

5-1-2015

# 2014 College of Business and Economics Sustainability Report

College of Business and Economics at Boise State University

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**COLLEGE OF BUSINESS AND ECONOMICS**  
SUSTAINABILITY REPORT

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**BOISE STATE UNIVERSITY**

# SUSTAINABILITY REPORT

*“A sustainability report is a report published by a company or organization about the economic, environmental, and social impacts caused by its everyday activities.*

*A sustainability report also presents the organization’s values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy.”*

- Global Reporting Initiative

## Executive Summary

In publishing our sustainability report for the College of Business and Economics (COBE) at Boise State University, we are making our first attempt to transparently report on the social, economic, and environmental impacts that we have on our key stakeholders, and to role model this leading corporate and organizational practice to inspire our business and academic peers to follow suit. To fully align with our mission, we put learning at the heart of this effort: 15 student sustainability reporters researched, collected the data, and wrote this report, and three spring 2015 COBE classes contributed additional expertise, including a graduate accounting class that conducted the report's assurance review.



### Organizing Frameworks

To create this report, we leveraged the leading sustainability reporting frameworks from the corporate and business school realms respectively, namely the Global Reporting Initiative (G4) and the UN Principles for Responsible Management Education (UNPRME). (See page 48 for a detailed explanation of our use of G4 and UNPRME.) You will see icons throughout the report that indicate where the information being provided is in alignment with those framework requirements.

### Our Impacts

This is our first report, and in some cases it is the first time we have gathered or measured certain social, economic, or environmental data. As expected, we found areas where we are excelling as well as areas where we have room for improvement.

#### Top Areas of Excellence

- In seven out of nine of our business disciplines, our faculty members have integrated responsible business concepts such as business ethics, corporate responsibility, sustainability, governance, and diversity into more than 50% of the undergraduate classes taught in COBE (details on pages 22-24).
- Our students have performed more than 17,390 hours of service in the community over the past four years as part of our efforts to integrated Service-Learning into COBE classes (details on pages 31-33).
- The Micron Business and Economics Building, built in 2012, offers an innovative learning environment while minimizing environmental impact and maximizing environmental efficiency (details on pages 42-45).

#### Top Areas for Improvement

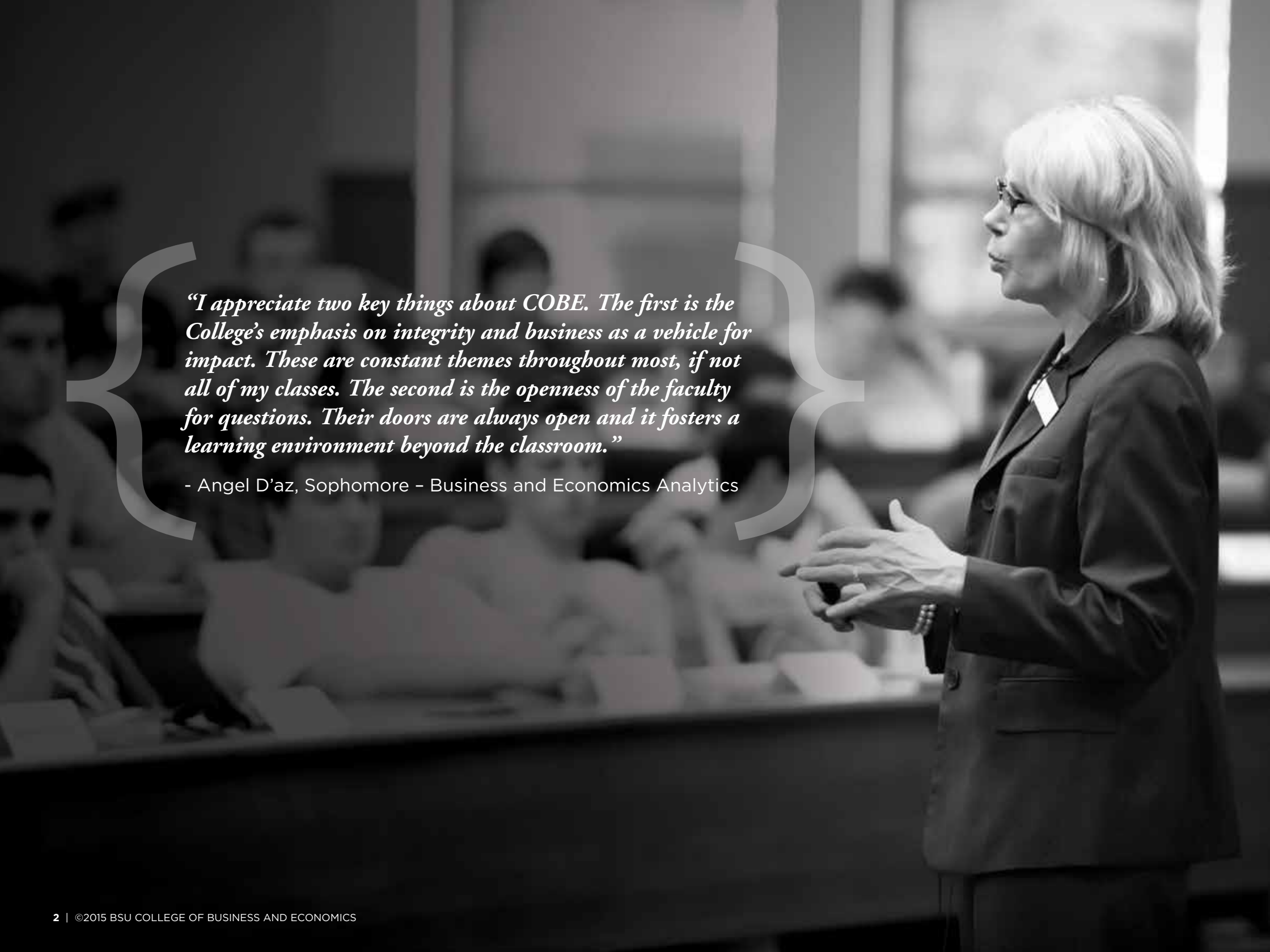
- Improve student retention and graduation rates and decrease dropout rates (data provided on page 14).
- Research and report College transportation (e.g employee and student car/bus/bike/walk numbers) and waste/recycling impacts (data not available).
- Research and report College salaries by gender across roles and departments (data not available).

### Next Steps

We've shared our findings, both positive and negative, in line with leading business and education practices. We are also committed to continuous improvement. We will publish our next report in the spring of 2016 to benchmark our social, environmental, and economic impacts year on year, to fill in as many of the measurement gaps as we can, and to keep us focused on improving our overall performance. We aspire to be a sustainable source of business and economics education long into the future, and to inspire our business and academic peers to account for their own impacts. We welcome your feedback on this report: [RBI@boisestate.edu](mailto:RBI@boisestate.edu)

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*“I appreciate two key things about COBE. The first is the College’s emphasis on integrity and business as a vehicle for impact. These are constant themes throughout most, if not all of my classes. The second is the openness of the faculty for questions. Their doors are always open and it fosters a learning environment beyond the classroom.”*

- Angel D’az, Sophomore - Business and Economics Analytics

- Mission and Values
- Dean's Letter

# Our Purpose

The College of Business and Economics (COBE) is a collaborative, engaged, and dynamic community of learners. Our dream is to inspire our students and colleagues to achieve their full potential by creating and sharing relevant knowledge, skills, and experiences for the benefit of local and global communities.

## We Value

- Relevance: We address important business and societal issues by being effective, innovative, and risk-tolerant. Our effectiveness is based on rigorous teaching and research, and a commitment to life-long learning and community engagement.
- Respect: We strive to be an inclusive, collegial community that values all forms of diversity. We are committed to integrity and ethical behavior in all that we do.
- Responsibility: We foster an environment that empowers students, staff, and faculty. We are dedicated to accountability, transparency, and fairness.



# 01

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## A Message From the Dean

It has been my pleasure to serve as the Dean of the College of Business and Economics at Boise State University since June of 2014. Over the past year I have deeply experienced what I suspected to be true when I accepted this role—this is a College with outstanding students, faculty, staff, and community stakeholders who understand how to leverage business and economics to create positive local and global change.

During the academic year, our faculty and staff undertook a strategic planning process that has anchored us in a mission and values that guide our work and our decision making. As we seek to live with relevance, respect, and responsibility, that also means we must role model the practices that embody the leading business and economic theories that we research and teach. That is the main reason we have produced this report—to demonstrate how to measure and transparently communicate our significant economic, social, and environmental impacts, just as we'd expect businesses in our local and global communities to do.

In this, our first report, you will see areas where we believe we are leading. For example, 82% of our business core classes, which are required for all College majors, have integrated responsible business concepts and skills into the curriculum. You will also see areas where we have room for improvement, including our 23% dropout rate from our majors. Additionally, there are a number of areas where we simply don't have access to quality data and we have identified key metrics we are aspiring to provide in future reports.

What we do have is a report with students at the heart, both because they took the lead in researching, analyzing, and reporting on everything you will read, and also because educating and inspiring our future responsibility and sustainability is why we exist and why the faculty and staff come to work every day.

This is a time of vast change across the business landscape, as we seek to mitigate risks to all stakeholders, and identify new opportunities to improve the world through economic, social, and environmental impacts. This report is one way that we hold ourselves accountable for our actions and how we demonstrate our leadership in higher education.

Thank you for taking the time to read our report. To learn more about the College of Business and Economics, our commitment to responsible business or how this report was created, please visit [cobe.boisestate.edu](http://cobe.boisestate.edu). I also welcome your feedback directly at [KenPeterson@boisestate.edu](mailto:KenPeterson@boisestate.edu).

A handwritten signature in black ink, appearing to read 'Ken Peterson', written over a circular scribble.

Kenneth J. Peterson  
Dean, College of Business and Economics



BOISE STATE  
UNIVERSITY





MICRON BUSINESS & ECONOMICS BUILDING

# 02



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# Our Organization

## Overview

Located in Boise, Idaho's vibrant capital city, the College of Business and Economics at Boise State offers dozens of degree programs to approximately 3,200 undergraduate students and 300 graduate students. COBE is proud of its 15,000+ and growing alumni community who live and work in Idaho and around the globe. The College offers a new high quality learning environment, innovative academic programs, meaningful research, and economic development in the Treasure Valley and beyond.

The following sections offer more information about the College itself, including degree programs and information about COBE's primary stakeholders, including faculty, staff, and students.

## Accreditation



COBE is one of 5% of business schools in the world, and the only one in the Treasure Valley that has achieved AACSB accreditation for its business school and its accountancy program. COBE has maintained accreditation since 1979. Our undergraduate and master's degree programs have passed rigorous standards for quality. AACSB-accredited schools have high quality programs and faculty, students with higher overall GPAs, more international students, more employers that recruit from them, and graduates that receive higher salaries.

## Governance

The College is led by a dean, Ken Petersen, Ph.D., and two associate deans, Keith Harvey, Ph.D., who leads Academic Programs, and Diane Schooley-Pettis, Ph.D., who leads Faculty and Academic Affairs. Each disciplinary department also has a department chair, each of whom serve on the Dean's Advisory Council, alongside other key programs in the College. Additionally, the dean leverages an external advisory council of 23 senior leaders from the community to help guide the College's strategy and assess the College's impacts.

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- Graduate and Undergraduate Programs
- Centers, Programs, and Initiatives
- SWOT Analysis
- Faculty and Student Metrics
- Stakeholders
- Events

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## Graduate Programs

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MBA Career Track Program (full-time)  
MBA Professional Program (part-time)  
MBA Online Program  
MBA Executive Program  
MBA Executive Master of Business Operational Excellence  
Concurrent JD and MBA  
MS in Accountancy  
MS in Accountancy, Taxation Emphasis  
Concurrent JD and MSAT

## Undergraduate Programs

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Department of Accountancy  
BBA, BA, BS, and Minor in Accountancy  
BBA and Minor in Accountancy, Internal Audit Option  
BBA in Accountancy/Finance

Department of Economics  
BA and Minor in Economics  
BA in Economics, Social Studies, Secondary Education Emphasis  
BBA in Business Economics  
Minor in Sustainability

Department of Information Technology and Supply Chain Management  
BBA and Minor in Information Technology Management  
BBA in Supply Chain Management

International Business Program  
BBA and Minor in International Business

Department of Management  
BBA and Minor in Entrepreneurship Management  
BBA in General Business  
BBA and Minor in Human Resource Management  
Minor in Nonprofit Management

Department of Marketing and Finance  
BBA in Accountancy/Finance  
BBA and Minor in Finance  
BBA and Minor in Marketing



STEVE APPLETON  
1960-2012

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## 2014-2015 TOP FIVE RBI ACHIEVEMENTS

- 1** Responsible business priorities and values are now part of COBE's strategy, mission, and learning objectives.
- 2** More than 75 undergraduate classes and 23 graduate classes have integrated responsible business content.
- 3** Faculty received \$7,500 in grants this year to innovate classes or develop their responsible business skills.
- 4** More than 500 external stakeholders have participated in responsible business-sponsored or co-sponsored events.
- 5** More than 40 business and economics students participated in creating this sustainability report.

