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2015 College of Business and Economics Sustainability Report

College of Business and Economics at Boise State University

Additional videos:

<https://youtu.be/IRPtOA7pBXg> <https://youtu.be/jBErLIQ0VTg> <https://youtu.be/IvSMefzWGMk>

2015 SUSTAINABILITY REPORT

COLLEGE OF BUSINESS AND ECONOMICS

BOISE STATE UNIVERSITY

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Executive Summary

In publishing the second sustainability report for the College of Business and Economics (COBE) at Boise State University, COBE continues the practice of transparent reporting on social, economic, and environmental impacts as defined by our key stakeholders. Through the Responsible Business Initiative, COBE seeks to role model this leading corporate and organizational practice to share our progress and challenges, and to inspire our business and academic peers to follow suit. As with the first report, student learning has been central. The Student Sustainability Reporting Team comprises 15 COBE graduate and undergraduate students, and this team researched, collected the data for, and wrote this report.

The majority of metrics reported this year are similar to last year's results published in May 2015. For example, the lack of diversity in COBE's faculty and students has not changed significantly year on year. However, reporters covered the increased efforts the college has undertaken to create an inclusive environment that values all types of diversity, with the aspiration of increasing diversity in the longer term. Another year of data collection and reporting has evolved and improved the reporters' audit of COBE's responsible business content and courses, but the variation across programs persists. The college has undertaken significant efforts to improve its graduation and retention rates, and this year's research shows that these investments are paying off as rates are slowly trending upward. Reporters also recorded a change in energy consumption because of an increased use of geothermal water, and noted the installation of COBE's first solar panels. The report tracks the growing conversation around the college's focus on the health and wellness of student, faculty and staff and the programs available to help them as well. However, measuring and reporting on the number of stakeholders who are benefiting from these programs remains an aspiration for a future report.

While reporters uncovered a number of improving metrics, there are still some material issues for which data is unavailable, including commuting and transportation methods for COBE students and employees, as well as the amount of waste generated in the college. Our inability to measure these two items makes any type of carbon footprint calculation impossible. Reporters were unable to find measurable data on the amount and retention levels of first generation students in the college, an issue identified as material to students.

A comprehensive list of recommendations follows this executive summary. Recommendations were generated by student reporters across two broad categories:

1. Actions the college can take in the short term, with minimal investment of time and resources, to improve key sustainability metrics.
2. Goals the college can set to track and improve key metrics for all material issues in the future.

Reporting Frameworks and Materiality

Two frameworks inspired COBE's first report in 2014: The United Nation Principles for Responsible Management Education (UNPRME), and the Global Reporting Initiative G4 (GRI). UNPRME has six principles that include purpose, values, teaching, research, partnerships, and stakeholder dialogue. UNPRME is a story-driven approach, which complements GRI's economic, social and environmental metrics especially well. The GRI framework provides a context for articulating the College's strategy, governance, and organizational profile. Most importantly, the GRI framework offers an approach to assess the material aspects of COBE's impacts to focus reporting in key areas for our stakeholders, such as employment and energy use.

The GRI framework has many qualities that encourage students to use and learn non-financial reporting methods, however the Student Sustainability Reporting Team also found that the robust framework asked many questions that were more relevant to corporate operations than to our college's operations. While relevant material issues derived from GRI and UNPRME frame this report, the reporting team integrated a third framework produced under the Association for the Advancement of Sustainability in Higher Education (AASHE). Known as the Sustainability Tracking, Assessment & Rating System (STARS), this framework is focused on reporting quantitative and qualitative measures specific to higher education.

Sustainability reporting covers a vast number of social, economic and environmental topics. Assessing the materiality of key issues and impacts helped student reporters ensure this report contains the topics of most interest and value to the College's primary stakeholders.

The reporting team leveraged all three frameworks to identify and report material issues to COBE's stakeholders. Given the unique nature of the higher education academic calendar year, material issues reported qualitatively follow the academic year (fall 2015 – spring 2016), and material issues reported quantitatively data reflect fiscal year 2015 (with a few noted exceptions where FY2014 data is the most recent available).

Our Organization

Operational Characteristics

Researched and Written by Taylor Reed, MBA Candidate, and Angel D'az, Junior—Business and Economic Analytics

The College of Business and Economics at Boise State University (COBE) has six academic departments including Management, Information Technology & Supply Chain Management, Marketing & Finance, International Business, Economics, and Accounting. COBE is located in Boise, the capitol city of Idaho, a mid-sized city in a mixed dry climate.

The gross floor area of the college's building space is approximately 11,401.8 square meters with 22.4 square meters of this space identified as "energy intensive space." The energy intensive space is identified as such because of its use as a functional commercial kitchen.¹

Total General Non-Scholarship Endowments (as of February 2016): \$2,106,190.92

Total Scholarship Endowments (as of February 2016): \$5,045,448.16

Total COBE Endowment Size (as of February 2016): \$7,151,639.08²

*None of COBE's endowments are invested in socially responsible funds or companies.³

Governance

Student Governance

COBE has a Dean's Council of Students, known as the Student Advisory Council. This council provides student representation of student ideas to the Dean and Associate Deans. However, the group has not been active this year due to busy schedules and competing priorities. The council was active last year (2014-15) and COBE plans on reinstating it in the future.

Staff/Faculty Governance

COBE has a faculty senate, which is a campus wide representation of COBE staff and faculty. There are two COBE faculty representatives on the campus-wide faculty senate - Professors Scott Lowe (Economics) and Tim Chenoweth (IT-SCM). The two faculty representatives are elected by the tenure-track faculty of the college. Professors Lowe and Chenoweth present COBE comments, concerns, or grievances to the senate utilizing an unfiltered line of communication between campus-wide administration and the professors.

COBE faculty also have influence on hiring decisions within their department, as well as on the department's curriculum and decision-making at the Dean's level. Each department has a chair, who provides the department's counsel and insights to the Dean.

One example of this input includes the steps COBE took to develop the college's Mission, Vision and Values through a strategic planning committee.⁴ This committee was made up of four faculty members, one classified staff member, and one professional staff member. This committee determined a process to collect input from COBE stakeholders via an anonymous survey. Survey results were presented at the all college meeting in January 2015, and then ten different meetings were held with various faculty and staff to further discuss the survey results and identify priorities for COBE's values and mission.

This process resulted in identifying COBE's three core values, as well as creating a mission and vision statement. Additional changes were made after presenting the core values, mission, and vision to COBE faculty and staff. Next, the final draft was presented to the Dean for approval.

¹ Gail Pucetti, Facilities Scheduling Coordinator College of Business and Economics (COBE)

² Kris Kamann, Director of Development, COBE

³ Chris Anton, Chief Operating/Investment Officer—Boise State University Foundation

⁴ Dr. Diane Schooley-Pettis, Associate Dean, COBE

This example of staff/faculty governance illustrates there is not a formal governance body at COBE, however, all staff are able to participate in committees.

Feedback is sought from all points of view and faculty and staff participate in facilitating and providing input for the following issues:

1. Establishing organizational mission, vision, and/or goals
2. Establishing new policies, programs, or initiatives
3. Strategic and long-term planning
4. Existing or prospective physical resources
5. Budgeting, staffing and financial planning
6. Communications processes and transparency practices
7. Prioritization of programs and projects

Social Impacts

Responsible Business Integration across the COBE Curriculum

Researched and Written by Mantrinya Pandarinathan, MBA Candidate, Taylor Reed, MBA Candidate, Connor Sheldon, MBA Candidate, and Hannah Arnold, Sophomore—Business and Economics, Minor in Spanish

COBE's inaugural sustainability report provided early results from an audit of the college's curriculum. This audit calculated the percentage of classes, by program, that integrate responsible business into the course's curriculum. The data provided by this audit allows the college to analyze where and when students are being exposed to responsible business concepts in their education. Below are the results of this audit broken-down by program:

Major	Percentage of courses offered that integrate responsible business topics into the curriculum
International business	71%
Management (Includes general business core curriculum)	69%
Economics	61%
Accounting	50%
Marketing and Finance	27%
Supply chain management and information technology management	12%

This year, key faculty members teaching and researching responsible business decided that responsible business course curriculum should be expressed by program, rather than by major, as seen below.

Program	Percentage of courses offered that integrate responsible business topics into the curriculum
General business core curriculum	82%
Accounting	79%
Management	70%
Economics	55%
Marketing	55%
International business	50%
Supply chain management	50%
Finance	47%
Information technology management	20%

To determine whether a course integrated responsible business topics the following criteria were used:

Criteria for Identifying COBE Course that Integrate Responsible Business

The course, faculty research, or service seeks to reflect on, investigate or account for economic, social, or environmental impacts on relevant stakeholders, both positive and negative.

