

REVOLUTIONIZING BUSINESS EDUCATION FOR GOOD

INNOVATION & SUSTAINABILITY
AT THE
BAINBRIDGE GRADUATE INSTITUTE

LORINDA R. ROWLEDGE, PH.D.
PROVOST & EVP ACADEMIC AFFAIRS
BAINBRIDGE GRADUATE INSTITUTE

Conference on
Environmental Sustainability:
A Path Forward via Government-University-Industry Partnerships

Government-University-Industry Research Roundtable
of the National Academies

October 9th & 10th, 2007

BGI's MISSION

- To prepare students from diverse backgrounds to build enterprises that are financially successful, socially responsible, and environmentally sustainable.

We mean this mission in the broadest sense – not only preparing our own students, but also helping other business schools integrate sustainability (i.e., environmental and social sustainability) into the heart of their programs.

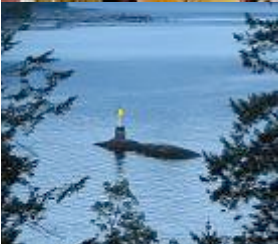
WHAT'S SPECIAL ABOUT BGI?

VISION, VALUES, & COMMITMENT TO A HIGHER PURPOSE



Bainbridge Graduate Institute

MBA in Sustainable Business



Core Business Functions (24)

- Finance, Accounting & the Triple Bottom Line (6)
- Economics (6)
- Research & Quantitative Methods (3)
- Marketing & Sales (3)
- Sustainable Operations (3)
- Strategy & Implementation (3)

Business and Sustainability (12)

- Foundations of Sustainable Business(3)
- Systems Thinking in Action
- Social Justice and Business
- Topics in Sustainability (3)

Innovation and Entrepreneurship (9)

- Innovation & Entrepreneurship (9)

Leadership and Management in a Changing Context (15)

- Management (9)
- Leadership and Personal Development (6)

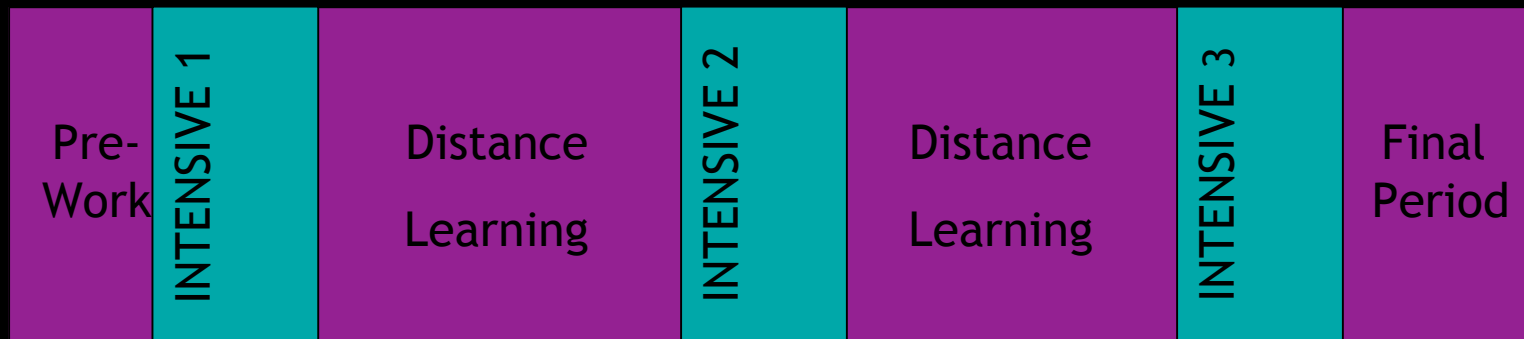
MBA + SUSTAINABILITY



MBA PROGRAM

MBA PROGRAM IN SUSTAINABLE BUSINESS

- “Hybrid” program:
Monthly 4-Day Intensives + distance learning



11-Week Quarter

- 2-year and 3-year options
(each have benefits)

BGI STUDENTS



COBB HOUSE ON CHANNEL ROCK

CORTES ISLAND, BC CANADA



ISLANDWOOD CAMPUS



FACULTY & GUESTS



ACTION LEARNING PROJECTS



CLIF Bar

- **Project:** Global sourcing of key products
- **Result:** Risk assessment tool based on ClifBar's five bottom lines"

REI

Project: Greenhouse gas inventory/ energy
Result: Baseline Metrics contributing to business strategy decisions: 20% green energy purchase

Chaco

Project: Further the goal of implementing Closed Loop Manufacturing
-Result: Analysis of 10 shoe manufacturing companies using CLM

INDUSTRY CONCENTRATIONS

BGI Offers Five Industry Concentrations

- Outdoor Industry (2006 Launch)

