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Center for Sustainable Enterprise (CSE) Overview

Mission

The Center for Sustainable Enterprise drives responsible thought leadership and inspired action to accelerate progress in social and environmental sustainability through innovative and profitable business solutions. We accomplish this by engaging with and connecting stakeholders to empower students, faculty and businesses to create impactful solutions, strengthen resiliency and identify breakthrough opportunities.

World-Class Curriculum

UNC’s Kenan-Flagler Business School is ranked one of the top business schools in the world for sustainable enterprise education. Sustainable enterprise electives are integrated into the undergraduate, full-time and executive MBA programs, preparing students and executives for careers in which knowledge of sustainability concepts and strategies enhance their skills as managers and business leaders.

MBA Sustainable Enterprise Enrichment Concentration

The enrichment concentration applies across functions and industries and complements other career concentrations. Students learn how to apply strategies that help companies pursue a triple bottom line.

- Kenan-Flagler offers over 18 MBA courses in sustainable enterprise (SE).
- Forty-nine full-time MBA students in the class of 2021 graduated with the SE concentration.
- Kenan-Flagler has a strong network of over 800 Sustainable Enterprise alumni working around the world in every industry and function.

MBA Net Impact Club

Net Impact is a national student organization supporting social and environmentally responsible business. UNC’s MBA Net Impact chapter is a Gold level chapter and boasts one of the largest and most active Net Impact Clubs in the world.

Energy Club

UNC Kenan-Flagler Energy Club exists to provide MBA students with the skills, knowledge and connections necessary to compete for top energy industry jobs and internships and enhance their value in the workplace. UNC’s Kenan-Flagler Energy Club is comprised of 60+ MBA students who are passionate about energy.

Speakers and Events

CSE hosts speakers and regional events like the UNC Clean Tech Summit, Research Insights with Faculty and FoodCon – an event that is hosted each year at one of our premier North Carolina Universities – UNC, Duke and NC State.

Business Plan and Case Competitions

Kenan-Flagler hosts schools from around the world for an Invest for Impact competition and students participate in sustainability and social impact case and business plan competitions around the globe.

Leadership Team

Olga Hawn, PhD
Faculty Director

Jeff Mittelstadt
Executive Director

Tracy Triggs-Matthews
Associate Director

Mary Kay Lemon
Sustainability in Practice (Experiential Learning Opportunities)

One of the CSE's primary objectives is to provide action-based, experiential learning opportunities to Kenan-Flagler students in the practice of sustainable enterprise. CSE works with partner organizations and companies to identify and leverage competitive advantage through sustainable enterprise strategies and practices.

Launching Investment for Future Transformation (LIFT) Challenge

The Center for Sustainable Enterprise’s Launching Investment for Future Transformation (LIFT) with Bank of America calls on students from around the world to develop blended finance strategies to drive true triple bottom line sustainability – simultaneously addressing the most pressing environmental, social and economic challenges of our time.

Invest for Impact Competition

A student-led competition that brings together MBA students from around the world, real impact-focused startups and investing professionals to assess the social and environmental impacts of the venture, the financing impacts and how impact will be measured.

Relevant Research

CSE actively pursues and promotes a rigorous applied research agenda. We support faculty and student research projects in sustainable enterprise across the areas of strategy, marketing, finance and entrepreneurship. We work with faculty, students and other research partners to develop and publish case studies, technical papers, models and reports.

Research Priorities

CSE research centers on innovation and design for sustainable enterprise; financial metrics and models for assessing and measuring sustainability; economic development with a focus on local North Carolina communities; and leadership and corporate governance for responsible and competitive business.