OR if the course, research, or service satisfies one of the following:

- 5.1 Reviews, revises or resolves issues related to Individual Responsibility (Business Ethics)
- 5.2 Reviews, revises or resolves issues related to Corporate Social Responsibility
- 5.3 Reviews, revises or resolves issues related to Leadership Responsibility (Corporate Governance)

OR Leadership Responsibility addressing social and environmental pain points:

- 5.4 Reviews, revises or resolves issues related to Environmental Responsibility (Environmental Sustainability)
- 5.5 Reviews, revises or resolves issues related to Cultural Responsibility (Diversity)

While 100% of COBE undergraduate students take at least one course that integrates responsible business into the curriculum, there are also two minors the college offers that have a particular focus on responsible business topics. These minors include COBE's Sustainability Minor and Nonprofit Management Minor.

Note: Currently, COBE does not offer any sustainability graduate programs, and does not heavily focus on responsible business issues. Additionally, COBE's MBA degree is generally focused on traditional business concepts and does not allow students to pursue a specialty area of focus.

Sustainability Minor

Beginning in the 2012-2013 academic year, students were able to minor in sustainability. The academic focus of the sustainability minor is on courses at the confluence of environmental science, social science, and

business. Students from across campus may complete this minor provided they have completed all pre-requisites.

The sustainability minor prepares students to help organizations change the ways in which they design policies, processes, products and services, and allocate resources, by applying tools such as sustainable cost-benefit analyses and problem solving strategies. The long-term goal of the sustainability minor is to provide students with the tools that they need in order to positively transform the organizations and communities with whom they interact, in ways that seek to balance social, environmental, and economic needs and impacts.

Additionally, the senior capstone class connects undergraduate seniors earning a minor in sustainability with live projects in partnership with local businesses and organizations. This year-long (fall and spring semester) three-credit class challenges seniors to combine the skills they have learned to complete a sustainability project. The capstone also encourages students to intern with their project sponsor in order to gain work experience and build community partnerships.⁵

Note: The senior capstone projects began in the 2009-2010 school year. One of the most innovative elements of this program is that students are able to create their own projects.

Student Enrollment in Sustainability Minor Over Time							
Spring 2016	Fall 2015	Spring 2015	Fall 2014	Spring 2014	Fall 2013	Spring 2013	Fall 2012
50	53	48	51	55	50	35	26

Nonprofit Management Minor

A separate undergraduate program working in the realm of sustainability is the nonprofit management minor. This minor consists of 20 credit hours and focuses on nonprofit management and community development efforts. Students from all majors across the university can use this minor to pursue their interests in all manner of philanthropy and community development in a variety of policy areas.⁶

Student Enrollment in Nonprofit Management Minor Over Time				
Spring 2016	Fall 2015	Spring 2015	Fall 2014	Spring 2014
78	87	65	55	26

⁵ <http://environmentalstudies.boisestate.edu/senior-capstone-projects/>

⁶ Office of the Registrar, Nonprofit Management Minor

Student Extracurricular Opportunities in Responsible Business

Students also gain knowledge and experience in responsible business by participating in relevant student organizations, badges, and extracurricular opportunities. These opportunities allow undergraduate and graduate students to engage with responsible business topics beyond the curriculum and provide experiential learning.

Below are the examples of opportunities integrating responsible business that COBE provides to students outside of the classroom:

Student Led Sustainability Report

Sustainability reports are becoming more common in business, as well as in universities. In the past two years, COBE has innovated the reporting process. COBE's sustainability report has been researched, analyzed, written and produced entirely by students.

Sustainability is a critical topic in the current business landscape, and providing an opportunity for COBE's students to gain knowledge and experience producing reports is a valuable, marketable skill for new graduates.

Sustainability Reporting Badge

The Sustainability Reporting Badge was piloted in spring 2016. This extracurricular badge is supported by the Idaho Office for Education and supports students in analyzing and reporting on sustainability measures. The badge provides students additional education outside of the sustainability reporting process.

The pilot program provided students with a foundational understanding of nonfinancial reporting and information about sustainability frameworks used in various industries. At the end of the badge, participating students pitched strategic sustainability action plans to COBE's leadership.

B Corp Badge

The B Corp Badge promotes awareness of, and student skill building related to, certified B Corporations and Benefits Corporations and their value to society. Examples of registered global and Idaho B Corporations include Patagonia, Etsy, Happy Family, the CAPROCK Group, Oliver Russell, Eco2librium and Consilio. The badge provides students with practical experience using the B Corporation impact assessment tool and the Benefit Corporation filing process in Idaho.

Participating students assist a company in registering for either initial B Corp certification or renewing an existing certification. Students seeking to learn more about how business can be used as a force for good have the opportunity to put the B Corp and Benefit Corp concepts into practice and gain meaningful industry experience, build relationships with the external business community, and gain certification reflecting new skills.

Student Board Fellows Program

COBE's Student Board Fellows Program places exceptional graduate and undergraduate students on boards of directors with local nonprofits. This program provides experiential learning for students and helps to fulfill the COBE's responsibility to educate students to understand investments in, and service to, the community are key business responsibilities. Further, this program seeks to build a pipeline of diverse business leaders for continued board service, and to deepen nonprofit capacity with millennial perspectives and business expertise.

In its first two cohort of fellows, this program selected 13 students for placement on boards as full voting members or as non-voting fellows. In some cases, students from the 2015-2016 will continue their board service beyond the one-year fellowship, creating a sustainable long-term relationship between COBE and the nonprofit. In an effort to continue the education of the board fellows, fellows are invited to participate in two trainings per year provided by the National Associate for Corporate Directors Boise Chapter.

Net Impact

Net Impact is an affiliate of an international organization consisting of undergraduate, graduate, and professional-level clubs throughout the world whose mission is to empower a new generation to drive social and environmental change on campus and throughout their careers. COBE's Net Impact chapter delivers consulting projects and hosts events throughout the academic school year designed for networking and educational opportunities with local business leaders who excel in sustainability, corporate social responsibility, and business ethics.

During the 2015 – 2016 school year, the student organization had 34 members and worked on projects with local organizations such as the Alzar School and the Ronald McDonald House.

Hult Prize

For the fourth consecutive year, COBE funded a team of MBA students to travel and compete in the Hult Prize. This international business competition is produced in collaboration with the Clinton Global Initiative and challenges competitors to create an innovative social enterprise to address one of the world's most pressing problems, including poverty, health, and education in developing nations.

This program helps students reach a global stage to share their innovative business models, to address some of the world's most pressing issues.⁷ Students that compete in the Hult Prize are able to network with other driven, innovative young scholars, pitch their solutions to a panel of corporate executives and social entrepreneurs, and create global connections.

Global Scholars Program

The Global Scholars Program (GSP) offers COBE's undergraduate students a combination of an internship, a live case study, and an international service project for students interested in learning about global business. Along with experiential learning, this opportunity allows students to actively participate in creating strategic

⁷ Hult Prize, Boise State University

business solutions for an international client. Students perform international market research, and critically analyze economic development issues such as education, business development, agriculture, engineering, health or poverty, in order to develop and apply a realistic and effective solution.

For 2016, the GSP partner was the Idaho Bean Commission (IBC), which sought to develop markets and export Idaho disease-free beans and bean seeds to Puerto Rico. The GSP team spent twelve days in Puerto Rico researching market entry opportunities, as well as networking and establishing relationships with the key players in the local bean market. The GSP team concluded their project by presenting their findings in the Undergraduate Research Conference, as well as to the Idaho Bean Commission Board of Directors. The IBC will use the team's market analysis to determine if Puerto Rico is a viable market for their bean seed, and use the international connections made to begin negotiations for market access.⁸

Faculty Leadership in Responsible Business

Researched and Written by Sean Patton, MBA Candidate, Connor Sheldon, MBA Candidate, and Hannah Coad, MBA Candidate

Faculty Innovation Fund

The Responsible Business Initiative (RBI) created the College of Business and Economics Faculty Innovation Fund (FIF) to support and encourage faculty innovations across teaching, research and service related projects that support responsible business, including those with a multi-disciplinary lens. Since Fall 2014, approximately 260 (and counting) students and faculty benefitted from a Faculty Innovation Fund investment of \$5,390.⁹ This number is a summation of the impact each faculty member believes the FIF had on students and faculty.

Recipients of funding from this program thus far are Mark Buchanan, Director of the International Business Program, Meredith Black, Assistant Professor of International Business, Scott Lowe, Associate Professor and coordinator of the Sustainability Minor, and Pat Delana, Chair of the Marketing and Finance Department.