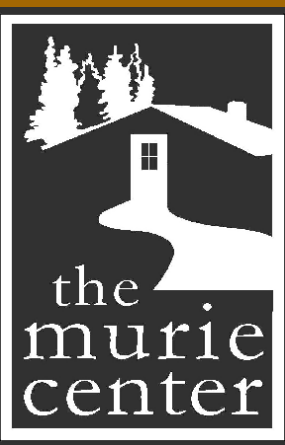
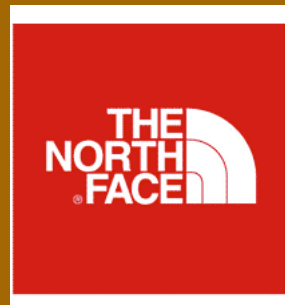
2007 Launch:

- Sustainable Agriculture & Food Systems
- Sustainable Energy Solutions
- Sustainable Green Building
- Sustainable Community Economic Development

Outdoor Industry Concentration



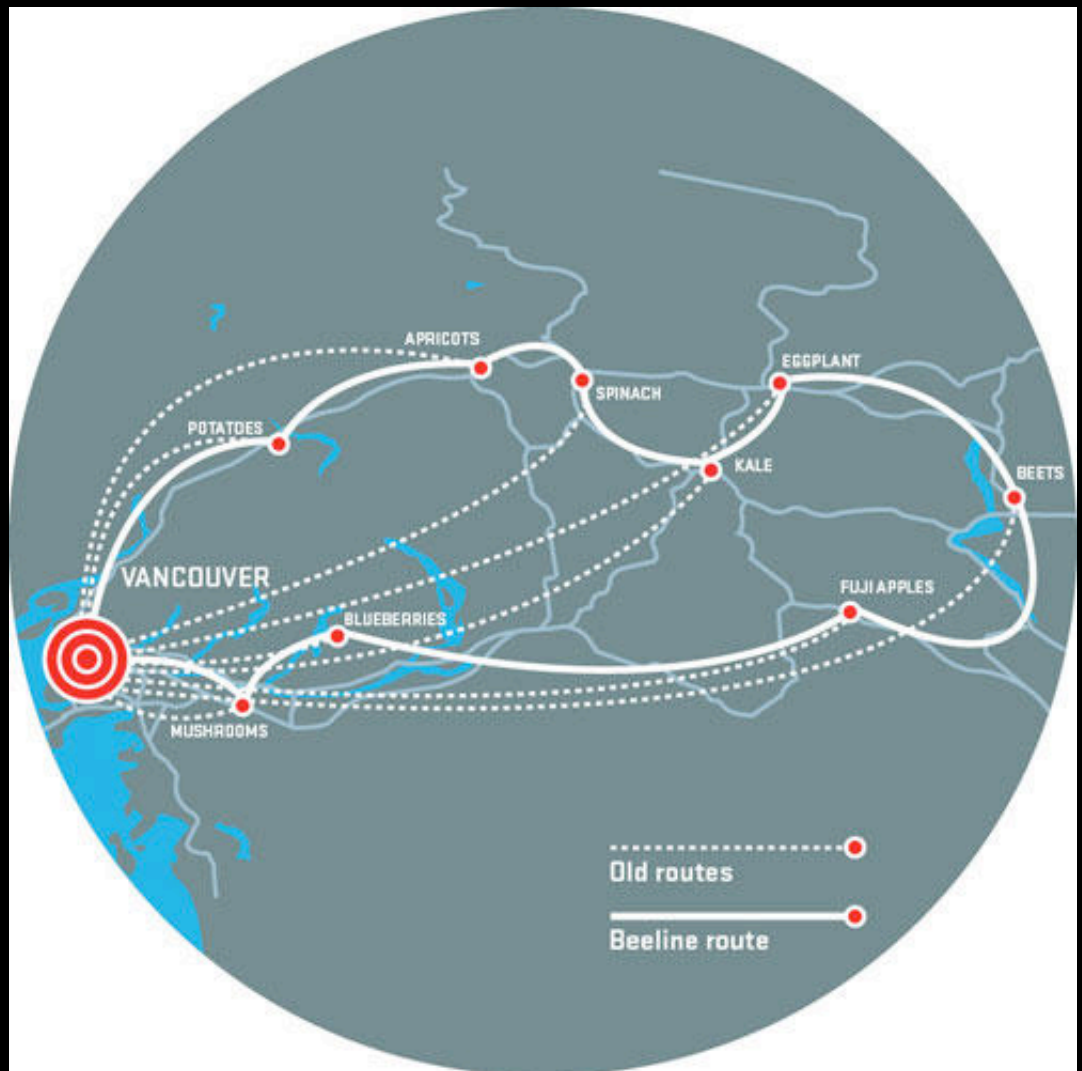
BGI OUTDOOR INDUSTRY ADVISORY COUNCIL



Matt Hyde	REI	Sr VP Marketing and Merchandising
Sarah Severn	Nike	Director of Horizons, Corporate Responsibility
Gary Smith	Timberland	Sr VP Supply Chain
Steve Rendle	The North Face	President, Americas
Sheryl O'Loughlin/Diana Simmons	Clif Bar	President/
Chris Van Dyke	NAU	President & CEO
Jared Fischer	Escape Adventures	Director
Kevin Hagen	REI	Program Manager of CSR
Brooke Williams	The Murie Center	Executive Director
Rick Ridgeway	Patagonia	Patagonia/ MOUNTAINEER
Frank Hugelmeyer/Ann Obenchain	Outdoor Industry Association (OIA)	President/Membership
Kim Coupounas	GoLite	CoFounder & President

PROJECT BEELINE WINS

DAWN DANBY (PICTURED), MARY RICK, JYOTI STEPHENS



COLUMBIA FOREST PRODUCTS

ELIZABETH WHALEN



Hardwood Plywood Overview

- ✓ Columbia's products are used for making kitchen cabinets, furniture, retail store fixtures, architectural millwork – all interior applications





**NATURE-INSPIRED DESIGN
ROOTED IN BIOMIMICRY.**

How PureBond works.

- Dr. Kaichang Li, Ph.D.
Associate Professor,
Oregon State University