Renowned Faculty

UNC Kenan-Flagler boasts almost twenty faculty who teach in sustainable enterprise including many distinguished leaders in the area of socially and environmentally responsible business.
2021-2022 Sustainable Enterprise Events - Spring

**Green House Gas Workshop - Part II, Scope 3**
Hosted by Net Impact
January 14, 2022
10:00 – 11:30AM
UNC Kenan-Flagler

**LIFT Challenge: Launching Investment for Future Transformation**
DEADLINE TO ENTER: January 20, 2022
FINALS: February 4-5, 2022
Virtual
https://cse.unc.edu/liftchallenge/

**MBA FoodCon**
Co-hosted by Duke, UNC Kenan-Flagler and NC State
February 7, 2022
Duke University

**Invest for Impact Competition**
February 18, 2022
UNC Kenan-Flagler

**ClimateCAP**
Hosted by Kellogg School of Management
February 25-27, 2022
https://www.climatecapsummit.org/

**2022 UNC Clean Tech Summit**
March 29-30, 2022
UNC Friday Center
https://ie.unc.edu/clean-tech-corner/2022-clean-tech-summit/

**Net Impact Green Week**
April 18-22, 2022

**UNC Sustainability Awards and CSE Concentration Graduation**
April 28, 2022, 5:30
NC Botanical Garden

Save the dates now and check the school-wide events calendar for additional details. Join the CSE Facebook and LinkedIn pages to get updates on events.
World-Class Faculty
Faculty: Tenured and Tenure-Track

Yasser Boualam
*Assistant Professor of Finance*
MBA (#TBD) Sustainable Finance

Vinayak Deshpande
*Associate Professor and Area Chair of Operations*
MBA 713 Sustainable Operations

Nick Didow
*Associate Professor of Marketing*
Director, STAR Program
STAR MBA 880P

Alison Fragale
*Associate Professor, Organizational Behavior and Mary Farley Ames Lee Distinguished Scholar*
MBA 822-007 Negotiations: Gender and Race at the Bargaining Table (NEW!)

Isin Guler
*Associate Professor of Strategy & Entrepreneurship and Sara Graham Kenan Scholar*
MBA 828C Strategic Innovation

Olga Hawn
*Associate Professor of Strategy & Entrepreneurship*
*Sustainability Distinguished Fellow*
*Faculty Director, Center for Sustainable Enterprise*
MBA 831C Strategy & Sustainability (Core Ethics, Corporate and Individual Responsibility)
MBA 870-003 Global Immersion, Sustainability and Social Entrepreneurship
Faculty: Tenured and Tenure-Track

Jim Johnson
William R. Kenan Distinguished Professor of Strategy & Entrepreneurship
Director, Urban Investment Strategies Center
MBA 824 Management of Workplace Diversity

Adam Mersereau
Professor of Operations and Sarah Graham Kenan Scholar
MBA 706A, Thinking and Communicating with Data (NEW!)

Faculty: Clinical and Adjunct

Stephen Arbogast
Professor of the Practice of Finance
Director Kenan-Flagler Energy Center
MBA 790B, The Energy Value Chain

Robert Caldwell
Professor of the Practice of Finance
President Duke Energy Renewables
SVP Business Development at Duke Energy
MBA 833, The Business of Alternative Energy

Lee Coker
Professor of the Practice of Strategy & Entrepreneurship
Principal, Fourth Factor Advisors
MBA 820, ESG & Impact Investing: Essential Skills
Faculty: Clinical and Adjunct

Mat Despard
Associate Professor, UNC Greensboro Department of Social Work
Faculty Director, Social Policy Institute at Washington University
MBA 866C, Social Innovation & Financial Inclusion

Elizabeth Dickinson
Associate Dean of Diversity, Equity, Engagement & Inclusion
Clinical Associate Professor of Communication
MBA 803G, Gender and the Workplace
MBA 804W, Experiencing Workplace Diversity and Inclusion

Patricia Harms
Clinical Professor of Management and Corporate Communication
MBA 706A, Thinking and Communicating with Data (NEW!)

Paul Holshouser
Professor of the Practice of Finance
Senior Director of Project Finance, Distributed Sun
MBA 790A, Renewable Energy: Project Development and Finance (Seminar)

Drew Jones
Clinical Professor of Strategy & Entrepreneurship
Co-Director at Climate Interactive
MBA 833A, Systems Thinking for Sustainable Enterprise (Seminar)
Faculty: Clinical and Adjunct

Stephanie Mahin
Clinical Assistant Professor of Management and Corporate Communication
MBA 803A, Corporate Communication: Social Advocacy & Activism

Edward McCraw
Professor of the Practice and Management and Corporate Communication
MBA 804M: Corporate Reputation Management