Buchanan completed a Global Reporting Initiative certification program to learn about the G4 principles, the gold standard for sustainability reporting. Buchanan will leverage this new knowledge in his teaching and research, as well as in his role as an advisor to the team of COBE students spearheading efforts to publish the college's first sustainability report this spring.

Black received funding to integrate responsible business content into the international business (INTBUS220) class curriculum. The college gained an integrated 200-level-class open to all majors, and Black's experience in creating it provides a resource for other faculty members interested in integrating responsible business content into their own curriculum.⁹

⁸ Department of Management, Global Scholars Program

⁹ Angeli Weller, Director of the Responsible Business Initiative

Lowe was awarded funds to implement an upper division integrated learning course titled "Ecosystem Innovation; Passion Meets Profit." This course covers the basics of ecosystem services and challenges students to develop business ideas aimed at solving environmental issues pertaining to business in the region.

Faculty Innovation Fund Recipients and Amount Awarded	
Professor	FIF
Meredith Black	\$2,500
Mark Buchanan	\$1,165
Scott Lowe	\$1,725
Total	\$5,390

Delana utilized the FIF to attend a UNPRME conference. Through attending the conference, Delana was able to reaffirm the passion that surrounds UNPRME and help COBE move forward as a signatory for UNPRME.

COBE’s Dean also funds summer teaching and research grants for faculty through an application process. Some faculty propose projects related to responsible business through that process as well.¹⁰

Responsible Business Research Performed by COBE Faculty

At the time of production for our previous report, 30 COBE professors had done research in areas of responsible business. Currently, across COBE’s six academic departments, 27 of the 46 faculty members are engaged in research that focuses on an aspect of responsible business.

A database document was developed that includes the names and department affiliations of faculty and staff engaged in sustainability research.

Faculty Development on Responsible Business

Researched and Written by Sean Patton, MBA Candidate

Currently, COBE does not administer or oversee an ongoing sustainability outreach and education program for faculty and staff.

The sustainability activities at COBE are primarily led by student organizations. Conferring with COBE faculty and staff about sustainability training and workshops, the general consensus is that sustainability is important. However, sustainability has not been integrated into the orientation process beyond the

¹⁰ Angeli Weller, Diane Schooley-Pettis

introduction of the College’s Responsible Business Initiative (RBI). COBE does not yet discuss sustainability in its orientation; however, there is opportunity and enthusiasm to create an employee sustainability workshop.

Employee Orientation

At this point in time, apart from access to the 2014 COBE Sustainability Report, COBE employees are not offered orientation or outreach and guidance materials that cover responsible business topics.

Staff Professional Development

At this point in time, COBE does not have ongoing training or professional development opportunities on responsible business issues available to all staff. COBE’s Responsible Business Initiative provides responsible business programming and resources on an ad hoc basis.

COBE’s Commitment to the Community

Researched and Written by Andy Ridgeway, Junior—English with a Nonprofit Management Minor

COBE’s Responsible Business Initiative:

COBE's Responsible Business Initiative (RBI) aims to build the commitment and capacity of our students, faculty and community to understand and manage responsible business issues. Supported by COBE and

Wells Fargo, RBI seeks to innovate collaboration at the intersection of business, education and society. Through education, research and community collaboration, COBE works with community stakeholders to inspire leaders to create an inclusive and sustainable local and global economy that accounts for economic, social and environmental impacts.

RBI engages a board of approximately 20 business leaders in the community to act on responsible business priorities. The advisory members represent a number of different industries and support the initiative by providing strategic guidance while participating as subject matter experts to the college and community on topics such as sustainability reporting, impact investing, social enterprise, mission-driven companies, B Corps, and diversity and inclusion.¹¹

In spring 2016, RBI collaborated with Slalom Consulting, HP, and Micron Technology to host the “Purpose Incubator” event featuring Aaron Hurst. Hurst is the author of *The Purpose Economy*, founder of the Taproot Foundation, and CEO and founder of Imperative.

During the Purpose Incubator event, Hurst presented to an audience of top-level executives from a diverse cross section of Treasure Valley companies. Hurst discussed new research concentrating on purpose-oriented employees. According to the presented information, purpose-oriented employees are higher performers and seek out companies that identify, and actively role model their core values.

¹¹ <http://cobe.boisestate.edu/rbi/responsible-business-leaders-2/>

Service to the Community

Researched and Written by Andy Ridgeway, Senior—English Literature, and Taylor Reed, MBA Candidate

During the 2015 – 2016 academic school year, 327 of the 3,516 COBE students performed community service completing 6,417 hours of service in a one-year period. Most of these students were enrolled in at least one of the 14 classes with an integrated service-learning component. The participation in various community service activities was recorded on student transcripts.¹²

Service-learning courses are offered by the accountancy, economics, supply-chain management, marketing, and management departments, and these courses each require a minimum of fifteen-hours of community service participation.¹³

Boise State provides incentives to faculty and staff whom participate in community service. Faculty members who include a service-learning component in their classes are awarded grant opportunities and the chance to participate in the Faculty Fellows Seminar.

Apart from service-learning integrated courses, various COBE students also completed community-service hours in their student organizations, as displayed in the table below.

Student Involvement	Hours
Alpha Kappa Psi	75
Beta Alpha Psi	609
International Business Organization	30
Net Impact	56
Service Learning	5,698
Total Hours of Service Performed by Students:	6,468

Both students and faculty perform hours of service work each year. Every faculty member has service as a primary responsibility, and many contribute their skills and knowledge to nonprofit organizations and companies seeking social or environmental impact each year. By using the college's tracking mechanism for logging faculty service hours, reporters found that 31 COBE faculty members participated in 57 service projects related to responsible business.

¹² Kara Brascia

¹³ <http://servicelearning.boisestate.edu/>

Community Stakeholder Engagement

Currently, COBE does not have a formal framework for community stakeholder engagement, however, RBI and the COBE Advisory Committee (COBEAC) engage with business leaders and community stakeholders. Additionally, many COBE departments have advisory committees comprising business and community members.

COBEAC is made up of business leaders who are invested in the health of the business community and strongly believe COBE is a key driver in creating economic value and improving our community's high quality of life.

COBE Advisory Council (Fall 2015)¹⁴:

- Gregg Alger, Owner, Huston Vineyards
- Matt Bell, Senior Partner, White Cloud Analytics
- Dave Cooper, CVA, CPA
- Peter DiDio, VP Controller, St. Luke's Regional Medical Center
- Ric Gale, Consultant, Gale Energy Consulting LLC
- Hart Gilchrist, Director Operations Services, Intermountain Gas Company
- John Grizzaffi, President, Stein Distributing Company
- William K. Ilett, President, Transcorp Inc.
- Kevin Jones, CFO, Harmonic Investment
- Cathy Light, CEO, Business Builders
- Bernadette Madarieta, VP and Controller, Boise Inc.
- Jason Manning, CFO, Jacksons Food Stores
- CJ Martin, Director, Industry Solutions, IBM Americas, IBM
- Mike Mers, Founder, Aspen Capital Management
- Susan Olson, Executive Director, Hawley Troxell
- Brady Panatopoulos, CEO, Albertson's Foundation
- Roger Parks, VP of Information Technology & CIO, J.R. Simplot Co.
- Rob Perez, President & CEO, Western Capital Bank
- Tim Schlindwein, Managing Principle, Schlinwein Associates, L.L.C.
- Naomi Shankle, VP of Supply Chain, Idaho Power Company
- Ron Van Auker, Jr., President, Van Auker Properties

RBI has approximately 20 business and community leaders whom serve as Stakeholder Advisors. These leaders embrace and role model the principles of responsible business that RBI is built upon.