## COBE Centers, Programs, and Initiatives

- Centre for Creativity and Innovation inspires creative leaders and aggressive learners to innovate the world around them. The Centre conducts research and workshops, and publishes books on emerging topics through the CCI Press.
- Center for Entrepreneurship is a student and community outreach unit focused on providing opportunities for students, faculty, and the community to learn about entrepreneurship and work toward building new businesses.
- International Business Programs offers multi-disciplinary, complementary curriculum and opportunities that provide high-value preparation to undergraduate, graduate, and professional students, enabling them to compete successfully in the global economy, including the International Business minor and the Global Scholars Program.
- Responsible Business Initiative (RBI) launched in May 2014, thanks to a grant from Wells Fargo and funding from the College. Its mission is to catalyze leaders to create sustainable value for business and society, with a strong focus on building capacity for teaching and researching responsible business as part of the core business curriculum, and building bridges with leaders in the business community.

## COBE Enterprises

- Idaho Council on Economic Education works to ensure that Idaho students are economically literate, able to apply basic economic principles, and prepared to become knowledgeable consumers and responsible citizens.
- Idaho Small Business Development Center (SBDC) is a statewide, university-based organization that helps small Idaho businesses succeed through no-cost coaching, consulting, affordable training, and student projects to create learning experiences and economic impact.
- The Technology and Entrepreneurial Center (TECenter) is a business accelerator, affiliated with the Idaho SBDC, that offers a full suite of formal and informal services, training, and connections for client companies. TECenter's goal is to build a strong and healthy economy while reducing the risk and chaos inherent with starting a business.
- TechHelp is a catalyst for strengthening Idaho manufacturing by accelerating its ongoing transformation into a more efficient, powerful engine of innovation driving economic growth and job creation.

## COBE Strategy

To achieve its mission, COBE is employing several strategies: growth in net-revenue-generating activities to enhance financial stability, improved academic program quality, investment in career and advising services, improved asset utilization, and divestiture from non-value generating areas. These are also intended to mitigate weaknesses related to brand recognition, inability to control tuition revenue, and low student retention and graduation rates. Additionally, COBE is leveraging key competencies and strengths, including its AACSB accreditation, newly constructed business building, the relevance of its teaching and research, and the central commitment to continuous learning and innovation from both faculty and students.

The facing-page includes a SWOT analysis, a common business tool to communicate key strengths, weaknesses, opportunities, and threats.

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## SWOT Analysis



### STRENGTHS

- AACSB accredited business school – worldwide recognition
- Innovative learning environment, created by updated classrooms and resources
- Faculty offer relevant curriculum and experiential learning opportunities for students
- Building designed to have minimal environmental impact, and maximum environmental efficiency



### WEAKNESS

- Relatively new programs – low brand recognition
- Under-development of alumni base
- Inability to control 'revenue' for undergraduate programs
- Low student retention and graduation rates



### OPPORTUNITIES

- Boise's low cost of living makes overall livability more attractive
- Idaho's business-friendly atmosphere encourages growth and expansion from many industries deciding to invest here
- Only business school in state capital
- Seek increased diversity in faculty, speakers, programs, etc. to reflect student population



### THREATS

- Rising cost of college education may lead to lower attendance rates
- Potential legislation making community college free
- Policy changes making loans more difficult to obtain, or reducing state funding to schools
- Potential student perceptions around the value of college degree in obtaining future employment

# 02



## Our Organization: A Focus on Faculty and Staff

### COBE Employment by Role for FY 2014

	Administrative	Faculty	Professional	Student	Grand Total
Accountancy	1	15	0	0	16
Idaho Council on Economic Education	0	0	2	1	3
Centre for Creativity and Innovation	0	1	1	1	3
IT	0	0	2	4	6
Admin	4	3	1	5	13
Economics	2	11	2	6	21
Graduate Studies	2	3	11	5	21
Idaho SBDC	4	0	7	1	12
International Business	1	1	0	2	4
IT & Chain Supply Management	1	14	0	3	18
Management	1	14	0	0	15
Marketing & Finance	1	17	0	0	18
Student Services	1	0	2	2	5
TechHelp	0	0	6	4	10
Grand Total	18	79	34	34	165

### ASPIRATION

Evaluate, measure, and report on COBE employee satisfaction.

Source: Boise State University Human Resource Services

# 02



## Ethnicity by Role for FY 2014

	Administrative	Faculty	Professional	Student	Grand Total
American Indian/Alaska Native	0	1	0	0	1
Asian	1	3	3	3	10
Black/African American	0	1	0	1	2
Hispanics of any race	1	1	0	5	7
Two or more races	1	0	1	0	
White	15	73	30	25	143
Grand Total	18	79	34	34	165

## Gender by Role for FY 2014

	Administrative	Faculty	Professional	Student	Grand Total
Female	17	25	18	17	77
Male	1	54	16	17	88
Grand Total	18	79	34	34	165

### Retention/Turnover

During the 2013-2014 academic year, the College of Business and Economics employed 165 people and lost seven people in total throughout the year: four administrative staff, two faculty, and one professional staff. COBE's employee turnover rate has remained below 10% for the past four consecutive years.



# 02



## Our Organization: A Focus on Our Students

### Enrollment (as of fall 2014)

Graduate student majors: 297

Undergraduate student majors: 3,265

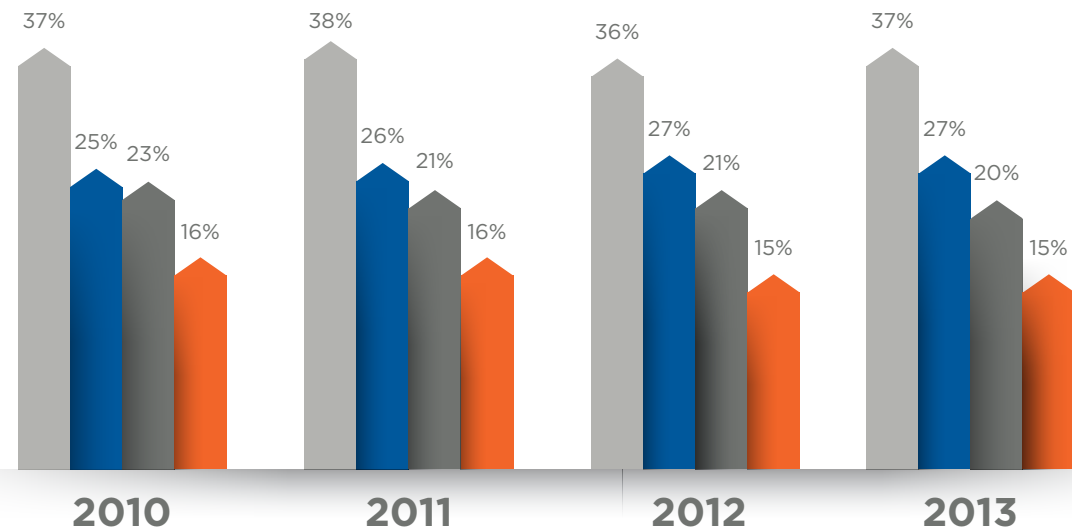
Total COBE majors: 3,562

Between fall 2000 and fall 2014, COBE majors increased from 2,956 to 3,562.

### Retention

The rates of student retention, change in major, dropout and graduation remained fairly consistent in the College from 2010-2013, the latest year for which we have data. In academic year 2013, 20% of COBE majors left Boise State University, 27% of COBE majors changed to a major outside of COBE, and 37% of majors continued to take classes within the College to fulfill their degree requirements.

Retention Rate   Change in Major   Dropout Rate   Graduation Rate



Source: Boise State University Office of the Provost

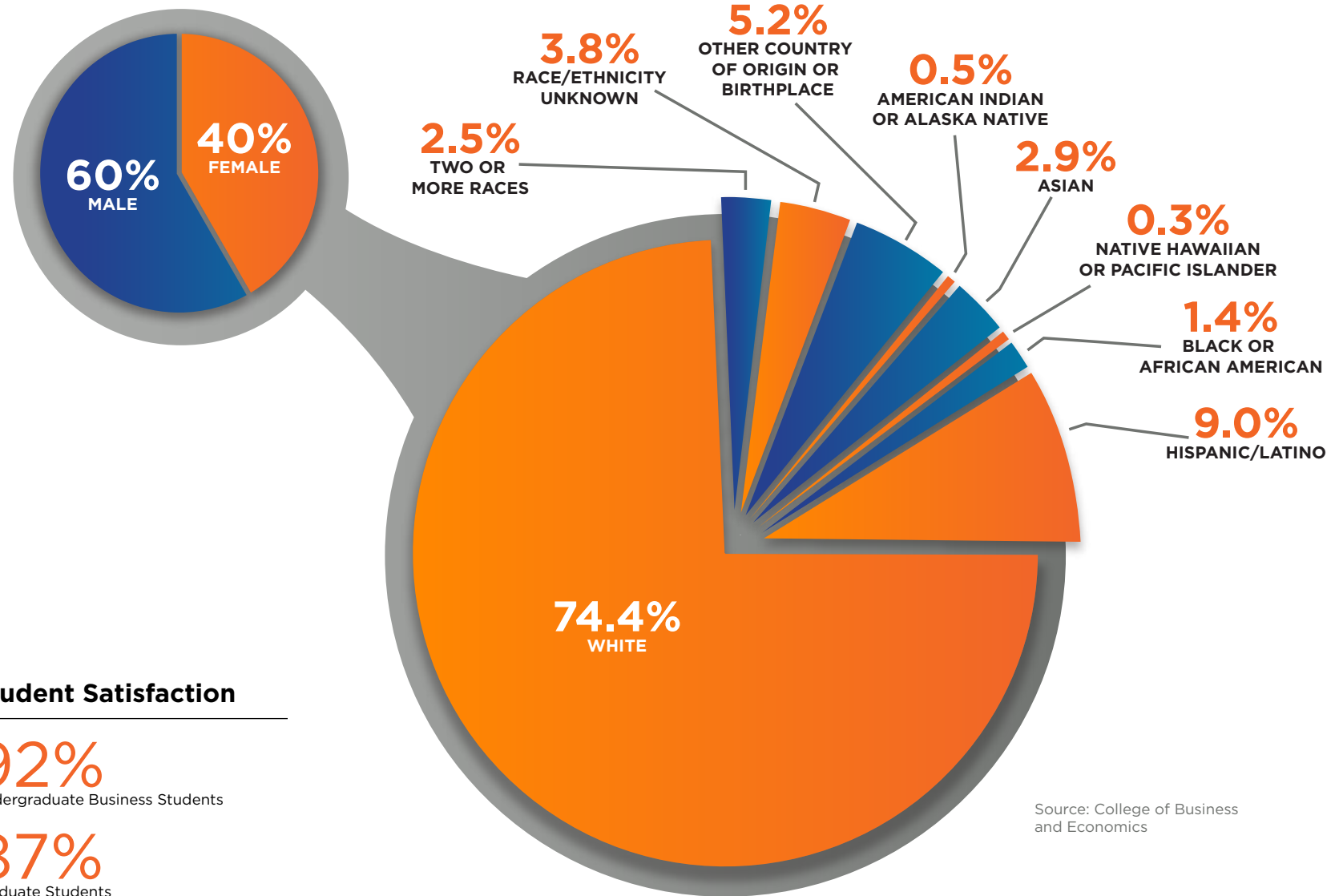
### ASPIRATION

Increase retention rates, decrease dropout rates, and increase graduation rates over the next 5 years.