CHANGING AN INDUSTRY

THE BOTTOM LINE is that the World Health Organization has indicated that urea-formaldehyde off-gassing is a known human carcinogen. Formaldehyde-free is where products need to go. Columbia Forest Products is leading the way with PureBond.

Rick Fields President, Neil Kelly Cabinets Inc.

California Air Resources Board (CARB) passes regulation on formaldehyde in composite wood products April 26, 2007

**CREATING
COMPETITIVE ADVANTAGE**

WATER FOR HUMANS



BGI Alums
Stan Brown (pictured)
and Rick McKenny are
bringing their
Entrepreneurship class to
life in a new social enterprise
non-profit called
“Water for Humans.”

SYSTEMS THINKING IN ACTION

• SYSTEM DYNAMICS MODELS

(used as classroom demonstrations)

Global Earth Observation System of Systems (GEOSS)

- Sensor network data creates shared situational awareness
- Calibrated to tsunami situation (sonar buoys, satellites, information processing, decisions about evacuations, local decisions/actions)
- 74 advanced technologies Readiness Assessment, Clusters, Leverage Points

Strong Angel III:

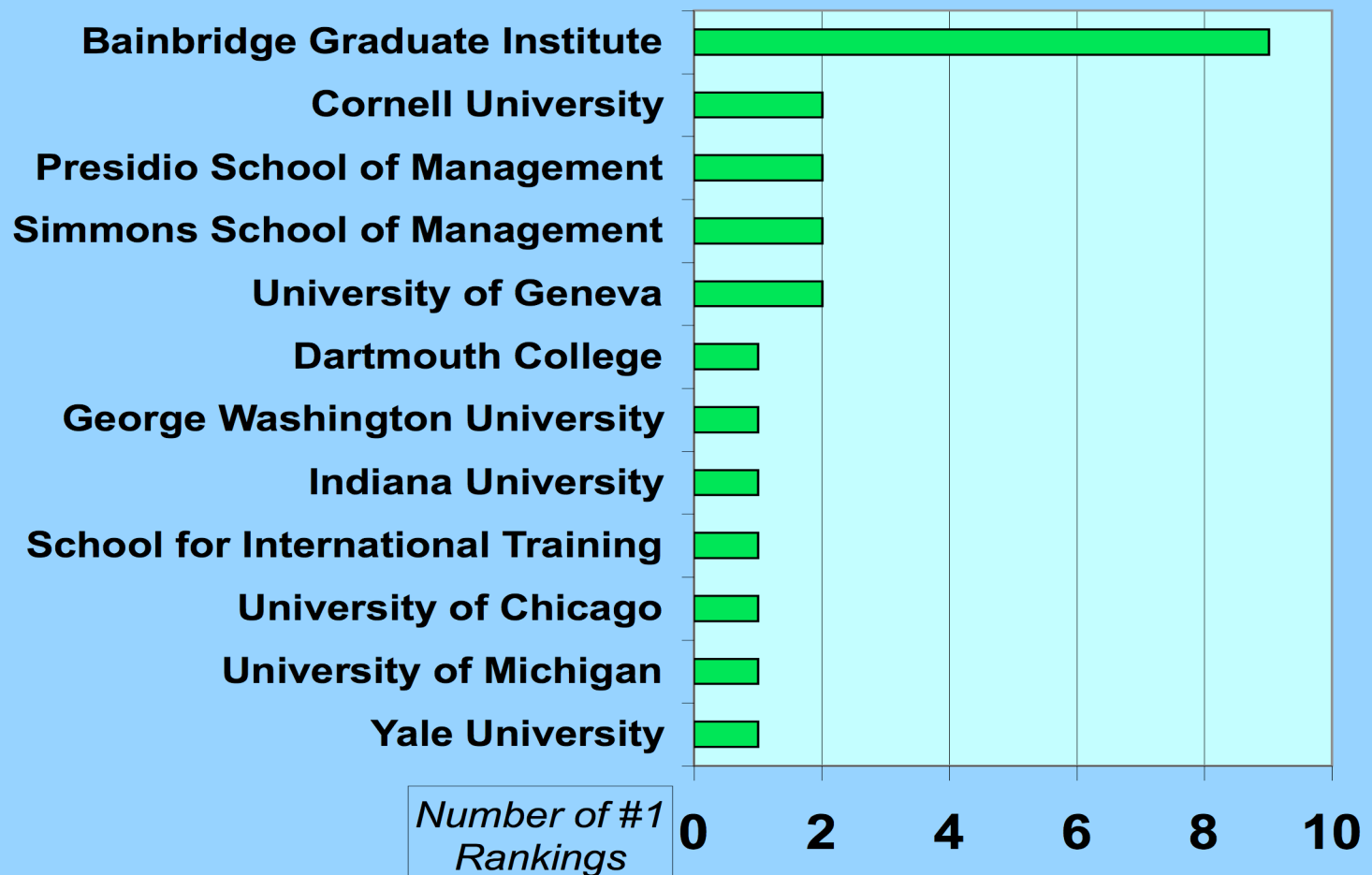
- Humanitarian relief effort for major epidemics like bird flu.
- Causal loop diagram
- ~100 organizations (relief agencies, aid organizations, NGOs, civil-military interfaces)
- Demonstrates how collaboration drives new achievement with new ways of working together

