<td>304.06</td>
<td>Systems Tools for Sustainability</td>
<td>1</td>
</tr>
<tr>
<td>304.07</td>
<td>Sustainability Toolkit II</td>
<td>1</td>
</tr>
<tr>
<td>304.08</td>
<td>Sustainable Operations and Green Supply Chains II</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Leadership Seminar</td>
<td>0</td>
</tr>
</tbody>
</table>

Total Module 4 Credits: **9**
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.
SEMBA Jobs & Careers

“SEMBA Jobs” Change Makers

Jobs

“MBA Jobs” Functional Execution

Start-Up

Entrepreneurs

Investing

Innovation
New Business Models
Clean Tech
Inclusive Business

The SEMBA “Sweet Spot”

Implementers

Marketing
Finance
Operations
Consulting

Consulting

Intrapreneurs

Transformation
New Business Models
Clean Tech
Inclusive Business

Established

Declining

Organizational Life Cycle

TRANSFORMING TODAY’S BUSINESS - CREATING TOMORROW’S VENTURES
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.*
• 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.
SE MBA: The Value Proposition

Intensive, 12 month program; AACSB accredited; Only a one year of opportunity cost

One of the lowest cost MBA tuition on the market; Less than $50,000

Post-Graduate Consulting Program; Change Maker Network; Unique opportunity ecosystem

Unique value proposition; Walk the talk
How Can GC3 Companies Get Involved?

- Develop a Practicum Project
- Sponsor a Post-Graduate Consulting Project for one of 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
For More Information

Stuart Hart, SEMBA Co-Director: stuart.hart@uvm.edu

David Jones, SEMBA Co-Director: dajones@uvm.edu

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

Vinca Krajewski: SEMBA Alumna: vkrajewski@seventhgeneration.com
Question & Answer

• If you have a question or comment, please type it in the “Questions” box located in the control panel.

• Questions will be answered in order as they are received.
Upcoming GC3 Events

Innovation Spotlight: Greener Flame Retardants
Webinar - Thursday, March 2\textsuperscript{nd}, 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