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## Student Diversity (fall 2014)



Source: College of Business and Economics

## Student Satisfaction

**92%**

Undergraduate Business Students

**87%**

Graduate Students

Are likely to encourage others to attend the university. (2013-2014 survey)

Source: Boise State University Office of Institutional Research (Sample size consisted of 218 undergraduate students and 46 graduate students.)

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## Our Organization: A Focus on Stakeholders

**The College's primary stakeholders are the students, faculty, staff, and deans. The following groups support those stakeholders.**

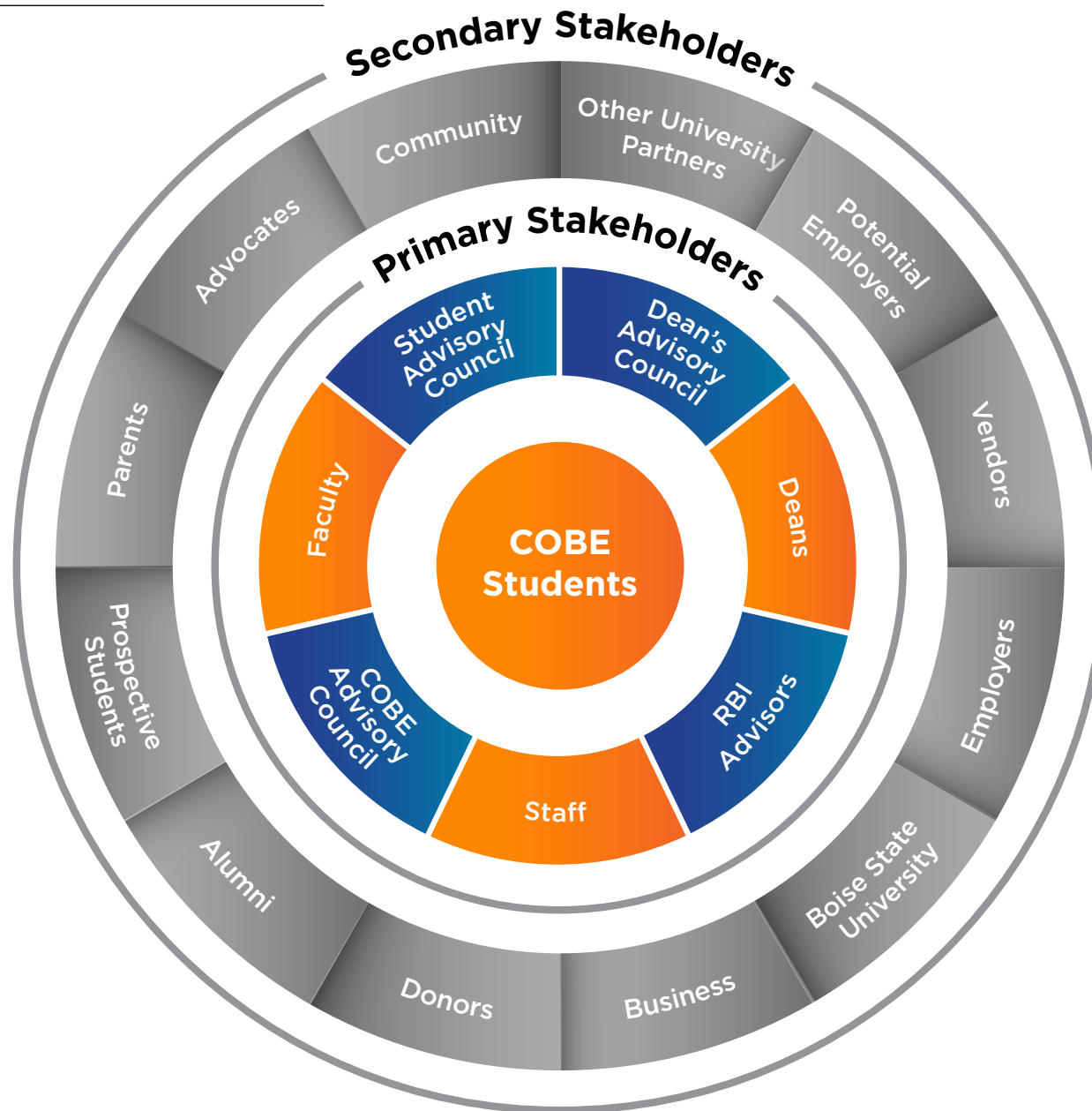
- **Dean's Advisory Council:**  
Comprised of the faculty department chairs and directors of major initiatives within the College, this council exists to provide strategic guidance to the College deans.
- **Strategic Planning Committee:**  
The Strategic Planning Committee was a provisional committee created during the 2014-2015 academic year to refresh the College's mission and values by including and organizing both internal and external stakeholder input, and through the co-creation of strategic priorities with COBE faculty and staff. This input formed the basis of the College strategy (noted on page 10).
- **Student Advisory Council:**  
The Student Advisory Council consists of 12 top COBE students from all disciplines across both graduate and undergraduate levels. It provides strategic and operational guidance to the College deans about any issue that impacts student outcomes. In 2015, the Council focused on increasing opportunities for student leadership in the College, raising awareness of sustainability issues with other COBE students, and integrating the Responsible Business Initiative, service learning projects, and internships into COBE's academic programs.
- **College of Business and Economics Advisory Council:**  
The COBE Advisory Council (COBEAC) is made up of business leaders who care about the direction of the Treasure Valley and believe that COBE can be a key driver in creating economic value and improving our community's high quality of life. Its 23 members provide the COBE dean with guidance and support the strategic direction of the College.
- **Responsible Business Initiative Advisors:**  
The Responsible Business Initiative (RBI) Advisors is a group of 21 leaders in the Boise business community who embrace and model the values of our Responsible Business Initiative. The advisors represent key external stakeholder groups and provide strategic guidance, accountability, and help to cultivate resources to support the College's commitment to responsible business. Throughout the process of developing this report, the RBI advisors represented the external community perspective and provided valuable feedback and advice.

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## COBE Stakeholders



## COBE Events and Speakers

The College welcomes leaders and alumni from the business community and beyond to speak, present, and share ideas with our students and faculty. Students in particular are able to take advantage of these events to network and gain real world insights. Some of our offerings include:

### COBE Speaker Series

Sponsored by Key Bank, this speaker series welcomes leaders from the Treasure Valley and beyond who inspire and educate students, faculty, and the community at large. Recent presenters include:

- Blake Lingle, College of Business and Economics alumnus, Fry Proprietor, Co-founder, Co-owner at Boise Fry Company; “The Secret, Dare He Say it, Sauce of the Start”
- Ellen Stanley, Human Resources Executive, KeyBank N.A.’s Rocky Mountain and Great Lakes Region; “People: The Only Sustainable Competitive Advantage”
- Doug Sayer, Chief Business Office and Co-founder of Premiere Technology, Inc.; “Strategically Envisioning the Future”
- Wayne Rancourt, Sr. VP, CFO, and Treasurer at Boise Cascade; “Darwin Should Have Been a Business Leader: How Businesses Evolve Over Time—The Story of Boise Cascade”
- Don Bush, VP Marketing Kount Inc., a Keynetics Company; “The Storm Before the Storm: The New Landscape of Fraud”
- Corey Surber, Executive Director, Community Health and Public Policy, Saint Alphonsus Health System; “Health Reform Implementation and Impact on Idaho Businesses”
- Walter Robb, Co-CEO, Whole Foods Market; “Culture, Values, and Sustainability—Experiences of a Whole Foods Retailer”

### Lessons from Alumni

This COBE-produced series of events takes place each fall and provides a platform for business students and members of the local business community to interact, building the foundation for future business relationships. In 2014, alumni from companies like Northwestern Mutual, Clearwater Analytics, Eide Bailly, and Idaho Independent Bank visited the College and attended various events—including networking breakfasts, luncheons, interview and hiring sessions, and classroom panel sessions—allowing them to fill open positions by recruiting directly from the College. In the past, this popular event has resulted in student internships, jobs, and networking opportunities for our students and alumni.

### Responsible Business Initiative Events

Our Responsible Business Initiative co-hosts events throughout the academic year on topics related to business ethics, corporate responsibility, sustainability, corporate governance, and diversity. In its inaugural year, 2014-2015, programming included:

- Brown bag panel, ‘Health as a Competitive Advantage’ with the College of Health Sciences
- Impact investing presentation with The CAPROCK Group
- B Corp celebration and workshop with the Idaho Small Business Development Center
- ‘Diversity as a Business Driver’ with Wells Fargo
- CEO Roundtable with 12 business leaders
- Social innovation panel, ‘Harnessing Business for Good’ with Boise State’s Center for Entrepreneurship



A COBE student asks a question of Walter Robb, Co-CEO of Whole Foods Market, who visited the College in fall 2013 as a part of the Key Bank Speaker Series to discuss the company's emphasis on values and sustainability initiatives. Robb returned to Boise State University in spring 2015 to share how Whole Foods has ignited its company's culture by acting on its values, and how building a business with purpose can make an impact.



An example of our impact, COBE's MBA team created a sustainable business model to provide high-quality early education solutions to 10 million children living in urban slums. The team pitched this idea as a part of the Hult Prize, a competition for entrepreneurs from around the world to innovate and revolutionize the way society thinks about addressing social problems. The team applied business concepts they learned in the classroom, as well as their collective values, to create an organization dedicated to providing a viable solution to solve the issues surrounding early childhood education found in many regions across the globe.

The MBA students representing Boise State at the 2014-2015 Hult Prize Competition: Jeremy Branch, Daniel Salamone, Haley Schaefer, Jessica Sokoloski, and Stephanie Stoenner.

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- Environmental Metrics

# Our Impact

**This section reports on the social, economic, and environmental impacts created by the College of Business and Economics.**

As a business school, COBE's primary impact is the way students are educated to lead businesses in our community and beyond. Our social impact section begins with a focus on teaching and highlights the College's integration of responsible business skills and knowledge into the curriculum. It also reports on faculty research, and both faculty and student service related to responsible business.

Additionally, this section reports on economic impacts, including average salaries, as well as students' ability to achieve a return on their college investment through employment after graduation.

Finally, this section highlights the Micron Business and Economics Building, which was built to provide an innovative learning environment, as well as minimize environmental impact and maximize environmental efficiency. Measures for energy use, water use, and paper use are also provided.



# 03



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## RESPONSIBLE BUSINESS IN THE CLASSROOM

(PERCENTAGE BY DEPARTMENT)

**82%**

General Business Core Curriculum

**79%**

Accounting

**70%**

Management

**55%**

Economics

**55%**

Marketing

**50%**

International Business Program

**50%**

Supply Chain Management

**47%**

Finance

**24%**

Graduate MBA

**20%**

Information Technology Management

**14%**

Graduate Accounting

Source: College of Business and Economics

## Social Impact: Teaching

### Overview

In the College of Business and Economics, our core mission is to deliver relevant, high quality teaching, research, and service, and these are our primary social impacts. In line with that responsibility, we educate our students to understand business ethics, corporate responsibility, sustainability, corporate governance, and diversity as integrated and essential aspects of business, as well as key economic drivers.

### Teaching

Currently 75 undergraduate classes and 23 graduate classes in the College have integrated responsible business topics into their syllabus. (See sidebar for breakdown by department.)

### Sustainability Minor

The College of Business and Economics offers undergraduate students that seek to balance social, environmental, and economic needs and impacts the opportunity to earn a minor in Sustainability. This 21-23 credit interdisciplinary minor prepares students to change the ways they design policies, processes, products and services, and allocate resources, by applying tools such as sustainable cost-benefit analysis and problem-solving strategies. As of spring 2015, 47 students from a variety of disciplines are gaining the tools that they need to positively transform their organizations and communities through this minor.

### Nonprofit Management Minor

The Nonprofit Management minor is a 20-credit focus on nonprofit management and community development efforts. Students from all majors can use this minor to pursue their interests in all manner of philanthropy and community development, in a variety of policy areas. As of spring 2015, the Nonprofit Management minor has 68 students. This number is expected to grow as fall and spring nonprofit courses will be offered for the first time.