Joel Thomas
Professor of the Practice of Finance
President, Community Energy, Inc.
MBA 790A, Renewable Energy:
Project Development and Finance (Seminar)

Chris Wedding
Professor of the Practice of Strategy & Entrepreneurship
Managing Director, IronOak Energy Capital
Founder and Chief Catalyst, Entrepreneurs for Impact
Creator, Climate Torch podcast
Writer, ZERO: Climate Finance
MBA 833D, Sustainability Reporting and Certification (Seminar)
Enrichment Concentration: Sustainable Enterprise

For 20 years, the UNC Kenan-Flagler Sustainable Enterprise program has prepared students to lead and strategically approach social, environmental and governance challenges. With innovative and wide-ranging course topics, the Sustainable Enterprise curriculum is structured to complement the functional disciplines of marketing, operations, finance, entrepreneurship and consulting. In addition, students can expect to find well-established extracurricular opportunities like conferences, speaker and networking events, competitions and experiential learning programs to further engage in Sustainable Enterprise. In addition to the wide range of classes in sustainable enterprise offered at UNC’s Kenan-Flagler, students may also take courses toward the concentration outside the business school in areas such as public policy, international studies, social work, city and regional planning and environmental studies.

Contacts and Resources

Concentration Leader
Dr. Olga Hawn, Faculty Director of the Center for Sustainable Enterprise, Assistant Professor and Sustainability Distinguished Fellow, Olga_Hawn@unc.edu

Contacts
Jeff Mittelstadt, CSE Executive Director, Jeffrey_Mittelstadt@kenan-flagler.unc.edu
Tracy Triggs-Matthews, CSE Associate Director, ttm@unc.edu
Mary Kay Lemon, CSE Program Manager, MaryKay_Lemon@kenanflagler.unc.edu

Net Impact Club
Eliza Quanback (MBA ’22), MBA Net Impact President, Eliza_Quanbeck@kenan-flagler.unc.edu

Energy Club
Joshua Haswell (MBA ’22), MBA Energy Club President, Joshua_Haswell@kenan-flagler.unc.edu
Concentration Requirements

To receive the Sustainable Enterprise Enrichment Concentration, students must complete 7.5 credit hours of Sustainable Enterprise electives. Students may also satisfy an elective credit by completing an approved sustainability focused STAR project, GIE or Independent Study. For more information on Independent Studies please see the MBA Policy Manual. All courses below are 1.5 credits unless otherwise noted.

Recommended Core Course in Ethics, Corporate and Individual Responsibility
- MBA 831C, Strategy & Sustainability

Sustainable Enterprise Electives
- MBA 706A, Thinking and Communicating with Data
- MBA 713, Sustainable Operations (2 credit hours)
- MBA 790A, Renewable Energy: Project Development and Finance (Seminar)
- MBA 790B, The Energy Value Chain
- MBA 803C, Corporate Communication: Social Advocacy & Activism
- MBA 803G, Gender and the Workplace
- MBA 804M: Corporate Reputation Management
- MBA 820, ESG & Impact Investing: Essential Skills
- MBA 822-007 Negotiations: Gender and Race at the Bargaining Table
- MBA 824, Management of Workplace Diversity
- MBA 828C, Strategic Innovation
- MBA 833, The Business of Renewable Energy
- MBA 833A, Systems Thinking for Sustainable Enterprise (Seminar)
- MBA 833D, Sustainability Reporting & Certification (Seminar)
- MBA 866C, Social Innovation & Financial Inclusion (Seminar)
- MBA 869C, Sustainable Finance (NEW!)
- MBA 870, Global Immersion on Sustainability and Social Entrepreneurship – Iceland (3 credit hours)
- MBA 899, Topics in Business: Integrating Sustainability (NEW!) – (1 credit hour, limited seating)

2022 Global Immersion Elective on Sustainability and Social Entrepreneurship

Don’t miss out on the opportunity to explore issues of sustainability and social entrepreneurship in Iceland next spring! Develop your global competencies through authentic interactive global experiences. On this GIE you will interact with companies and executives participate in meaningful virtual cultural experiences all while exploring the challenges and opportunities surrounding issues of sustainability in dynamic economies and cultures around the world.