RBI Community Stakeholder Advisors (Fall 2015)¹⁵:

- Virginia Aulin, Vice President, HR and Corporate Affairs, Fathom impact + travel
- Dale Dixon, President, Better Business Bureau
- Emily Erickson, Sustainability Manager, Happy Family Brands
- Janice Fulkerson, Executive Director, Idaho Non Profit Center

¹⁴ The College of Business and Economics

¹⁵ The Responsible Business Initiative

- Cecelia Gassner, Counsel, Perkins Coie
- Britt Ide, Founder and CEO, Ide Law & Strategy
- Jefferson Jewell, Vice President, The CAPROCK Group
- Molly Lentz, VP & Community Affairs Officer, Wells Fargo
- Lisa Leff, Founder, Launching Global Talent
- MBA Student Representative, Net Impact
- Nic Miller, Economic Development Director, City of Boise
- Ben Quintana, Org Dev. Program Mgr., St. Luke's Health System & Council Member, City of Boise
- Rich Raimondi, President, Bishop Kelly High School
- Decker Rolph, Fund Manager, A10 Capital
- Jeff Russell, Founder and CEO, Jitasa
- Katie Sewell, State Director, Idaho Small Business Development Center
- Jeremiah Shinn, Assistant Vice President for Student Life, BSU
- Russ Stoddard, Founder and CEO, Oliver Russell
- Pam Thomas, Vice President Mission Integration, Saint Alphonsus Reg. Medical Ctr
- Shelley Zimmer, Environmental Marketing Manager, Hewlett-Packard

Some of these stakeholders provide internship opportunities to COBE students, specifically the Career Track MBA students, who are required to complete a 10-week internship in the summer between their first and second year.

Diversity

Researched and Written by Connor Sheldon, MBA Candidate, and Hannah Coad, MBA Candidate

Student Diversity

COBE serves 3,189 undergraduate students and 327 graduate students.¹⁶ Below is the ethnic composition of COBE's student population.

This data is collected during the student application process.¹⁷

Race	Undergraduate	Graduate
White	74.4%	73.0%
Two or more races	2.5%	3.2%
Race/Ethnicity Unknown	3.8%	2.6%
Nonresident Alien *	5.2%	6.5%
American Indian or Alaska Native	0.5%	0.4%
Asian	2.9%	2.2%
Native Hawaiian or Pacific Islander	0.3%	0.4%

¹⁶ Diane Schooley-Pettis, Associate Dean, COBE

¹⁷ Nick Warcholak, Institutional Research

Black or African American	1.4%	1.7%
Hispanic/Latino	9.0%	10.0%
Total:	100%	100%

**Nonresident alien definition - A person who is not a citizen or national of the United States and who is in this country on a visa or temporary basis and does not have the right to remain indefinitely. This was previously reported as 'other country of origin or birthplace'.*

Student Gender Diversity

According to the Boise State Office of Institutional Research, a self-reported census survey taken in fall 2015 illustrated women compose 40% of the student population, men compose 60% of the student population and .0068% of the respondents, or 25 people, answered “Unknown.” BSU does not currently offer gender identification options other than female and male.

Employee Diversity

In FY2015, COBE employed 107 permanent employees, and had 162 total employees. During this period, 15 employees permanently separated from the college, resulting in a turnover rate of 9.2%.¹⁸

The ethnic diversity of COBE’s faculty is shown below:¹⁹

Race	Number of COBE Employees	Percentage
American Indian/Alaska Native	1	1.2%
Asian	7	4.3%
Black/African American	2	1.2%
Hispanics of any race	9	5.5%
White	141	87%
Two or more races	2	1.2%
Total:	162	100%

The gender make-up of COBE’s faculty and staff is shown below:

Gender	Number of COBE Employees	Percentage
Female	71	44%
Male	91	56%
Total:	162	100%

¹⁸ Rhonda Beal Human Resource Services—Employment

¹⁹ Nick Warcholak, Office of Institutional Research

Diversity has been a material issue for all COBE stakeholders for the last two years and is a key strategic pillar for COBE, underscoring the College's commitment to role model responsible business practices. Ethnic and gender diversity percentages among COBE employees and students have largely remained constant during our reporting years, however there is an evolving conversation within the college on how to better invest in and communicate the value of diversity with faculty and students.

Boise State University is an equal opportunity employer. The university is committed to providing equal employment opportunities to all employees and qualified applicants for employment as provided for by federal, state, and local law. Boise State prohibits, to the extent permitted by applicable law, discrimination against any individual on the basis of race, color, religion, gender, age, national origin, physical or mental disability, veteran status, genetic information, or sexual orientation. Boise State abides by affirmative action and Title VI.

Below are examples of initiatives the college has implemented in the 2015-2016 school year to further our commitment to inclusivity of stakeholders representing all races, ages, genders, and perspectives.

Diversity and Equity Coordination

Boise State University has a Diversity Committee made up of faculty and staff tasked by administration to advise and implement policies, programs, and trainings related to diversity and equity. There is not a fulltime staff or faculty member employed to focus on diversity and equity.²⁰

The Diversity Committee focuses on student and employee equity and the enhancement of diversity in people and curriculum on campus. Dr. Samia Islam is the COBE representative on this committee. Further, this committee works with the Undergraduate Academic Policy and Standards Committee (UPSC) to promote the University Learning Outcome on Diversity and Internationalization.²¹

A second committee titled Student Diversity and Inclusion (SDI) has the mission to promote inclusive excellence on campus. The team consists of International Student Services, the MLK Living Legacy Committee, and the Multicultural Student Services.²²

Further, Boise State offers cultural competence trainings and activities to all faculty, staff, and administrators, however, these trainings are not available to students. The trainings are interactive online trainings and access links are emailed to all faculty, staff, and administrators to complete. Additionally, there is a handout and slide show available as well as two quizzes that must be completed.²³

Community Summit: Diversity as a Business Driver

In fall 2015, RBI, Wells Fargo and the City of Boise hosted a summit on "Diversity as a Business Driver." The goal of the event was to engage local leaders and businesses to promote diversity in business. More than 100 participants heard 12 speakers over the course of the day, including keynotes from Philomena Morrissey

²⁰ <http://academics.boisestate.edu/facultysenate/committees/diversity/>

²¹ <http://academics.boisestate.edu/fsp/university-learning-outcomes/>

²² <https://sdi.boisestate.edu/directors-bio/>

²³ <https://sdi.boisestate.edu/training-materials/>

Satre, Vice President of Diversity and Inclusion for Wells Fargo, and Lesley Slaton Brown, Chief Global Diversity and Inclusion Officer at HP Inc.

Panelists from local businesses and non-profit organizations discussed the value of diversity in the areas of business and community life.

Cultural Awareness Software Pilot

Through an in-kind donation from Micron Technology, COBE piloted a software program called Culture Wizard with 28 faculty and staff members. Culture Wizard is an interactive cultural awareness program and contains tools to help users understand behaviors in a cultural context and work effectively with people from diverse backgrounds. Team members from Micron's Learning and Development Team and software vendor RW-3 demonstrated the software and discussed its practical application, and support ongoing questions from COBE's pilot participants.

This pilot program will determine whether longer-term use of this tool supports the aspiration to make COBE inclusive and empowering for students and faculty, and ensure they feel supported to share diverse perspectives in COBE and our community.²⁴

Language Diversity and Teaching Community

COBE introduced a Language Diversity and Teaching Community in Spring 2016. This group of self-selected faculty meets twice monthly to further the impact of diversity in the classroom by creating strategies and creating teaching materials, as well as discussing and fostering community in the classroom.

International Students 2+2 Program

The 2+2 Program is an agreement between COBE and the National Economics University in Vietnam to invite qualified Vietnamese students to complete their final two years at COBE and graduate with a Boise State degree. This program will increase student diversity through a student exchange of approximately 40 Vietnamese students per year.

There is opportunity within this program to partake in faculty exchange and visiting professor programs, neither of which COBE currently engages in. Such interaction would provide for international exchange, and creates an opportunity for COBE to diversify faculty.²⁵

Health and Wellbeing

Researched and Written by Nandini Ghosh, MBA Candidate

Health and wellbeing are key strategic focus areas for COBE. COBE is committed to role modeling responsible business practices and has particular interest in health as a competitive advantage. COBE has a BroncoFit champion in the Dean's office, and participates in campus-wide wellness events such as the

²⁴ The Responsible Business Initiative

²⁵ College Business and Economics Graduate Programs

Bronco Fitness Challenge and wellness classes. Additionally, during to 2015-2016 academic year, COBE held several events to empower students and faculty to invest in their own health and the health of the college community overall.

For example, COBE hosted preventative health screenings throughout the year in collaboration with BroncoFit, including services such as blood pressure, lipid panels, a thyroid test, BMI, hemoglobin AC1, height/weight, and a discussion with a nurse practitioner. While the college is improving its health offerings, more data is needed to measure the usage among employees and overall effectiveness of improving health outcomes. In February, the college also partnered with the Boise Fire Department and the American Heart Association to provide free training sessions for students, faculty and staff to learn about hands-only CPR, and how to use an automated external defibrillator (AED). Seventy-two participants attended the free training session to learn how to safely take action when faced with an emergency.

Further, aligning with the strategic priority related to health and well-being, COBE is collaborating with the College of Health Sciences (COHS) to introduce a new, cross-disciplinary institute to leverage innovate research, teaching and community partnerships to solve the wicked problems found in our community and across the globe.