## Spotlight on Classes with Responsible Business at Their Core

### **Gen Bus 101 – Business for the New Generation** (Professor Cheryl Larabee)

This is a required gateway course for all COBE business majors that offers students a survey introduction to business. Business for the New Generation incorporates responsible business into the curriculum in many ways, so students are learning about these concepts from the beginning of their business education. As part of the course, students analyze case studies of Micron Technology, Wells Fargo Bank, and Enron, with regard to environmental impact, sustainability, and ethics. To reinforce these topics, guest lecturers from external businesses highlight responsible business practices employed at their organizations. In 2014-2015, the COBE dean guest-lectured on global social innovation to demonstrate the importance of both global business and social impact to business students.

### **GenBus 441 – Business & Society: Ethics, Responsibility, and Sustainability** (Professor Mark Buchanan)

This course offers students the knowledge and skills necessary for awareness, analysis, decision-making, and action concerning ethical challenges in our personal and professional lives. Concepts of individual and organizational business responsibility and sustainability are emphasized along with tools for their integration and implementation into processes of strategic management for socially responsible and sustainable value-creation in local, national, and global contexts. Experiential learning has long been a mainstay of the course, including analysis of CSR/Sustainability Reports, engaging with companies in their preparation or review of such reports, and in working with local companies who have been nominated for awards in the Better Business Bureau *Integrity Counts!* program. This is a required course for students pursuing undergraduate degrees in Information Technology Management, Supply Chain Management, and Entrepreneurship, and is an elective course for other business majors.

### **IB220 – Go Global – You and the World Economy** (Meredith Black, Ph.D.)

This course, offered by International Business, is open to any student at the university interested in adding a global lens to their major course of study. Students learn the fundamentals of international business and increase their knowledge of geography, current global affairs, and world history. Additionally, this course fully integrates business ethics, corporate social responsibility and sustainability into the curriculum, particularly as they arise in cross-cultural and geopolitical contexts. This class prepares students for study abroad, internships and job opportunities related to international business.

# 03

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## **SCM 420 - Creating Sustainable Goods and Services** (Tom Gattiker, Ph.D.)

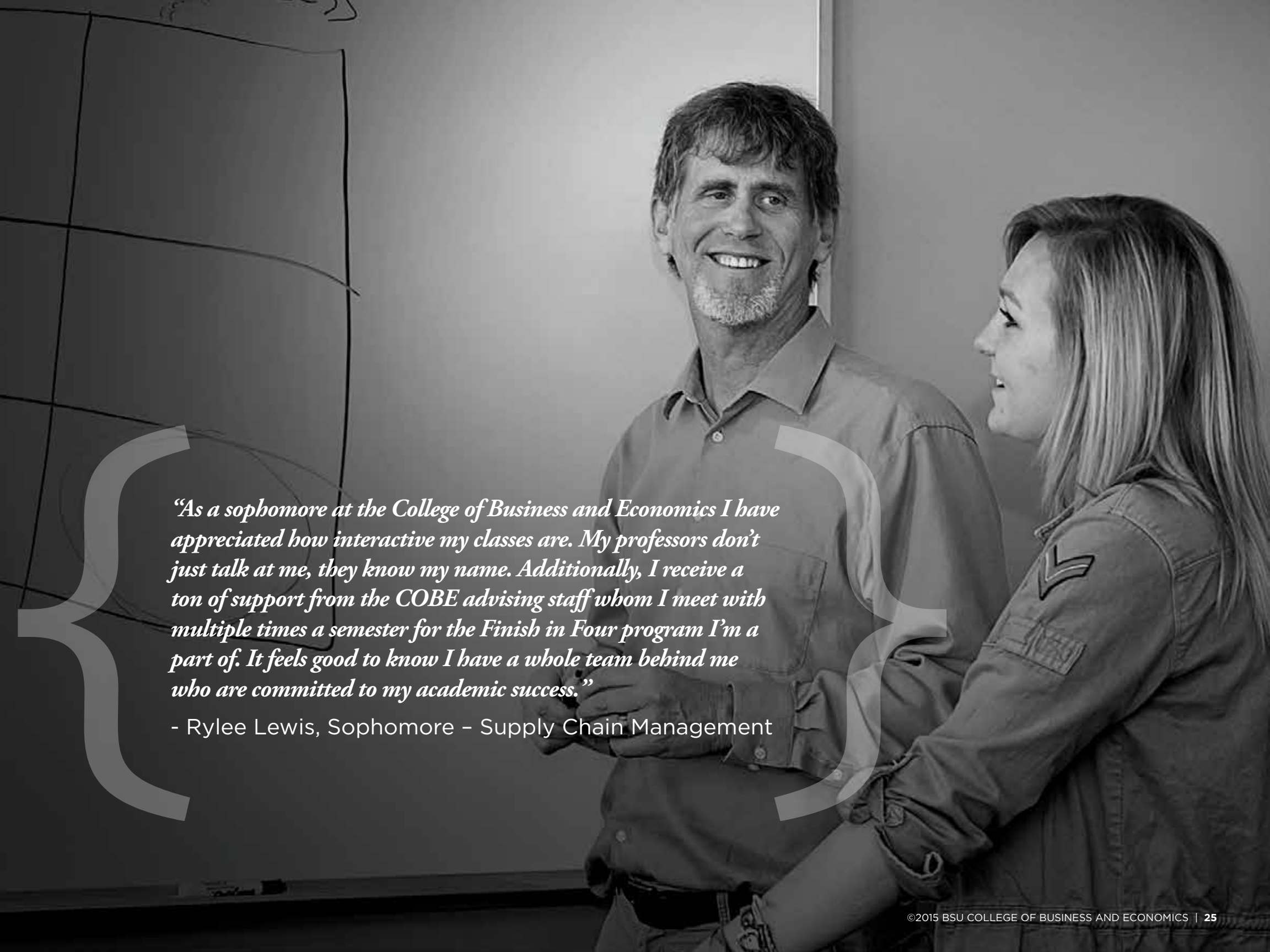
Students explore sustainability-based pathways to superior business performance, including an organization's suppliers, internal operations, transportation, facilities, and customers, as well as what happens when products reach the end of their life. They also learn about numerous tools, including lifecycle assessment, carbon footprint, design for the environment, industrial ecology, lean operations, and supply chain management. They engage in experiential projects and work directly with leaders in the field.

*“Sustainability is sometimes viewed as simply trading off higher cost or lower efficiency in order to improve environmental or social performance. The reality is that, when done right, sustainability allows companies to differentiate their products, services, and processes from the competition, as well as to reduce costs and risks. As a result, customers and investors are demanding environmental performance. More than 80% of the world's largest companies now report environmental performance to shareholders and other stakeholders.”*

- Tom Gattiker, Ph.D.

## **ECON 498 - Economics of Sustainability** (Michail Fragkias, Ph.D.)

Economics of Sustainability aims to increase student capacity to work through sustainability problems and crises, and ground solutions in economic thinking. The course presents concepts, theories, data, and empirical findings critical for analyzing sustainable development and practices in communities, cities, countries, and regions. Students analyze and define sustainability, learning how economics relates to the three pillars of sustainability (economic, social, and environmental). Students explore the meaning and history of sustainable development, the link between sustainability and well-being. They analyze sustainability indicators and metrics to determine if meaningful progress is being made. Students also gain an overview of natural resource (green) accounting, the valuation of biodiversity and ecosystem services, urban sustainability, and sustainable business practices. The course examines other key sustainability topics such as the interaction of business, government, and NGOs in sustainability, mitigation, and adaptation to climate change, and the role of international finance institutions.



*“As a sophomore at the College of Business and Economics I have appreciated how interactive my classes are. My professors don’t just talk at me, they know my name. Additionally, I receive a ton of support from the COBE advising staff whom I meet with multiple times a semester for the Finish in Four program I’m a part of. It feels good to know I have a whole team behind me who are committed to my academic success.”*

- Rylee Lewis, Sophomore - Supply Chain Management

# 03



PRME

## RESPONSIBLE BUSINESS FACULTY RESEARCHERS

(PERCENTAGE BY DEPARTMENT)

73%

Economics

60%

Management

58%

Accounting

50%

Supply Chain Management

29%

Marketing

20%

Finance

0%

Information Technology Management

Source: College of Business and Economics

## Social Impact: Research

Currently 30 faculty members in the College have done research in areas of responsible business. Below are a few examples.

### Economic Impacts of Idaho's Water

Scott Lowe, Ph.D., associate professor of Economics and director of the Environmental Studies Program, researches factors affecting Idaho's water resources, including river usage and the vulnerability of our water supply to population growth, fire, and climate change. Lowe's latest research is supported by a grant from the U.S. Geological Survey and takes an economic-minded approach to analyze how expected population growth will impact water demands in the Northwest.

In addition to this project, Lowe and several undergraduates are working with Idaho Rivers United as part of a USGS-funded study to provide an accurate economic analysis to inform decisions surrounding new mines and dams, water security, and development in the floodplain.


### Metropolitan Regions of Tomorrow: Energy, Climate Change, and Human Wellbeing

Michail Fragkias, Ph.D., assistant professor of Economics, researches how we can grow metropolitan regions in ways that allow for economic development while safeguarding Earth's climate. In particular, he's currently exploring the question of how to meet the growing demand for housing, buildings, and infrastructure while reducing energy use and greenhouse gas emissions during construction and operation of the built environment. Fragkias' research is conducted in collaboration with scientists across different natural and social science disciplines, incorporating economics in sustainability problems addressed by these interdisciplinary teams.

Fragkias' work has been funded in the past by NASA and is building on the collaborative research he conducted for the 3rd National Climate Assessment of the U.S. Global Change Research Program and the 5th Assessment Report of the IPCC.

*"One of the key sustainability challenges of the 21st century will be the physical expansion of metropolitan regions to meet a growing urban population (projected at 6.3 billion by 2050). The growth of our built environment, given BAU scenarios, will create significant energy use requirements and potentially bring about more adverse climate change impacts. Furthermore, while approximately 70% of global energy use and 75% of CO2 emissions from global final energy use occurs currently in urban regions, close to a fifth of the global urban population still lacks access to energy infrastructure and services that are vital for human prosperity."*

- Michail Fragkias, Ph.D.



*“In the Treasure Valley, the Boise River is important because it not only contributes to the local economy, it defines the community. For some people, it’s Boise State’s blue field or the Capitol building. For others, it’s the Foothills. But for a lot of people, it’s this robust riparian corridor that meanders through the valley.”*

- Scott Lowe, Ph.D.

# 03

PRME

## SCHOLARSHIP ON SUSTAINABILITY

Tom Gattiker, Ph.D., Regis Terpend, Ph.D., and Scott Lowe, Ph.D., professors in the College of Business and Economics, conduct research on how students use textbooks in the digital age, and the impacts of electronic textbooks on student learning outcomes. This research helps to identify levers that administrators, faculty, and students can utilize to make textbook use more sustainable.

### **Employee Internet Privacy: A Proposed Act that Balances Legitimate Employer Rights and Employee Privacy**

Susan Park, JD, an assistant professor of Legal Studies in business, teaches business law courses and researches employment issues. She recently published an article on employee privacy entitled *Employee Internet Privacy: A Proposed Act that Balances Legitimate Employer Rights and Employee Privacy*. This research focuses on the rise of state legislation that prohibits employers from asking for applicants' or employees' passwords or login information for their social media (and sometimes other) accounts. According to Professor Park, the laws are a step in the right direction toward increased employee privacy, but she believes that none of the statutes go far enough. After analyzing many of the statutes and discussing at length why they are necessary, the article proposes a "model statute" as a good balance between an employer's interests and employee privacy.

### **The Evolution of Sustainability Reporting: Utilizing the GRI's Latest Guidelines and Looking to Integrated Reporting**

Denise English, Ph.D., professor of Accountancy and Diane Schooley-Pettis, Ph.D., associate dean and professor of Finance recently co-authored, *The Evolution of Sustainability Reporting: Utilizing the GRI's Latest Guidelines and Looking to Integrated Reporting*. This 2014 article explores the emergence of nonfinancial reporting, as well as several of the frameworks being used by global companies. It was published in *The CPA Journal*, a technical refereed publication aimed at practitioners, educators, regulators, and other financial professionals.