• Rio Grande River

- Flow of river re water use and needs, users, for local decision making

NET IMPACT SURVEY 2007

2007 Net Impact Student Guide to Graduate Business



BUSINESS WEEK GLOBAL LIST

Business Week October 2007 Rates BGI in Top 60 “D-Schools”

(Design and Innovation schools) for teaching innovation, creativity, design as a tool for strategic advantage)

- “It is incumbent upon us to reinvent the MBA for the Creative Economy, and now people are beginning to figure out how to do that.”

Richard Florida, Author, The Rise of the Creative Class & the Flight of the Creative Class

- “The economy is moving away from better routines and right answers. Business schools need to be more in sync with where the world and economy are going.”

Dan Pink, Author, A Whole New Hiring

BUSINESS WEEK GLOBAL LIST (CON'T)

- “People who make connections across knowledge gaps have Competitive Advantage because they see new combinations and alternative ways of doing business.”
Ron Burt, University of Chicago School of Business
- “What we need is people with integrated skill sets - people who can both think critically and analytically and can create and envision new opportunities.”
Harry West, VP Strategy & Innovation, Design Continuum

BGI'S MAGIC

1. Offering an Alternative Vision
2. Testing Sustainable Solutions
3. Building Community
4. Empowering Individuals
5. Exploring Social Justice Solutions
6. Expanding People's Views of What is Possible
7. Feeding Hope

SUSTAINABILITY SOLUTIONS

- Multi-Disciplinary
- Cross Sectoral
- Socio-Technical
- Whole Systems
- Embedded in Local Context
- Information Tech Enabled

SUSTAINABILITY INNOVATION OPPORTUNITIES

- **Clean Technology Innovation**
 - Green Chemistry
 - Renewable Energy
 - “Clean” Biotech
 - Clean Water
 - Clean Manufacturing
 - Green Nanotech
 - Advanced Materials
 - Sustainable & Green Building
 - Sustainable Food & Agriculture
- **Applied Biomimicry**
 - Partner w Biomimicry Guild & Academic Institutions
 - Align tax/regulatory incentives
 - Support research (basic & applied)
- **Sustainable Systems Solutions**
 - Climate Change Risk Mgmt, Mitigation & Adaptation
 - Lean, Sustainable Production
 - Resource Productivity, Recovery & Recycling
 - Industrial Ecology
 - Transportation & “Sustainable Mobility”
- **Sustainable Community Economic Dev**
 - Sustainable Urban Development
 - Millennium Goals Initiatives
 - Community Building – Community Restoration
 - Social Entrepreneurship
 - Micro Finance
 - Local Living Economies
 - Peace Through Commerce