The first priority to address is population health, an area where COHS and COBE can contribute expertise and serve as a facilitator for the many stakeholders focused in this area.

Additionally, the institute will invest in on-campus innovations, including BroncoFit, with the goal of producing students who are physically, mentally, and financially healthier at graduation than when they arrived at Boise State University. The institute will also focus efforts on improving the health and wellness of university faculty and staff.

Assessing Employee Satisfaction

At this point in time, COBE does not use a survey to assess employee satisfaction. Following this report, a survey may be utilized.

Workplace Health and Safety

As a state agency, COBE has a regulatory requirement to follow state statutes regarding workplace safety. Since the inception of these statutes, COBE is striving towards consistent compliance. The state health and safety rules are equivalent to those of OSHA (Occupational Safety and Health Administration), the Federal program regulating workplace safety.

In pursuit of compliance, COBE has a long list of safety initiatives including:

- Lab Safety
- Hazardous Waste Minimization and Disposal
- Occupational Safety and Training
- Incident Investigation
- Fire Safety and Loss Control

- Building Safety
- Lab Design
- Learning Management
- Standard Operating Procedures
- Environmental Programming and Permit Compliance

As of 2015, there were no reportable COBE workplace injuries or occupational disease cases among the 107 full-time equivalent employees.

Emergency Action & Evacuation Plans

COBE has a 25-member Emergency Response Team tasked with specific roles and responsibilities during an emergency evacuation. This team is provided with training, vests, walkie-talkies, flashlights and other equipment to assist during an emergency. This group works closely with the emergency personnel including: Boise State University's Office of Environmental Health and Safety; Emergency Management; Security; and the City of Boise's Fire Department.

These various groups are included in an annual emergency evacuation drill conducted by COBE and Emergency Management. This drill consists of evacuating all individuals from the building in a timely manner, which has consistently been under 5 minutes. The various groups verify all the mechanical emergency equipment and alarm systems are functioning properly.

In preparation for emergency, COBE has a comprehensive document detailing the appropriate responses during emergency situations. This document is sent to faculty and staff at the start of the academic year. Emergency 'quick tips' are sent to faculty and staff on a more regular basis, which is a condensed, one-minute read on how to handle emergency situations (i.e. earthquake, flood, tornado, etc.)

Emergency phones and maps are located at each landing in all MBEB stairwells. These products provide access to various exit strategies and access to appropriate responders.

The Idaho Division of Building Safety (DBS), along with Boise State's Office of Environmental Health & Safety, conduct an annual COBE building safety assessment to include a walk-through of mechanical rooms, offices, classrooms, etc. to verify compliance with the state's safety regulations.

Campus wide, the Emergency Management Department communicates all threats to employees via email and text, to include a possible potential campus security issue to weather advisories. This department also conducts a multitude of emergency response and safety classes and workshops to include active shooter, natural disasters, hazmat training, etc.

COBE works closely with Boise State's Risk Management office and St. Luke's Occupational Health Services in the event a student or employee gets injured in the COBE building.

Environmental Impacts

Researched and Written by Benjamin Rees, Junior—Finance, Sarada Rekhana, MBA Candidate, and Griff Tweeten, MBA Candidate

Resource Consumption

Key resource consumption continues to be tracked and monitored at COBE. Key resource consumption at COBE includes: geothermal energy, natural gas, electricity, water, and paper. In FY15, COBE used less natural gas compared to FY14 year (less natural gas usage leads to less GHG emissions). Additionally, COBE increased the use of geothermal energy compared to FY14. While greater geothermal use over natural gas is good for COBE's GHG emissions, this number must be analyzed over a matter of years before a positive trend can be identified. Finally, COBE decreased the electricity consumption compared to FY14, however, similar to geothermal energy usage, reporters must track this metric over time to identify the sustainability of this improvement.

In December 2015, solar panels were installed on the Micron Business and Economics Building (MBEB). The panels will be capable of producing 25 kilowatts of power. The newly installed infrastructure is capable of accommodating additional solar panels, which could bring the total power produced to 65 kilowatts. Student reporters will continue to monitor the use of the solar panels to discover how it affects the college's energy consumption. Finally, as the practice of sustainability reporting continues, measurements continue to improve and become more accurate.

Geothermal Energy

FY 2015 Geothermal Energy Consumption²⁶	FY 2015 Total Spend
5.919e+10 BTU*	\$18,387
FY 2014 Geothermal Energy Consumption²⁷	FY 2014 Total Spend
3.9598e+10 BTU	\$6,532

*Explanation for increased use of geothermal energy:

In 2015, there was a constant supply of geothermal energy, while in 2014 the geothermal service was terminated to Boise State University for a period of three to four months when the City of Boise reached its limit on geothermal pumping, a limit set by USEPA. Additionally, reporters have chosen to express geothermal energy consumption in British Thermal Units, as opposed to gallons—the unit used in last year's report. This change was made to better reflect the college's energy consumption, and be in alignment with the reporting unit used by the university.

Future expectations for use of geothermal energy:

The past year (2015) was the first full year of operation wherein the geothermal was used almost exclusively. The term "almost exclusively" is accurate because COBE still suffered a few interruptions of service because the city had to conduct emergency maintenance on the geothermal system. Measurement in future years will allow a better assessment of long-term efficiency.

²⁶ Facilities Operations & Maintenance

²⁷ COBE Sustainability Report, 2014

Natural Gas

FY 2015 Natural Gas²⁸	FY 2015 Total Spend
3,566 Therms	\$2,787
FY 2014 Natural Gas²⁹	FY 2014 Total Spend
8,543 Therms	\$4,141

Electricity

FY 2015 Electricity Consumption³⁰	FY 2015 Total Spend
1,386,255 KWh Hours	\$89,384
FY 2014 Electricity Consumption³¹	FY 2014 Total Spend
1,561,490 KWh Hours	\$99,879

Water

FY 2015 Water Consumption³²	FY 2015 Total Spend
2,434,905 Gallons	\$11,250
FY 2014 Water Consumption^{33*}	FY 2014 Total Spend
1,221,569 Gallons	\$4,022

*The college's water consumption data used in the 2015 Sustainability Report (FY14) was incomplete, as it failed to account for the period between the end of October and beginning of January. Additionally, this year's consumption measurement includes both the water consumption within the building, as well as external sprinkler water consumption. Sprinkler water consumption was not included in last year's measurement, but because the water used is potable and relates directly to the college, reporters decided to add it this year to be more transparent and inclusive regarding total water usage.

Building Operations and Maintenance

Building Operations and Maintenance seeks to identify how much of the building space is certified under a green building rating system. The most familiar of these is the LEED certification. There also exist several other rating systems classified by tiers used by established Green Building Councils (GBC).

The MBEB currently does not have space certified by LEED, or one of the other GBC rating systems. The building, however, was designed to exceed two energy standards. These are the ANSI/ASHRAE/IES

²⁸ Barry Burbank, Sr. Financial Analyst, Budget and Planning

²⁹ COBE Sustainability Report, 2014

³⁰ Facilities Operations & Maintenance

³¹ COBE Sustainability Report, 2014

³² Architectural and Engineering Services, Boise State University

³³ COBE Sustainability Report, 2014

Standard 90.1 and the International Energy Conservation Code (IECC). The building is also not certified under these standards.³⁴

According to a University official, LEED principles were followed in building the MBEB, but certification was not obtained in large part because of the associated costs of doing so.³⁵

Below is a brief description of the institution's GHG emissions reduction initiatives. The list includes efforts made during the previous three years (2013-2016):

- **Solar Panels:** In 2016, solar panels were installed on the MBEB. The panels will be capable of producing 25 kilowatts of power. The newly installed infrastructure is capable of accommodating additional solar panels, which could bring the total power produced to 65 kilowatts. 65 KWh is enough to power roughly 12 households.³⁶
- **Natural light:** The MBEB building was designed to make maximum use of natural light. The skylights and interior windows bring natural daylight farther into the interior of the building reducing electricity usage.
- **Geothermal heating** (a renewable resource): is used for water heating and snow melting which can significantly decrease the usage of natural gas and reduce greenhouse gases emissions.
- **Heating, ventilating, cooling (HVAC) systems and lighting:** All of the HVAC and lighting in the MBEB building is controlled and monitored by building automation system, reducing overall energy consumption.
- **Green roof:** The MBEB building has a live green roof that reduces heat gain, air conditioning costs, and storm water run-off.
- **Recycling:** 720 tons of demolition material was recycled during construction.
- **Energy Efficient Fluorescent Lighting:** Modern fluorescent ballast technology and design simulation are used in the MBEB building. The placement and quantity of light fixtures achieve a savings of 32% vs. the code lighting requirements—enough to power three single-family homes.
- **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 while lowering the overall energy consumption of the building.
- **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.
- **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.