In 2015, English and Schooley-Pettis published another article in *The CPA Journal* entitled *SASB: A Pathway to Sustainability Reporting in the United States*. The article discusses integrated reporting as a means for U.S. companies to make the transition from traditional financial reporting to nonfinancial reporting that integrates an organization's mission, corporate governance, and financial, social, and environmental performance to help companies more realistically gauge their economic performance.

### **Managerial Commitment to Sustainable Supply Chain Management Projects**

Tom Gattiker, Ph.D., professor of Supply Chain Management and chair of the Information Technology and Supply Chain Management Department, has a deep research portfolio in environmental sustainability in supply chains. Most recently, Gattiker was lead author on a publication in the *Journal of Business Logistics* that explored the ability of champions of sustainable supply chain management projects within organizations to gain the commitment of colleagues to help these projects succeed. The results suggest that organizational climate and certain individual values directly affect commitment. This research provides valuable guidance for environmental champions and top managers in companies committed to sustainability.

A black and white photograph of a woman with blonde hair and glasses, wearing a striped long-sleeved shirt, sitting at a desk in an office. She is looking at a computer monitor and has her hand on the keyboard. The desk is cluttered with papers, a water bottle, a mug, and a telephone. In the background, there are shelves with framed photos and a window with blinds. The image is overlaid with a large, stylized, light-colored graphic element that frames the text.

*“Almost all scholars who write about this topic believe that employees have little to no privacy anymore. I agree. Although employers have legitimate interests which may justify some monitoring of employees in certain circumstances, studies also indicate that intrusions into privacy can damage employee morale and the employment relationship. Certainly many privacy intrusions show a lack of trust and respect for employee dignity.”*

- Susan Park, JD



# 03



PRME

## PUBLIC POLICY

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On occasion, College faculty engage in the public policy process when they have expertise needed by state or local governments. For example, Zeynep Hansen, Ph.D., and her economics colleagues were called to provide expert testimony to the Idaho legislature on the benefits and costs related to Medicaid expansion. Professor Mark Buchanan testified in March 2015 before both the Idaho House and Senate Commerce Committees related to a bill to offer a “Benefit Corporation” option for for-profit businesses. This bill was signed into law by the Governor in April. Additionally, Professor Buchanan and RBI Director Angeli Weller provided expertise related to the “Pay for Success” legislation moving through the Idaho legislature in 2015 that seeks to create a mechanism to leverage private investment for proven educational programs that increase student performance outcomes.

## Social Impact: Faculty Service

Faculty members in the College of Business and Economics have a commitment to both internal and external service as part of their core responsibilities. More than 82 service contributions related to responsible business were recorded by College faculty over the past seven years. Below we spotlight a few examples.

### **Making State-of-the-Art Optimization Techniques Available to Humanitarian Organizations**

Supply Chain Management professors Jim Kroes and Tom Gattiker conduct research that helps organizations improve their operations and logistics. Until recently, optimizing delivery and pick-up vehicle routing has required expensive software and databases, and therefore developing the best solutions has only been within the reach of large for-profits, such as UPS and FedEx. However, by utilizing a technique called genetic algorithm optimization, Kroes, Gattiker, and colleagues have figured out how to solve the problem using Excel spreadsheets and freely available data from online mapping sites, like MapQuest and Google Maps. The professors are currently deploying their tools in logistics-intensive nonprofits, such as Meals on Wheels and the Idaho Food Bank.

*“The incredible work by Boise State professors Jim Kroes and Tom Gattiker will have a huge impact on the daily operations of Metro Meals on Wheels. We deliver and serve over 800 meals each weekday throughout Ada County. Cutting up to 10 minutes off each of our 33 routes is big and can greatly improve efficiencies.”*

- Grant Jones, Director of Metro Meals on Wheels

### **Health Economist Measures Healthcare Impacts**

Zeynep Hansen, Ph.D., professor of Economics and chair of the Economics Department is a health economist with a long track record of service work in our community that helps to measure the impacts of healthcare to drive good decision making. Since 2012, Hansen has been working on a project that sends nurses on rural home visits to educate parents about how to identify health risks and problems. She assesses the program costs in terms of time and salary alongside the health outcomes to help track and assess impact. Additionally, Hansen provides cost benefit analyses on a variety of intervention programs for St. Luke’s Hospital, and integrates students from her Health Economics class in the projects so they can learn relevant skills while also being of service in the community.

# 03

## PRME

### Integrated Service-Learning

At Boise State University, the Service-Learning Program connects the campus with the community through capacity-building partnerships in order to enhance student learning, address critical community issues, and encourage students to be active citizens in their local, national, and global communities.



Source: Boise State University Center for Teaching and Learning

#### Example Projects

- David Hunt, Ph.D., had his Marketing 420 students create a marketing plan for Serve Idaho. The goal was to propose ways the nonprofit can better promote volunteerism in different demographics across the state, e.g. rural, college, native, baby boomers.
- Nancy Bodie, Ph.D., engages her students from management and beyond by integrating service-learning projects into all of her classes. Recent projects include:
  - Develop a volunteer orientation training brochure for jail volunteers in the Ada County Sheriff's Office Jail Reentry and Alternative Sentencing Program
  - Conduct a needs assessment and develop a volunteer interest form, volunteer information survey, volunteer application for tutors and other volunteers, standards of conduct, and templates of thank you and other letters for the Learning Lab
  - Analyze and develop marketing and operational recommendations for the RAVE participant activity program at the Arc

*"Some students said, 'I must have led a sheltered life, because I didn't know there were so many needy people in Boise.' I encourage students to think about their roles as members of the community, not just as students, family members, and friends. I talk about what community means, and that community is not only those people "over there" or refugees or people from another neighborhood, but that 'community is all of us.'"*

- Nancy "Dusty" Bodie, Ph.D.

# 03

## PRME

# Social Impact: Student Service

### Net Impact

The Boise State chapter of Net Impact is a community of business students and professional leaders creating positive social and environmental change in the workplace and the world. Led by students and faculty advisors, this group's mission is to affect positive social impact in local and global business communities. The projects, speakers, and trips students partake in all serve to strengthen their professional development and public engagement.

### Eco2Librium

Eco2Librium, a certified B Corporation based in Boise, uses business solutions to affect social and environmental change. Its goal is to create local jobs, reduce the health hazards from normal cooking stoves, and reduce the deforestation in Kenya. The company generates profit through the sale of carbon credits. In an effort to extend its business impact, Net Impact performed a research project to identify potential and emerging global markets for the sale of clean cook stoves and reforestation projects. The student team created a basic marketing plan to attract new prospective carbon credit customers, and established a channel for Eco2Librium to recruit future COBE students who wish to gain experience in marketing.

### Üsful Glassworks

Üsful Glassworks, a 501c3 (private nonprofit) organization, was founded in Boise to meet a social, environmental, and economic need in the community. It helps the underserved build good work habits while recycling empty wine, beer, and liquor bottles into reusable glass products. Üsful products provide valuable job and vocational opportunities to participants, including offenders, refugees, homeless, at-risk youth, veterans, those on public assistance, and low-income seniors. Boise State's Net Impact has partnered with Üsful Glassworks to help develop marketing plans and strategies that increase its community recognition, so that graduates of the program can find jobs to support themselves and their families.

### Life's Kitchen

Life's Kitchen is partnering with Net Impact to plan and launch a food incubator project for downtown Boise. The food incubator will provide commercial kitchen space for product development, production, and packaging. Additionally, Boise State business students have the chance to help the start-up food entrepreneurs with business plans and distribution models. Food producers may also employ the students of Life's Kitchen to produce and package the product for them. Life's Kitchen food incubator serves their mission of cultivating the food production industry in the Treasure Valley, and helping food entrepreneurs realize their dream.

*"When people ask me what a responsible business is, I say it's just a business. The companies with the greatest sustained success all emphasize a culture of responsibility and social purpose. Without that, their gains would be unsustainable. Sure, there are slip-ups and their efforts aren't perfectly balanced, but in the long run they're living, breathing organizations guided by employees who want to make the world a better place."*

-Ken Mazur, MBA Student and Net Impact President 2014-2015

# 03

## PRME

### COBE Student Projects

#### Volunteer Income Tax Preparation

Boise State accountancy students are certified to prepare returns for taxpayers with low incomes—and with supervision—offer free tax preparation service for underserved low-to-moderate income individuals, persons with disabilities, the elderly, and those with limited English speaking ability. In 2014, this service assisted 88 clients, and the average refund for those clients was \$1,268.

#### Global Scholars Program

The Global Scholars Program (GSP), sponsored by International Business Programs, matches an Idaho company or organization with 10 Boise State students selected from a pool of competitive applicants to carry out an international business research project. This year, GSP students are working in cooperation with the Idaho Bean Commission (IBC) and the Idaho Department of Agriculture to explore new export market opportunities for Idaho bean producers in Costa Rica.

This program provides a channel through which the significant resources found in Boise State students can be leveraged to develop Idaho's economy. Additionally, Boise State students get hands-on experience addressing global challenges in a way that crosses cultural and geographical boundaries, expanding and deepening their understanding of business.

#### Craft Brewing Efficiency and Sustainability

Brewing beer is an energy, water, and resource-intensive process. As such, the craft-brewing industry, which operates at a much smaller scale than most of the industrial-sized national breweries, faces a number of sustainability challenges and opportunities. This project focuses on three local craft breweries, with the goals of improving efficiency, sustainability, and workplace safety. In partnership with the Idaho Department of Environmental Quality and COBE TechHelp, the students analyzed how craft brewers can make the process of brewing beer more financially successful while improving environmental sustainability. Specifically, research focused on the ways craft brewers can increase efficiencies in energy, refrigeration, transportation, and workspace; improve packaging; and reduce waste and water use.

#### Galaxia Executive MBA Project with Global Social Entrepreneurs

Each student in the Executive Masters of Business Administration (EMBA) program concludes their studies with a capstone project that presents them with a live business case that is challenging and undefined. Students are divided into teams and combine the strategy, accounting, finance, marketing, and management skills they've learned to create recommendations for real businesses. One EMBA team, known as Galaxia, is working with U.S. missionaries in Honduras to develop alternative methods of income for indigenous workers. By commercializing a native berry to the region, the team hopes to identify strategies to market, produce, and sell the berries to support and develop the local Honduran economy. The project allows Galaxia team members to use design thinking, the business model canvas, and market-entry strategy, among other skills, to assist an international social enterprise start-up.

*"I am eager to do more. I never realized how much of an impact I could make from a school project. This is real. We can actually make a difference."*

—Courtney Harding, Global Scholar

#### CRAFT BREWING EFFICIENCY AND SUSTAINABILITY - TEAM MEMBERS

Corey Wageman, Senior, BA—Environmental Studies, Minor-Sustainability & GIS; Conner Thorsen, Senior, BA—Environmental Studies, Minor-Sustainability; and Emily Berg, Senior, BA—Environmental Studies, Minor-Sustainability

#### GALAXIA EXECUTIVE MBA PROJECT - TEAM MEMBERS

Sean Brown (Rekluse Motorsports), Laura Aristizabal (Simplot), Ben Swanson (Winco Foods), Natasha Tattersall (Syringa Networks), Cody McRoberts (Idaho Army National Guard)

# 03

## PRME

*"Being a part of the COBE LLC has been a great experience. I have gained an awesome mentor in our Faculty in Residence, Denise English, and have loved all of our LLC adventures like floating the river, camping at Denise and Ron English's cabin, playing bubble soccer, and touring local companies like Scentsy and Micron."*

-Adriana Amador,  
Freshman - Kinesiology

*"As a freshman, being a part of the LLC helped me find a community and make friends. Without it, adjusting to college would have been much more difficult."*

-Amanda Dodson,  
Freshman - Entrepreneurial Management

### COBE Living Learning Community

Promoting the values of self-assurance, love of learning, intellectual curiosity, openness and inclusion, and community engagement, the Living and Learning Community for the College of Business and Economics (LLC) is a vibrant community where our students come together to learn from each other and from the residential COBE faculty. With an appointed professor in residence, students live in an on-campus environment proven to increase chances of success at college and in future endeavors.

Denise English, Ph.D., Accountancy professor, has served as the Faculty in Residence for the past two academic years (2013-15). She and her husband Ron reside in Taylor Hall in a two-bedroom apartment amongst 18 freshmen who apply and are selected to be members of the LLC. The LLC students also attend English's GB150 course each week, where she is assisted by a program assistant (currently Stefan Mueller, Senior – Human Resources), as well as a resident assistant (currently Karla Gonzalez, Junior – Accountancy).

For example, COBE's Micron Business and Economics Building houses the JR Simplot Café in the college's lobby. Working for food vendor Aramark, LLC students gain frontline experience running the café. They learn time management, teamwork, communication, and sustainability skills. Those selected to be student managers also learn about managerial decision making and share those lessons with the rest of the community.

The LLC students demonstrate their commitment to community engagement throughout the year. In 2014-2015, the LLC students participated in the Purple Stride 5k walk/run for the Pancreatic Cancer Action Network, volunteered for the local Special Olympics bocce ball tournament, sponsored an all-LLC presentation in January by Destiny Rescue, a rescue, protect, and empower organization for children sold into human trafficking, and then hosted a Frisbee tournament to raise money for this organization.

COBE LLC students also have a lot of fun! Activities have included floating the Boise River on move-in weekend, cabin camping and water sports in Cascade Idaho, an all LLC Kickball Tournament, Wheelchair basketball, movie nights in Taylor Hall, hiking Boise's iconic Table Rock, and dinner out together after visiting businesses such as Micron and Scentsy.

According to a 2012 Retention/GPA study by Boise State's Office for Institutional Research, there are tangible benefits, too. A greater percentage of students in residence halls are retained and earn higher GPAs than nonresidential students—and LLC students exceed these high benchmarks. Additionally, both four- and six-year graduation rates are higher for these students.

*"Living on campus was on my 'bucket list' as I lived off campus during all three of my degrees. I have experienced tremendous professional development (even at this stage of my career), by interacting with first year freshmen. I have learned about resources on campus with which I wasn't very familiar while sharing these resources with the students. In addition, we simply have a great deal of fun and I hope the relationships we have built will continue!"*

– Denise English, Ph.D., COBE Professor in Residence



**COBE Living Learning Community**

**Faculty in Residence:** Denise English

**Program Assistant:** Stefan Mueller

**Students:** Joelle Alexander (Student Lead), Adriana Amador (Marketing), Wesley Armstrong, Mitch Berens, Stuart Boyd, Drew Christensen, Amanda Dodson (Menu Development), Marshall Eddy, Shane Elliott, Hailey Hagler, Zachary Haynes, Austen Jacobs (Finance), Sean Kierce, Lauren Smith (Purchasing and Operations), Gabrielle Squillante (Finance), Nicole Stevenson (Marketing), Zach Townsend, and Garrett Welch

# 03



## Economic Impact

### Overview

In the College of Business and Economics, we generate economic impacts through direct salaries and operational expenses, as well as student salaries and their ability to get a return on investment for a College of Business and Economics degree.

As a college within a larger state university, COBE does not have revenue and this ‘income statement’ is an approximation based on educated estimates. The university revenue received from state allocations and student tuition is not directly transferred to the College based on the number of COBE students. As such, the undergraduate tuition amount is an estimate to demonstrate that COBE spends less in operating expenses than it would receive in operating “revenues” if the budgeting model were reflective of a per student budget allocation by College.

Additionally, the 16% net revenue is a strong approximation of relevant tuition minus expenses, but it is important to note that this money remains within the university, not within COBE.

While attempting to balance dual aspirations of transparency and accuracy, these numbers represent a reasonable picture of COBE.

### COBE Enterprises

The Idaho Small Business Development Center (SBDC) is a statewide, university-based program, with both the State Office and the Region 3 office located in COBE. In 2014, the Idaho SBDC clients created and retained 841 jobs, received \$31 million in capital infusions and provided a 4:1 average return on investment. Additionally, Idaho SBDC clients’ sales increases were nearly double those of other Idaho small businesses. 99% of Idaho SBDC clients rate their services as very good and excellent.

TechHelp is a partnership of Idaho’s three state universities and is headquartered at COBE. In 2014, TechHelp helped its clients achieve \$12 million in new sales, \$62 million in retained sales, \$64 million in new investments, \$11 million in cost savings, as well as creating 116 new jobs and retaining 466 existing jobs.

Read more about COBE Enterprises on Page 10.

**COBE Income Statement 2014****Traditional Academic Programs**

Operating Revenues:		
Undergraduate Student Tuition (excludes fees, 15 credits)		\$12,050,060
Graduate Student Tuition		
Accounting	\$258,630	
MBA (Career Track & Professional)	\$518,000	\$776,630
Total Operating Revenue		\$12,826,690
Operating Expenses:		
Operating Budget		\$10,668,872
<b>Traditional Net Revenue</b>		<b>\$2,157,818</b>

**Self Support Program**

Operating Revenues:		
Executive MBA	\$969,321	
Online MBA	\$313,707	
Total Operating Revenue		\$1,283,028
Operating Expenses:		
Executive MBA	\$875,921	
Online MBA	\$419,664	\$1,295,585
Self-Support Net Revenue		<b>-\$12,557</b>
<b>Total Academic Programs Net Revenue</b>		<b>\$2,145,261</b>

**Other Enterprise**

Non-Operating Revenue:		
Grants F&E	\$28,786	
ISBDC, TechHelp, ICEE	\$872,364	
Total Non-Operating Revenue		\$901,150
Non-Operating Expenses:		
ISBDC, TechHelp, ICEE		\$872,364
Non-Operating Net Revenue		<b>\$28,786</b>
<b>Total Operating and Non-Operating Net Revenue</b>		<b>\$2,174,047</b>

Source: College of Business and Economics



# 03



## Salary and Benefits

Average Salary by Role (For FY 2015)

Average of Full Salary	Total
Professor	\$106,986
Associate Professor	\$100,681
Assistant Professor	\$104,764
Lecturer	\$51,082
Professional Staff	\$93,278
Administrative Staff	\$33,076
<b>Overall Average</b>	<b>\$88,072</b>

### Note on COBE Salaries

Salary averages are approximate because some include secondary roles with additional responsibilities including center directors, department chairs, and dean appointments.

The table also shows significant salary compression for faculty, with little difference between the most junior (assistant professor) and the most senior (professor). Additionally, the table shows the salary inversion that is present in COBE, as market rates of pay needed to hire new assistant professors are often higher than salaries of existing faculty within the College. Finally, the table demonstrates the overall low rates of pay for College administrative staff.

Additionally between 2000 and 2014 the number of tenure track faculty decreased from 61 to 54, and the number of lecturers increased from 3 to 17 in the College, with the average lecturer salary of \$51,082 per year. Adjunct faculty employees teach approximately 13% (75 of 560) courses per year at COBE at \$2,500 per class, and COBE follows university policies on pay for adjuncts. With scrutiny on the fair pay of adjunct faculty making recent headlines, COBE makes conscious efforts to minimize staffing with adjunct faculty. COBE utilizes business professionals who are employed outside of the College rather than teaching as a primary source of income.

### Employee Benefits

In addition to compensation, Boise State employees are entitled to a variety of fringe benefits and voluntary, employee-paid benefits, including health insurance, dental insurance, and retirement benefits. These benefits are selected and administered according to this policy and can be found at [hrs.boisestate.edu/benefits](http://hrs.boisestate.edu/benefits). BSU's Human Resource Services is responsible for the administration of these benefits.

Faculty also enjoy a discounted membership to access the University's recreation center. Benefit-eligible permanent employees and their spouses can also enroll in classes at Boise State for a \$20 registration fee and \$5 per credit up to nine credits. Additionally, the University offers a tuition fee waiver benefit to eligible dependent children of current employees.

## ASPIRATION

Research institutional trends in salaries by gender.

# 03

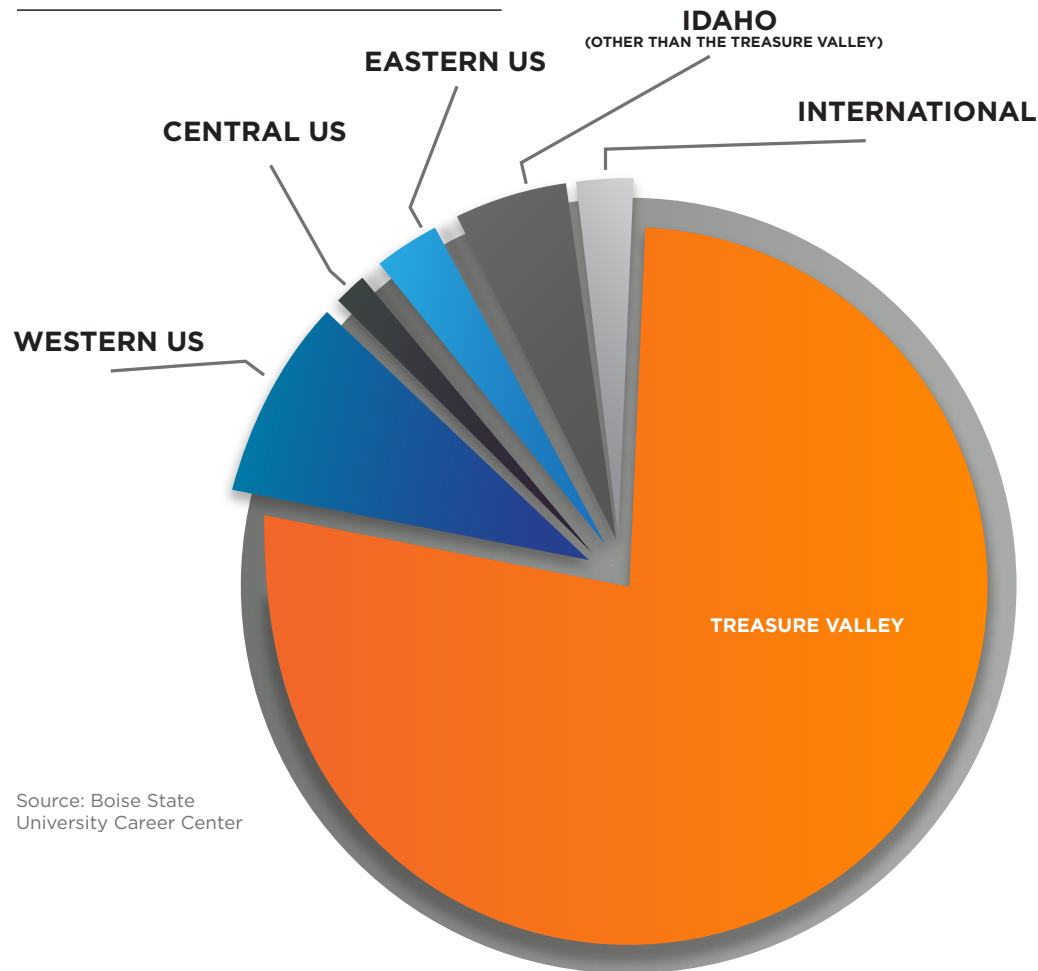
G4

## Indirect Economic Impacts

### COBE Student Costs and Loans

According to PayScale.com, the average cost of attendance for an Idaho resident pursuing a four-year degree at Boise State University is \$78,000. Out-of-state students can expect to pay approximately \$121,900. These totals include tuition and fees, room and board, and books and supplies for a 2014 graduate. Additionally, Boise State students graduate with an average of \$28,400 in debt.

### COBE Student Job Placement



Source: Boise State University Career Center

According to the Boise State Career Center, in 2014 a majority of COBE graduates (78%) found jobs in the Treasure Valley and continued to contribute to the Idaho economy. The graph above shows where COBE students find jobs following graduation from the College of Business and Economics.

## BUILDING A BUSINESS BRIDGE

COBE aspires to provide a business lens for students who have career and disciplinary interests outside of the College to enhance their employability and career success. For example, as part of the Bridge to Career program sponsored by the College of Innovation and Design, COBE is seeking to develop a program for students in the arts (theater, music, art history, studio arts and English) to complement their degrees with relevant business skills for arts careers.

Additionally, as part of its strategic planning process, the College is focused on revising the General Business minor to be more relevant and accessible to non-business majors. Currently, there are 140 students enrolled in COBE's General Business Minor; last year 34 students graduated with this minor.