³⁴ David Cooper, Associate Director Architectural & Engineering Services

³⁵ Scott Stultz, PE Capital Planning and Facilities

³⁶ <https://news.boisestate.edu/update/2015/12/08/solar-panels-installed-on-micron-business-and-economics-building/>

- **Low Emissivity Glazing:** Use of low-e technology reduces energy consumption by cutting the amount of heat lost through the glass during the winter months. During summer, it blocks up to 90% of the long-wave (heat) radiation from entering the building.
- **Occupancy and/or vacancy sensors:** COBE has automated lights that turn on during occupied hours and ensure that the lights will be off during unoccupied times. The classrooms, meeting rooms, conference rooms and lecture hall have an occupancy sensor automation system, which incorporates a standby mode.³⁷

Greenhouse Gas Emissions

During the data collection for this year’s report, students attempted to account for the greenhouse gasses emitted by the operations of COBE. While a valuable learning experience, the results of this study were inconclusive, largely due to a lack of data, specifically around student and faculty transportation and the waste generated by the college.

Sustainable Product Procurement

Researched and Written by Rylee Lewis, Junior—Supply Chain Management, Minor in Marketing

Cleaning Supplies

Boise State’s Facilities Operations and Maintenance Department makes purchasing decisions for cleaning supplies for COBE. Currently, the university does not have an established green product purchasing policy or directive. However, COBE maintenance staff prefers “green,” or eco-friendly products as long as they clean as efficiently as traditional cleaning methods.

The “green” cleaning products used in COBE include:

- CREW® NA SC NON-ACID BOWL & BATHROOM DISINFECTANT CLEANER
- VIREX® II 256
- STRIDE® CITRUS HC NEUTRAL CLEANER (Green Seal)
- GLANCE® GLASS & MULTI-SURFACE CLEANER (Green Seal)
- 100% recycled paper towel rolls
- Reusable Rags for cleaning surfaces

Office Paper Purchasing

Prior to the publication of the COBE’s first Sustainability Report in 2014, the college did not purchase any paper with recycled content (PWC). In August 2015, of the 200 cases (~1,000,000 sheets) purchased, 80 cases were 30% PCW, and 120 had no recycled content.³⁸

Below is the college’s consumption of paper over the last fiscal years:

Fiscal Year 2015:	Fiscal Year 2014:
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³⁷ Gail Pucetti, Facilities Scheduling Coordinator, COBE

³⁸ Brad Hollenbeck, Operations Manager – OIT

<i>Black/White Pages Printed:</i> 1,129,261 (\$.05 per page) <i>Color Pages Printed:</i> 322,369 (\$.12 per page) <i>Total Pages Printed:</i> 1,451,630 <i>Printing Charges:</i> \$98,147.33 <i>Paper Costs:</i> \$5,332.80 <i>Total Amount Spent on Printing: \$95,147</i>	<i>Black/White Pages Printed:</i> 1,115,233 (\$.05 per page) <i>Color Pages Printed:</i> 250,375 (\$.12 per page) <i>Total Pages Printed:</i> 1,365,608 <i>Printing Charges:</i> \$85,806 <i>Paper Costs:</i> \$7,876 <i>Total Amount Spent on Printing: \$93,682*</i>
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*In our previous report, printing costs were reflected by an average per quarter. However, student reporters feel that the college's usage is more accurately reflected by a total spend per fiscal year. Printing costs in FY15 show this change in reporting method. In the future, printing costs will be reflected as the total spend for the fiscal year.

In result of modifying the metrics to more accurately display COBE's paper consumption, there is a wide gap between the printing cost of FY13, 14 and 15. Additionally, our sources have notified us that our reported number of total pages printed in FY2014 was misreported in last year's report; the corrected amount is shown above.

While the college does not have a paper purchasing policy to encourage COBE to buy paper with recycled content, student sustainability reporters have recommended the execution of an educational campaign with those who procure office materials (e.g. pens, labels, folders, etc.) in an effort to increase sustainable purchases. The aspiration of the campaign is to empower COBE staff to individually make more sustainable choices when purchasing supplies for the college.

Online materials minimize the need for increased printing

There is not a policy in place designed to minimize paper usage. Faculty are encouraged to post class materials online (and most information is available to students electronically through the academic platform, Blackboard), but many choose to print and distribute materials to students as well.

All printing at the COBE is managed through the Boise State OIT department, which tracks the amount of printing by user and by department. There are no limits to how much faculty and staff can print, and no formal policy that attempts to minimize printing. The closest to a "policy" designed to minimize waste is the standard practice for default printing to be double-sided and black and white, however, these settings can be easily changed by any user.

Transportation

Researched and Written by Sam Johnson, MBA Candidate

Data tracking modes and usage of alternate transportation for students, faculty and staff are only available at the university level. If the college wishes to calculate total greenhouse emissions in the future, identifying how students and employees are commuting is essential, given that transportation will comprise a large part of this metric. However, the college and wider university have a number of programs set in place to encourage more eco-friendly methods of transportation. Below is a list of those programs and offerings.

The data on the following page was extracted from a survey conducted by the university's Department of Parking and Transportation. 526 campus stakeholders (students/faculty/staff) were surveyed in 2015 about their transportation habits, and these numbers were published in a public report about alternative transportation. These numbers represent the university at large and show the primary means of transportation used by respondents to get to and from campus.³⁹ Currently, there is no data available specifically for COBE students or faculty and staff.⁴⁰

Method of Transportation	Percentage of survey respondents
Drive Alone	59.99%
Bicycle	14.84%
Walk	9.48%
Carpool (2 or more persons)	7.50%
Ride the bus	4.20%
Dropped off	2.59%
Motorcycle/Scooter	0.79%
Other wheeled mode of transportation	0.75%
Boise GreenBike	0.20%

98 parking passes, and one secure-bike parking pass have been issued to non-student faculty and staff who work at COBE during the 2015 academic year. However, the secure bike-parking pass is not indicative of the number of bicycle commuters at COBE. There is plenty of bike parking closer to the building and bike theft is rare, so most employees lock their bikes outside.⁴¹

Bicycle Parking and Storage Facilities

COBE provides a number of amenities to students and employees to encourage students and employees to use sustainable methods for commuting.

There is bicycle rack space for 214 bikes around COBE. The racks are available on every side of the building, most of them within 50 feet of an entrance. During the 2014-2015 school year, the Department of Parking and Transportation conducted a survey of bicycle rack availability. COBE ranked among the best-served buildings on campus, showing a weekly average usage of 43% of total capacity in the fall, and 23% in the

³⁹ Boise State University Department of Parking and Transportation

⁴⁰ There has been no comprehensive research done specifically for COBE. However, according to Stephen Ritter, Parking/Traffic Supervisor, a more thorough modal split survey that will provide data at the College level is scheduled for the fall of 2016.

⁴¹ Department of Parking and Transportation

spring. This suggests that there is currently enough bike parking to meet the needs of COBE's students, faculty, and staff.⁴²

There is also gated, covered bicycle parking facility across the street from COBE. There is a small annual fee to access it, but it is close and secure. There are shower facilities for faculty and staff within the building, and students can shower at the recreation center (which is across campus -- roughly an 8-minute walk). There are lockers inside the building available to students.

Bicycle/Pedestrian Policy and/or Network

COBE is easy to access by bike or on foot. COBE has "complete streets," or bicycle accommodation policy and a continuous network of dedicated bicycle and pedestrian paths and lanes. MBEB is also close to the Boise Greenbelt, a major pedestrian path that connects much of the city of Boise, and there are several bike-only paths that make it easy for cyclists to safely reach the rest of the campus.

Bicycle Sharing Program

There are two "Boise Green Bike" stations on Boise State campus. These are publicly shared bicycles that can be rented on an hourly basis, and returned to one of 26 locations throughout the city. The nearest station to COBE is approximately a 4-minute walk away. There is a long-term aspiration to turn all of Boise State University into a "parking zone" for the Boise Green Bikes, which would allow Boise Green Bikes to be locked anywhere on campus without penalty. It is anticipated that this would dramatically increase the number of bikes on campus, and the frequency they are used.

Additionally, Boise State University is a Silver level bicycle friendly university, and a Silver level bicycle friendly business as well.