# 03



## HEALTHIEST CAMPUS INITIATIVE

Boise State University has launched a health and safety initiative to make Boise State the healthiest campus in the United States and guarantee a competitive advantage through the health of its students and employees. COBE aspires to better integrate this initiative into the College to support wellness for faculty, staff, and students. The campus initiative focuses on three main areas of wellness for its stakeholders: movement, sleep, and stress, tracking quantitative data by conducting biometric, fitness, and mental/behavioral health assessments on students and faculty.

*"We believe that if we can reduce stress, anxiety and depression, help students sleep more, become more active, eat better and develop healthy relationships, then we can retain more students, recruit new students, and send those students out into the world better prepared. Our hope is [also] that we will create a workforce that is healthier, more productive, happier, and that wants to stay at the university for the long haul."*

- Michelle Ihmels, Boise State "Healthiest Campus" Program Director

## ASPIRATION

Better integrate the "Healthiest Campus" initiative at COBE.

## COBE Alumni Average Salaries

Data gathered from students graduating from COBE in 2014 shows that average post-graduate starting salaries are approximately \$41,000. Additionally, according to PayScale.com the average salary for a Boise State graduate (all majors, not just COBE) is \$44,700. The site also reports that the Boise State alumni can expect to make \$68,300 at mid-career.

Undergraduates	Number of Respondents	Average Salary	Median Salary	Minimum Salary	Maximum Salary
Accountancy Finance	19	<b>\$42,474</b>	\$43,000	\$14,000	\$72,000
Economics	7	<b>\$43,429</b>	\$42,000	\$24,000	\$85,000
Finance	1	<b>\$42,000</b>	\$42,000	\$42,000	\$42,000
International Business	1	<b>\$50,000</b>	\$50,000	\$50,000	\$50,000
Management					
Entrepreneur	5	<b>\$40,200</b>	\$40,000	\$31,000	\$50,000
General Business	14	<b>\$38,857</b>	\$37,000	\$15,000	\$68,000
Human Resources	11	<b>\$38,844</b>	\$35,000	\$15,000	\$68,000
Marketing	9	<b>\$36,444</b>	\$33,000	\$18,000	\$56,000
Information Technology	6	<b>\$52,833</b>	\$44,000	\$31,000	\$85,000
Supply Chain Management	2	<b>\$62,500</b>	\$62,500	\$60,000	\$65,000

Source: College of Business and Economics

# 03



## Top Employers for COBE Graduates (2010-2014)

- Micron Technology, Inc.
- Hewlett-Packard Company
- State of Idaho
- Albertsons LLC
- Deloitte
- J. R. Simplot Company
- Clearwater Analytics
- Eide Bailly LLP

## COBE Procurement

### Vendor Selection Process

Boise State University and the College of Business and Economics operate under the umbrella of the Idaho state government. As such, COBE selects vendors based on contracts negotiated at the state level for all government agencies. If no official vendor exists for a service needed, COBE staff gathers bids to compare and make a fair decision in the best interest of the project and the College.

### Significant COBE Vendors (alphabetical order)

- Apple (computer equipment)
- Aramark (catering and Simplot Café)
- Cisco (phone service)
- Hewlett-Packard (computer and printing equipment)
- Office Max (office supplies)

## VENDOR SUSTAINABILITY SPOTLIGHT

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Aramark is Boise State's campus-wide vendor for food and beverage services. The company has a longstanding commitment to corporate responsibility through its investments in employee advocacy, environmental stewardship, health and wellness, and community involvement.

In COBE specifically, Aramark is committed to ensuring that all catering food waste is returned and tracked through its zero waste program—where it's dehydrated to be used as compost. Additionally, in 2015 Aramark and its student employees worked to launch an impact campaign that encourages the use of reusable coffee and soda cups. Together, COBE and Aramark aspire to report progress in the next sustainability report.

# 03

G4

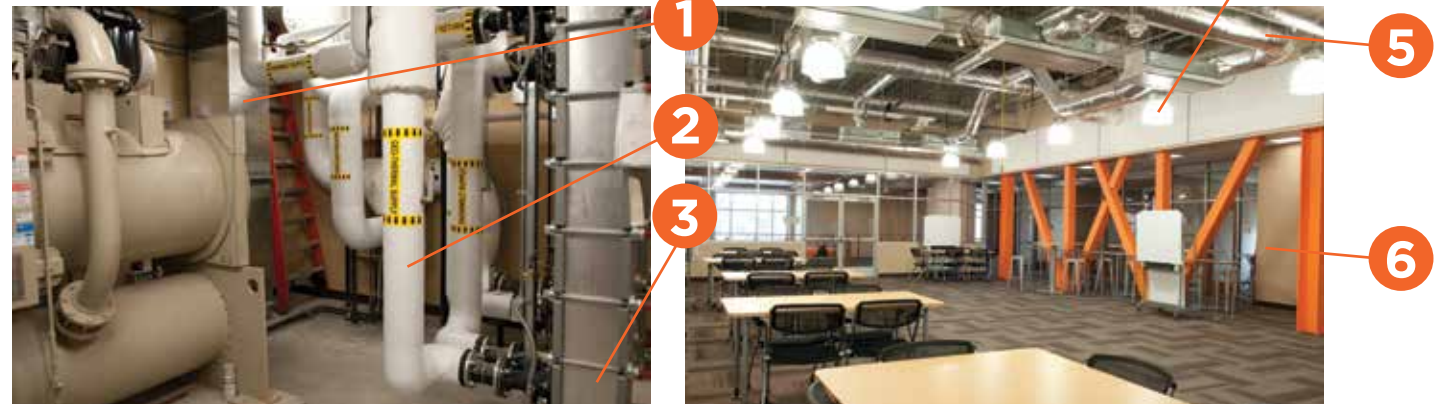
## GREEN BUILDING FEATURES

- Focus on natural light: the skylights and interior windows bring natural daylight farther into the interior of the building
- Epoxy terrazzo flooring: low maintenance, durable, and long lasting
- Sandstone from Table Rock Quarry (local quarry)
- Energy use is nearly 50% better than current energy code standards and requirements. Some of the green features include:
  - Geothermal heating (a renewable resource) delivered through radiant beams which require very low air flows
  - Highly automated building controls for HVAC systems and building lighting
  - Live green roof that reduces heat gain, air conditioning costs, and storm water run-off
  - 720 tons of demolition material was recycled during construction

## Environmental Impact

### Overview

The new College of Business and Economics Building, built in 2012, was designed to have minimal environmental impact and maximum environmental efficiency. This section covers the material aspects of energy use, water use, and material use. In future reports, we hope to report on transportation, effluents, and waste, but those measures were not available for this reporting period.



### Green Features of the Micron Business and Economics Building

- 1 Water-Side Economizer**  
The water-side economizer uses evaporative cooling through the cooling tower to provide cool water for the building's mechanical systems. When the water-side economizer can be utilized it uses 80% less energy than the building's chiller.
- 2 Geothermal Hot Water Heating and Snow Melt**  
By using this natural resource our building eliminates over 90% of its annual natural gas use.
- 3 Frictionless Water-Cooled Chiller**  
By using magnetic bearings, oil is no longer required in the compressor, reducing the maintenance requirements of the chiller and the disposal of the hazardous waste oil.
- 4 Energy Efficient Fluorescent Lighting**  
Through the use of modern fluorescent ballast technology and design simulation, the placement and quantity of light fixtures achieve a savings of 32% vs. the code lighting requirements—enough to power three single-family homes.
- 5 Active Chilled Beams**  
An active chilled beam induces room air through a heating/cooling coil to temper the space. This technology transfers less efficient air delivery to more efficient water delivery systems, resulting in a 75-80% fan energy savings and lowers the overall energy consumption of the building.
- 6 High-Performance Wall System**  
A high-performance wall system reduces the amount of energy required to meet heating and cooling loads.



7 8 9 10 11

12 13

**7** Building Automation Controls  
All the heating, ventilating, cooling (HVAC) systems, and lighting in the building are controlled and monitored by a building automation system.

**8** Low-Flow Plumbing Fixtures  
The plumbing fixtures are designed with low-flow technology, reducing water consumption by 15% over a traditional educational building in a typical year.

**9** Recycled/Recyclable Building Materials  
During the demolition of the old University Inn, 720 tons of material was recycled. During construction, materials were salvaged and/or recycled at a rate of 50% by weight of total non-hazardous solid waste generated by the work. Whenever possible, materials that contain recycled content were used.

**10** Energy Recovery Ventilation  
The ventilation air is tempered through the use of energy recovery wheels. The exhaust air from the building passes through the energy recovery wheel transferring up to 75% of its energy. The energy recovery system reduces the size of the central heating and cooling systems and reduces the overall energy use of the building.

**11** Variable Speed Pumps/Fans  
The variable frequency drives (VFDs) adjust the speed of the pumps and fans to match the building load. Since a typical building operates at partial heating and cooling loads over 95% of the year, VFDs provide significant energy savings.

**12** Low Emissivity (Low-E) Glazing  
Use of low-e technology reduces energy consumption by cutting the amount of heat lost through the glass during the winter months. In summer, it blocks up to 90% of the long-wave (heat) radiation from entering the building.

**13** Green Roof  
On the wings of the building, 5,120 sq. ft. are covered with a green roof system. Hearty native ground cover grows in trays with six inches of soil. The green roof reduces the load of stormwater into the drainage system and reduces the amount of energy needed for heating and cooling.

Source: College of Business and Economics

# 03



The COBE Building relies on geothermal water and natural gas for heating; electricity and natural gas for cooling; and electricity for the building's outlets.

The building was designed to utilize Boise's natural abundance of renewable geothermal activity for heating. As can be expected, more geothermal water was purchased during the winter months. The spent geothermal water exiting the building is also used to melt snow on the main entries and courtyard before it is recycled back into the system.

COBE also employs natural gas, a nonrenewable energy source, as a backup for when geothermal water is not available. Natural gas usage has been fairly low. There was a large spike from February – April 2014, which correlates with the curtailing of geothermal water use.

The College uses electricity for lighting, fans, cooling, and for the building's electrical outlets. The building's electricity use averages 13 kWh per square foot.

## 2014 Energy Usage

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### Geothermal Water

**3,208,000**

gallons

**\$6,532**

FY 2014 total spend

### Natural Gas

**8,543**

therms

**\$4,141**

FY 2014 total spend

### Electricity

**1,561,490**

kilowatt hours

**\$99,879**

FY 2014 total spend

## ASPIRATION

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Conduct an electricity audit for the COBE Building.

## 2014 Water Usage

**1,221,569**

gallons

**\$4,022**

FY 2014 total spend

## 2014 Paper Usage

**1,358,009**

pages printed

**\$37,151**

FY 2014 estimated spend

This estimate is based on 2015 pricing (2013 and 2014 pricing was unavailable). In 2015, COBE pays \$.05/page for black and white prints, \$.12/page for color prints, \$29/case of paper (5,000-sheets). FY 2014 page volume and costs are a slight decrease from the previous year.

	BW Pages Printed	Color Pages Printed	Total Pages Printed	Printing Costs	Paper Costs	Total Cost
2013	1,248,204	271,971	1,520,175	\$32,286	\$8,817	\$41,103
2014	1,104,208	253,801	1,358,009	\$29,274	\$7,876	\$37,151.

Reportable data for transportation, effluents, and waste is not available. Through the RecycleMania program, it's estimated that COBE produced 7,784 pounds of recycling, or 3.89 tons, over a six-week reporting period. COBE will work to track this data for inclusion in future reports.

Source: Boise State University Finance and Administration

## ASPIRATIONS

- Implement paper use efficiencies, including the use of recycled paper in COBE printers.
- Find sources to track data for transportation, effluents, and waste to include in future reports.





**Assurance Review by Accounting 510**

**Pictured:** Zach Barnes, Orrin Cellan, David Cowles, Stephanie Geschke, Anastasia Leonova, Jacob Revis, Brandon Rigby, Lindsay Rigby, Brooke Stout, David Tilton, Nathan Unger, Sabrina Wilson

Professor English and her students are grateful to external assurance advisors Brian Anttonen, Angella Broesch, and Anca Page, each of whom shared their time and expertise as mentors on this project.

# 04



PRME

# Assurance Process

## Review Statement Regarding the College of Business and Economics Sustainability Report

We have reviewed the accompanying Sustainability Report for Boise State University's College of Business and Economics (COBE) scheduled for publication in May 2015. The College of Business and Economics at Boise State University is entirely responsible for this report.