Other incentives to encourage sustainable commuting options

Boise State operates two shuttle lines (the Blue line and the Orange line) that are free for students, faculty, and staff. Both shuttle lines pass by COBE, and the Orange Line travels past nearby student housing complexes and into downtown Boise.⁴³

Also, faculty, staff, and all full time students are offered a free pass to use the local bus system, ValleyRide.⁴⁴

Boise State is served by the Ada County Highway Department's Commuteride program. This is a carpool matching, and commuter-tracking platform that helps connect people with commuters with similar schedules, as well as city-run van-shares. If you are a member of the Commuteride program, there is also a guaranteed ride home in the event of unexpected circumstances. Each program member is entitled to up to six rides, or \$300 worth of transportation (whichever comes first). Currently, no studies have been performed to evaluate the number of COBE students and employees that utilize this option.⁴⁵

⁴² stephenritter@boisestate.edu

⁴³ <http://shuttle.boisestate.edu/>

⁴⁴ <http://www.valleyride.org/>

⁴⁵ <http://www.commuteride.com/>

Boise State University participates in a car/vanpool or ride sharing program and offers reduced parking fees or preferential parking for car/vanpoolers. Students can get "carpool passes" that allow for carpool vehicles to use special parking spots. They cost the same as regular parking permits, but are located in premium locations.⁴⁶

Boise State University also provides electric vehicle recharging stations. There are three electric charging stations in the parking garage directly across the street from COBE, as well as at the Lincoln Parking Garage, and in front of the Student Union Building.

COBE also offers a popular online MBA, as well as online classes for students. Both faculty and students telecommute for courses provided online therefore saving them the need to commute. However, the majority of COBE students receive instruction in person at MBEB.

COBE does not offer a condensed workweek option for employees, which would also impact commuting. Most staff members work a traditional workweek of Monday-Friday, 9AM-5PM. Faculty members have a wide variety of schedules depending on their individual schedules, meaning they may not need to commute to campus every day.

The website URL where information about Boise State University's sustainable transportation programs is available: <http://transportation.boisestate.edu/parkalt.php>

Notes: Boise State offers a wide array of solutions for those who choose to use alternative transportation, but the tracking systems necessary to determine the success and/or adoption rates of those solutions appear lacking. At the COBE, there are many amenities that make alternative transportation more convenient, but there do not appear to be incentives or rewards to encourage their use. Boise State University may investigate using a software platform (like TransitFox) that can both track the commuting behavior of employees, and quickly and easily reward them for their good behavior.

Waste Minimization

Researched and Written by Sam Johnson, MBA Candidate

There is no sustained method for tracking the amount of waste generated or collected at COBE or at Boise State University. Since 2012, COBE has had one 8-cubic-yard trash dumpster that is emptied three times per week, and one 8-cubic-yard recycling dumpster that is emptied twice per week. These dump trucks pick up the waste from COBE as part of a larger route through the university, and none of the waste created by specific buildings is measured. Both the trash and recycling dumpsters get emptied regardless of whether they are full, and while Republic Services, Boise State University's waste management servicer, regularly tracks the weight of any of its trucks, the university does not collect or access that data.⁴⁷

However, there are two times during the academic year when Republic Services reports specific fullness of the dumpsters: once during "RecycleMania" and once during a home football game. RecycleMania is a

⁴⁶ Stephen Ritter stephenritter@boisestate.edu

⁴⁷ Sarah Hansen (sarahhansen@boisestate.edu).

competition whereby college and universities track their recycling and waste for an 8-day period. Boise State competes against roughly 461 other schools, ranging from small private colleges to the nation's largest universities.

In 2014's RecycleMania, Boise State only tracked recycling (most schools track recycling and waste so they can calculate a recycling ratio). Boise State was 268th in terms of pounds of recycling generated per capita (5.06 lbs), but without tracking the university's total waste, it is difficult to assess the relative success of recycling efforts.⁴⁸

Programs and/or practices to track and reduce pre-consumer food waste in the form of kitchen food waste, prep waste and spoilage:

COBE's contracted catering and food provider, Aramark, has practices in place to minimize the amount of wasted food. They prepare most dishes in batches that are optimized for efficiency, and only prepare what is needed. There is not a formal way of tracking food waste, but from the planning and preparation side, care is taken to make accurate estimates about attendance at catered events so that food waste is cut to a minimum.⁴⁹ Aramark is committed to reducing the amount of food that is wasted. Uneaten food is thrown away, ultimately reaching a traditional landfill.⁴⁸

COBE's "dine in" meals and reusable/certified compostable service ware for to-go meals

The decision to use reusable plate ware, cups and silverware is made on a case-by-case basis. Each event organizer may choose whether to use disposable or reusable dishes, and Aramark reports that COBE has one of the higher rates of reusable dishware use on campus. Reusable dishware is returned to the central kitchen to be washed, while all disposable dishes are compostable. While there is no composting program at Boise State, these compostable plates and cups break down more quickly in the landfill than traditional plastics.

The Simplot Café, COBE's only food service location, does not offer reusable service ware, nor is it usually offered at catered events. However, the café offers a \$1 refill of drip coffee for any customer that brings his or her own cup.⁴⁸

Sustainability Outreach and Coordination

Researched and Written by Mantrinya Pandarinathan, MBA Candidate, and Hannah Arnold, Sophomore—Business and Economics, Minor in Spanish

The Responsible Business Initiative has primary responsibility for sustainability coordination and outreach in the college. The chart on the following page shows the areas in which the college has made formal plans in terms of sustainability, and if there are corresponding measurable objectives.

⁴⁸ <http://recyclemaniacs.org/>

⁴⁹ Cindy Vatcher <cindyvatcher@boisestate.edu>

Formal Plans Regarding Sustainability at COBE		
Issue	Current and Formal Plans (Yes or No)	Measurable Objectives (Yes or No)
Curriculum	Yes	Yes
Research (or other scholarship)	Yes	Yes
Campus Engagement	Yes	No
Public Engagement	Yes	No
Air and Climate	No	NA
Buildings	Yes	Yes
Dinning Services/Food	Yes	No
Energy	Yes	Yes
Purchasing	No	NA
Transportation	No	NA
Waste	No	NA
Water	Yes	Yes
Diversity	Yes	Yes

The RBI website⁵⁰ is the key source of information for the college’s sustainability efforts. This is where the college’s annual sustainability report is located; this is also where various sustainability and responsible business events and opportunities are located. The RBI website also highlights certified B Corps and Benefit Corporations, information regarding the sustainability minor, as well as details pertaining to the Student Board Fellows Program.

In the social media sphere, RBI maintains a Twitter handle (@BoiseStateRBI) that shares and promotes content and events regarding responsible business and sustainability. Also, the RBI Game Changer Blog provides news updates regarding sustainability and responsible business at COBE and in the Treasure Valley.

Perhaps the most prominent vehicle to publish and share student research on sustainability is the student produced COBE sustainability report. This annual report is compiled of research collected, analyzed, and

⁵⁰ <http://cobe.boisestate.edu/rbi/>

written by students. The published report reaches a wide audience ranging from prospective students, faculty, and staff, to local businesses.

Outside of COBE, the Boise State University sustainability website (<http://sustainability.boisestate.edu/>) provides up-to-date information on campus involvement and efforts on sustainability, reducing carbon footprint, recycling and more.

Economic Impacts

Researched and Written by Alex Peck, MBA Candidate, and Sarada Rekhana, MBA Candidate

COBE Student Graduation and Retention

The college has made significant investments to increase retention and graduation rates for COBE students. According to fate data provided by Boise State's Office of Institutional Research, graduation rates have increased from 15% in 2013 to 19% in 2014, while retaining 57% of students within the college and reducing the "not enrolled" or dropout rate to 18% in 2014 from 20% in 2013.⁵¹

The data below represents the "fate" of a student one year later, from fall to fall, for the given academic year. The code that generates this data was rewritten for 2016's report to improve data quality and take into account the fact that some students have multiple majors. Previously, a student enrolled in one major and taking a second would be counted as "switched." Now, such students are counted as retained. Similarly, a student who has multiple majors and graduates in one would be counted as graduated. Data for 2015 is not yet available. Link to OIR's Common Data Set: <http://ir.boisestate.edu/data-reports-2/>

COBE Student Graduation and Retention					
Year	Retained in College	Switched College	Graduated	Not Enrolled	Total:
2010	37%	25%	16%	23%	101%
2011	38%	26%	16%	21%	101%
2012	36%	27%	15%	21%	99%
2013	37%	27%	15%	20%	99%
2014*	57%	7%	19%	18%	101%

COBE investments to increase graduation and retention rates include:

- Hiring five additional academic advisors to provide additional advising support to students.

⁵¹ Boise State University Office of Institutional Research

- Restructuring COBE's advising efforts so that students exercise better planning, change majors less frequently, and graduate with fewer credits.
- Performing audits by department of each program's curriculum to ensure relevancy and navigability for students, and to streamline majors to make it easier for students to finish in four years.
- Offering a new business minor for non-COBE students that is accessible online and has fewer prerequisites needed for completion. Students complete four classes for a certificate and six classes for a minor. The minor is specifically provided for non-business students to supplement their major discipline with foundational business concepts.

Student Debt

As a national conversation continues around the growing expense of higher education, COBE students and college leaders are also focused on the investment needed to earn a degree and the return on investment that COBE degrees provide. While the college does not currently track the average amount of debt of COBE students at graduation, the average federal student loan debt for a general undergraduate student at Boise State in the 2014-2015 academic school year (the most recent data available) was \$27,369.

Boise State's average financial aid package for incoming freshmen is \$12,525, with approximately 83% of incoming students receiving some form of financial assistance, the majority of which is in the form of loans. Incoming freshmen also receive an average of \$5,160 of assistance in the form of scholarships and grants, which are primarily provided by the university.⁵² Additionally, in 2015-16, COBE awarded \$278,495 to 162 students (\$1,719 per student average) from endowed scholarship funds.

Career Counseling

COBE has made significant investments in its career services offerings in order to help students realize the value of the time, money, and effort needed to earn a COBE degree. In spring 2015, the COBE Career Services Center gathered information from 48 COBE graduates to analyze average salaries upon graduation and the results of this study are show below.

Cost of a COBE degree as of Spring 2016:⁵³

Years	Idaho resident	Nonresident
1 year	\$ 20,328	\$ 35,022
4 years	\$ 81,312	\$ 140,088

*Admissions includes tuition & fees, books & supplies, room & board, transportation, and personal expenses

⁵² CollegeFactual.com

⁵³ <https://admissions.boisestate.edu>

Students Satisfaction

Student satisfaction is based on the question, “Would you encourage others to attend Boise State University?” This data is gathered in Boise State University’s Graduating Student Survey that is conducted by the Office of Institutional Research, and has been conducted at Boise State for nearly 20 years. The overall response rate of COBE students in 2014-15 was 38%.

Student Satisfaction ⁵⁴	Spring 2015	Spring 2014
Undergraduate	92% (198)	92% (218)
Graduate	94% (31)	87% (46)

Analyzing Value of a COBE Degree⁵⁵

COBE’s Advising and Career Center collects a number of different metrics each year to identify areas such as post-graduation job placement, average salaries for COBE graduates, and internships that led to permanent employment opportunities. Currently, the metrics produced by the center only provide a small analysis of the job market for COBE students and graduates. However, as the college continues to invest resources in the center, we expect that data collection samples will increase, allowing reporters to more accurately respond to stakeholder concerns in the future.

This below data is a sample of 48 COBE students gathered by COBE Career Services in a COBE-specific “At Graduation” survey performed in Spring ‘15.

Average Salaries for COBE Graduates in Spring 2015

Degrees	Avg. Salary, Spring 2015
Accounting BBA	\$46,374.29
Business Economics	\$25,000.00
Entrepreneurial Management BBA	\$34,840.00
Finance BBA	\$40,000.00
Human Resources BBA	\$50,099.00
International Business BBA	\$37,000.00
Information Technology Management BBA	\$60,000.00
Marketing BBA	\$35,000.00
Supply Chain Management BBA	\$63,500.00
General Business BBA	\$34,083.33

COBE Student Job Placement⁵⁶

The following is a sample of 171 respondents' job location after graduation. The information is generated by the Career Center in a COBE-specific report that is an "At Graduation Survey" performed for the academic year from Fall 2014 to Spring 2015 graduates.

Job Location After COBE Graduation	
Treasure Valley	80.12%
Idaho (outside the Treasure Valley)	4.68%
Western US	11.11%
Eastern US	1.75%
Central US	0.58%
International	1.75%
Total:	**100%

**Rounded

First-generation Students

COBE does not currently gather information regarding first-generation college students or monitor their retention rate. Boise State University does have a program designed for first-generation and/or low-income students. The TRIO Student Success Program is a multi-faceted support system available to all university students with the goal of assisting those students attain a four-year degree.

Employee Compensation

One of COBE's most significant economic impacts takes form in the wages paid to COBE employees. To the right is a record of average salaries of the various roles at the college.

*An error was made in the FY15 calculation of the average salaries. This year, FY16, COBE's Associate Dean has confirmed that accuracy of all reported average salaries.

Average Salary by Role in FY16	
9-month Salary	
Professor	\$ 104,680
Associate Professor	\$ 101,880
Assistant Professor	\$ 110,480
Lecturer & Instructors	\$ 45,720
12-month Salary	
Professional Staff	\$59,040
Administrative Staff	34,260

⁵⁴ Office of Institutional Research

⁵⁵ Survey for Career Services

⁵⁶ Career Center, Debbie Kaylor

Benefits provided to COBE employees:

1. Medical, dental and vision medical plan for full time employees and dependents.
2. Flexible Spending Accounts (FSA) allow employees to save money on eligible out-of-pocket health care and dependent daycare expenses. Contributions that employees make come out of their paycheck before federal income and Social Security taxes are deducted.
3. The Employee Assistance Program (EAP) is a free, confidential service that provides short-term counseling services to eligible employees and their families to help address personal and work-life issues.
4. Life and Accidental Death and Dismemberment (AD&D)
5. Basic Life and AD&D Insurance
6. The University automatically provides Basic Life Insurance coverage equal to one times your annual pay, with a minimum coverage of \$20,000. This insurance also provides \$2,000 of life insurance for your spouse, and \$1,000 for each eligible dependent child. In the event of accidental death of the employee, a benefit of one times annual pay is paid in addition to the Basic Life benefit.
7. Voluntary Term Life Insurance
8. The State Office of Group Insurance offers a Voluntary Term Life Insurance Plan (VTL) for employees, spouses and children. All active benefits-eligible employees will have the opportunity to purchase coverage equal to one, two, or three times their annual earnings, with a minimum of \$20,000 up to a maximum of \$500,000. Employees electing the VTL for themselves will also have the opportunity to purchase spouse and child life insurance.⁵⁷
9. Socially Responsible Investment Option for Retirement Plans
10. Boise State University has two “Social Choice” retirement plan options with TIAA (Teachers Insurance and Annuity Association).⁵⁸ Read more about these options [here](#).

Recommendations

While gathering research on the social, economic, and environmental impacts the college has on its key stakeholders, reporters have identified areas of opportunity for improvement in the college. The items at the top of the list below are the items reporters see taking less time and resources to implement, while the recommendations closer to the bottom will take significant investment to achieve.

Short Term Opportunities for Improvement

Social Impact:

- Identify a desirable level for responsible business integration in courses for each undergraduate department
- Increase integration of responsible business topics to COBE’s graduate programs

⁵⁷ <http://hrs.boisestate.edu/benefits/>

⁵⁸ Camile Mick, Human Resource Services - Benefits

- Continue to attract international students and report on inclusivity efforts
- Develop a diversity statement or strategy for the college
- Create diversity strategies for COBE faculty recruitment
- Reestablish COBE's student advisory council

Environmental Impact:

- Create an educational campaign to promote sustainable purchasing options for office supplies and reduced paper consumption within the college
- Increase the amount of paper with recycled content from 30% to 50% of total purchased
- Collect commuting and transportation data for COBE students, faculty and staff

Long Term Opportunities for Improvement

Social Impact:

- Measure college employee satisfaction
- Measure usage and impact of health and wellness offerings at COBE
- Improve social responsible investment options in college investments and retirement funds

Economic Impact:

- Improve retention and graduation rates in the college
- Measure the number and retention of first generation college students at COBE
- Track and make efforts to reduce COBE student debt

Environmental Impact:

- Calculate the college's total greenhouse gas (GHG) emissions
- Measure waste generation and recycling

COBE is committed to continuous improvement. In the upcoming year students and faculty will continue pursuing and building upon the practices COBE uses to diversify its faculty and create an inclusive college. Additionally, students will work alongside the administration to empower COBE employees to increase purchasing of eco-friendly products, and explore the opportunity of implementing a college-wide sustainable purchasing policy. Lastly, reporters look forward to studying the effect solar panels will have on the college's energy consumption.

COBE aspires 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. To learn more about the Responsible Business Initiative and COBE's sustainability efforts visit <https://cobe.boisestate.edu/rbi/>. To provide feedback please email: RBI@boisestate.edu.

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