This review included:

- Assessing the choice to use the Global Reporting Initiative (GRI) 4 and the UN Principles of Responsible Management Education as the frameworks for reporting.
- Determining whether COBE has properly implemented those frameworks.
- Commenting on the College's approach to determining materiality.
- Testing and assessing the data itself, including source and content credibility, adequacy of documentation, and appropriate of measures.
- Meeting with the Sustainability Reporting Team to review and resolve significant issues.
- Issuing a statement about the report based on this review process.

This statement is not intended to be an examination or audit, and therefore no opinion is expressed. This review is also not intended to provide assurance on the College's compliance with laws or regulations.

COBE was required to make interpretations, determinations of materiality of information included, estimates, and assumptions. All of these will affect the information that is reported and other groups may view each of these items differently. The report includes the sustainability goals and targets of the College. Actual results in the future may differ materially from reported goals and targets in this report.

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines, but based on our review we found that the report is not in compliance with the Global Reporting Initiative G4 Sustainability Reporting Framework for "In Accordance" Status.

Based on our review, we found that the report is in compliance with the United Nations Principles for Responsible Management Education.

– Boise State University, Accounting 510: Advanced Financial Reporting Class, spring 2015  
April 25, 2015

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- Reporting Frameworks
- Materiality Assessment
- Report Timeline and Process Map
- Acknowledgements
- Sustainability Reporting Team
- Aspirations

## ASSURANCE PROCESS

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In our effort to ensure student learning is at the heart of this sustainability report, the students in Accounting 510: Advanced Financial Reporting class, performed the 'assurance' work for this report. This took the form of a report review and the results of that review are included on this page.

This report has not been externally assured, nor may these students be considered 'independent' or free from conflicts of interest. They are COBE students performing a review of a COBE report produced by other COBE students. However, this was a valuable learning opportunity and the involvement of these accounting students in the sustainability report project aligns directly with our mission to educate our students on leading business practices.

# 04



## G4

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. You will see those disclosures indicated by the G4 icon. This report did not achieve the ‘in accordance’ standard required to be considered a GRI or G4 report. Instead, the College has taken a first step toward compliance with that standard in future COBE reports. Only five universities in the United States to date have published reports to the GRI reporting standard.

Using the GRI framework has greatly informed and improved this report, as it provided a context for articulating the College’s strategy, governance, and organizational profile. Most importantly, the GRI framework offered an approach to assessing the “material aspects” of COBE’s impacts and a focus on metrics in key areas such as employment and energy use. In other words, this report attempts to focus on the most significant and relevant ways the College creates economic, social, and environmental impact. This metrics driven approach is generally absent in sustainability reports published by academic institutions. Additionally, GRI provides an approach to stakeholder engagement, which is a central tenet in the framework, to ensure that those impacted by the College have an opportunity to express their views on COBE and its material impacts.

Learn more about the Global Reporting Initiative at: [www.globalreporting.org](http://www.globalreporting.org)

## PRME UNPRME

This report has reported on all six principles of the United Nations Principles of Responsible Management Education, including our purpose, values, teaching, research, partnerships, and stakeholder dialogues. This report may be considered our Shared Report on Progress (SIP).

Using UNPRME has greatly informed and improved this report, as it provided a context for articulating the College’s teaching, research, and service as its central impact on the community and the stakeholder at the heart of our work—our students. UNPRME is a story-driven approach, which complements the metrics driven approach provided by the GRI. In combination, we believe these two frameworks have helped the College create a first report that articulates the social, economics, and environmental impacts that we can measure both quantitatively and qualitatively. Future reports will seek to improve on this effort.

Learn more about UN Principles of Responsible Management Education at: [www.unprme.org](http://www.unprme.org)

# 04

## Materiality Assessment

This report is organized around the material issues identified by COBE’s primary stakeholder groups—students, faculty, and the business/external community.

### What are Material Issues?

Sustainability reporting could cover a vast number of social, economic and environmental topics. Assessing the “materiality” of key issues and impacts allowed the Sustainability Reporting Team to ensure this report contained the topics of most interest and value to the College’s primary stakeholders. Material issues, according to the Global Reporting Initiative, are those that “have a direct or indirect impact on an organization’s ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large.”

### How did COBE Assess Materiality?

Because there are currently no comprehensive materiality standards for sustainability reporting by universities or business colleges, COBE surveyed its key stakeholder groups to determine which issues were most significant to them, using topics from the GRI-4 and UNPRME frameworks. Additionally, stakeholders were asked to add any material issues not contained in those frameworks, and to help prioritize the most important topics in the report.

### Top 10 Material Issues for Each of Our Primary Stakeholder Groups:

#### Students:

- Letter from the Dean
- COBE Accreditation
- COBE Governance
- Stakeholder Engagement
- Employee Metrics (employment by role, diversity)
- Responsible Business Student Service
- Indirect Economic Impact (student debt, job placement)
- Occupational Health and Safety
- Environmental Measures (energy, water, materials, waste)
- Aspirations

#### Faculty:

- Mission and Values
- Letter from the Dean
- Employee Metrics (retention, diversity)
- Student Metrics (enrollment, retention)
- Responsible Business Teaching/Curriculum
- Responsible Business Research
- Responsible Business Faculty Service
- Economic Measures
- Aspirations
- Assurance Process

#### Business/External Community:

- Mission and Values
- Letter from the Dean
- Strategy
- Teaching
- Market Presence
- Indirect Economic Impacts
- Environmental Metrics (energy, water, materials, transportation)
- Supplier Environmental Assessment
- Aspirations
- Assurance Process

# 04

## Report Timeline and Process Map for COBE Sustainability Report

Date / Action	Stakeholder Integration
<p>September - December</p> <ul style="list-style-type: none"> <li>• Collected data on responsible business integration in teaching, faculty research, and faculty service across the college</li> <li>• Strategize reporting frameworks and stakeholder engagement</li> <li>• Advertise Sustainability Reporting project to COBE students</li> </ul>	<ul style="list-style-type: none"> <li>• RBI Faculty Council</li> <li>• Student Sustainability Reporting Team</li> </ul>
<p>January</p> <ul style="list-style-type: none"> <li>• Meet with Student Sustainability Reporting Team to educate on nonfinancial reporting</li> <li>• Assess materiality for key reporting areas and stakeholder areas of interest:               <ul style="list-style-type: none"> <li>- Students</li> <li>- Faculty</li> <li>- External Business/Community Stakeholder Advisors</li> </ul> </li> <li>• Project leadership team analyzes stakeholder feedback to derive material issues defined by stakeholder groups</li> <li>• Student Sustainability Reporting Team meets to review scope of the project and the guidelines for COBE report data collection</li> </ul>	<ul style="list-style-type: none"> <li>• RBI Faculty Council</li> <li>• Student Sustainability Reporting Team</li> <li>• External Business/Community Stakeholder Advisors</li> </ul>
<p>February</p> <ul style="list-style-type: none"> <li>• Student Sustainability Reporting Team collects relevant data and metrics within frameworks</li> <li>• Meet with students supporting the report from COBE Courses (GB 150, GB 441, ACCT 510)</li> <li>• Project leader meets with student reporters to troubleshoot data collection</li> <li>• Consolidate student research</li> </ul>	<ul style="list-style-type: none"> <li>• Student Sustainability Reporting Team</li> <li>• COBE Class Volunteers</li> </ul>
<p>March</p> <ul style="list-style-type: none"> <li>• Define “research holes” where additional data stills needs collecting</li> <li>• Acquire missing material research and datapoints</li> <li>• Analyze collected data to identify significance and give context to readers</li> <li>• Draft initial text for all relevant sections</li> <li>• Begin report layout/design process with design partner: Oliver Russell</li> </ul>	<ul style="list-style-type: none"> <li>• Student Sustainability Reporting Team</li> </ul>
<p>April</p> <ul style="list-style-type: none"> <li>• Collaborate with Oliver Russell to create the design and layout of the report</li> <li>• Report assurance performed by Internal Student Auditors</li> <li>• Stakeholder review and feedback on report</li> <li>• COBE leadership review and approval of report</li> <li>• Make final edits based on stakeholder review comments</li> <li>• Finalize report design and layout</li> </ul>	<ul style="list-style-type: none"> <li>• COBE Deans</li> <li>• Internal Student Auditors</li> <li>• Student Sustainability Reporting Team</li> <li>• External Business/Community Stakeholder Advisors</li> <li>• COBE Class Volunteers</li> </ul>
<p>May</p> <ul style="list-style-type: none"> <li>• Publish report online and in print</li> <li>• Announce report to stakeholders</li> <li>• Complete debrief of report</li> </ul>	<ul style="list-style-type: none"> <li>• RBI Faculty Council</li> <li>• Student Sustainability Reporting Team</li> <li>• External Business/Community Stakeholder Advisors</li> <li>• COBE Deans</li> </ul>

# 05

## Acknowledgements

The Sustainability Reporting Team is thankful to the many partners, collaborators, and subject matter experts that gave their time and knowledge to this project. This includes:

- Accounting 510 – Advanced Financial Reporting Students, Denise English, Ph.D., and their external assurance advisors Brian Anttonen, Angella Broesch, and Anca Page
- General Business 441 – Business In Society: Ethics, Responsibility & Sustainability Students and Mark Buchanan, JD.
- General Business 150 – Residential College: Business and Economics Students and Denise English, Ph.D.
- Angeli Weller, RBI Director & Faculty Advisor for the report
- The RBI Faculty Council
  - Mark Buchanan, Professor, International Business and Law and Director, International Business Programs
  - Pat Delana, Lecturer, Business Communications and Director, Undergraduate Studies Program
  - Denise English, Professor, Accounting and Director, COBE Living Learning Community
  - Michail Fragkias, Assistant Professor, Economics
  - Tom Gattiker, Professor, Supply Chain Management and Department Chair, Information Technology and Supply Chain Management
  - Keith Harvey, Professor, Finance and Associate Dean, Academic Programs
  - Scott Lowe, Associate Professor, Economics and Director, Environmental Studies Program
  - Diane Schooley-Pettis, Professor and Associate Dean, Faculty and Administrative Affairs
  - Kirk Smith, Professor, Marketing
- The College of Business and Economics Dean's Office, including Dean Ken Petersen, Associate Dean Diane Schooley-Pettis, Associate Dean Keith Harvey, Loraine Hand, Allison Wilde, and Joanie Anderson
- RBI Stakeholder Advisors: Our 21 business and community advisors provided key input on our materiality assessment, as well as an in-depth stakeholder review of our draft report. Special thanks go to John Bernardo, Virginia Aulin, and Shelley Zimmer, who also served as sustainability expert advisors to the project team.
- And our additional subject matter experts: Alan Bonde, Allison Corona, Ashley Mehaffie, Barry Burbank, Brad Hollenbeck, Carol Ann Scott, Cheryl Larabee, Cindy Vatcher, Dean Kennedy, Doug Ooley, Gail Pucetti, Galaxia EMBA Team, Grant Anderson, Greg Hahn, Holly Caudillo, James Wanek, Jim Kroes, Katie Sewell, Kara Brascia, Karen Corral, Kathy Hurley, Ken Mazur, Lisa Cooper, Meredith Black, Michelle Ihmels, Nancy 'Dusty' Bodie, Rhonda Beal, Steve Hatten, Steve Stultz, Susan Park, and Zeynep Hanson

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**Oliver Russell** has been a partner in design and concept on this sustainability report. We are grateful for their artistic vision and their commitment to helping purpose-driven organizations communicate their impact. This report would not have been possible without their generous social impact grant.

**Sustainability Reporting Team**

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Bruno Salas, Senior—Accounting  
Griff Tweeten, MBA Candidate



INESS & ECONOM

# 05

## Aspirations

- Evaluate, measure, and report on COBE employee satisfaction.
- Increase retention rates, decrease dropout rates, and increase graduation rates over the next 5 years.
- Research institutional trends in salaries by gender.
- Better integrate the “Healthiest Campus” initiative at COBE.
- Conduct an electricity audit for the COBE Building.
- Implement paper use efficiencies, including the use of recycled paper in COBE printers.
- Find sources to track data for transportation, effluents, and waste to include in future reports.





**BOISE STATE  
UNIVERSITY**

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