Doing Business In... (DBI)

Copenhagen Business School offers 2 short-term programs March 6 - 11 and March 13 – 18, 2022 and holds 5 seats for UNC Kenan-Flagler MBA students. More details can be found here.
- Regenerative Sustainability – From Net Zero to Net Positive with Assistant Professor Kristjan Jespersen
- Sustainable Business in the Nordics with Associate Professor Robert Strand
## Sample Concentration Sequence

### YEAR ONE

<table>
<thead>
<tr>
<th>Module I</th>
<th>Module II</th>
<th>Module III</th>
<th>Module IV</th>
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<tbody>
<tr>
<td>MBA Core Curriculum</td>
<td>Electives below available</td>
<td>Electives below available</td>
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</tbody>
</table>

### YEAR TWO

<table>
<thead>
<tr>
<th>Module I</th>
<th>Module II</th>
<th>Module III</th>
<th>Module IV</th>
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<tbody>
<tr>
<td>Sustainability Reporting &amp; Certification (Seminar)</td>
<td>Social innovation and Financial Inclusion (Seminar)</td>
<td>The Energy Value Chain</td>
<td>Strategy &amp; Sustainability (Core)</td>
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<tr>
<td>Thinking &amp; Communicating with Data</td>
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<td>Gender and the Workplace</td>
<td>Systems Thinking for Sustainable Enterprise (Seminar)</td>
</tr>
<tr>
<td>Corporate Reputation Management</td>
<td></td>
<td>Sustainable Operations</td>
<td>The Business of Renewable Energy</td>
</tr>
<tr>
<td>Integrating Sustainability \textit{(NEW!)}</td>
<td></td>
<td>Management of Workplace Diversity</td>
<td>Corporate Communication: Social Advocacy &amp; Activism</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ESG &amp; Impact Investing</td>
<td>Global Immersion – Sustainability and Social Entrepreneurship in Iceland \textit{(NEW!)}</td>
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<tr>
<td></td>
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<td>Strategic Innovation</td>
<td>Sustainable Finance \textit{(NEW!)}</td>
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<td>Renewable Energy: Project Development &amp; Finance (Seminar)</td>
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<td>Negotiations: Gender and Race at the Bargaining Table (Seminar)</td>
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<tr>
<td>Approved Independent Study or other UNC Graduate Level courses</td>
<td>Approved STAR, Independent Study, or other UNC Graduate Level courses</td>
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</tbody>
</table>
Sustainable Enterprise Course Tracks

Recommended Courses by Functional Area

**Entrepreneurship**
- MBA706A: Thinking and Communicating with Data
- MBA 820: ESG & Impact Investing: Essential Skills
- MBA 828C: Strategic Innovation
- MBA 831C: Strategy & Sustainability
- MBA 833A: Systems Thinking for Sustainable Enterprise
- MBA 833D: Sustainability Reporting & Certification
- MBA 866C: Social Innovation & Financial Inclusion
- MBA 870: GIE, Sustainability & Social Entrepreneurship

**Finance**
- MBA706A: Thinking and Communicating with Data
- MBA 790A: Renewable Energy: Project Development and Finance
- MBA 803C: Corporate Communication: Social Advocacy & Activism
- MBA 804M: Corporate Reputation Management
- MBA 820: ESG & Impact Investing: Essential Skills
- MBA 828C: Strategic Innovation
- MBA 831C: Strategy & Sustainability
- MBA 833A: Systems Thinking for Sustainable Enterprise
- MBA 833D: Sustainability Reporting & Certification
- MBA 866C: Social Innovation & Financial Inclusion
- MBA 870: GIE, Sustainability & Social Entrepreneurship

**Global Supply Chain Management**
- MBA706A: Thinking and Communicating with Data
- MBA 713: Sustainable Operations
- MBA 804M: Corporate Reputation Management
- MBA 820: ESG & Impact Investing: Essential Skills
- MBA 828C: Strategic Innovation
- MBA 831C: Strategy & Sustainability
- MBA 833A: Systems Thinking for Sustainable Enterprise
- MBA 833D: Sustainability Reporting & Certification
- MBA 870: GIE, Sustainability & Social Entrepreneurship
The Center for Sustainable Enterprise
UNC Kenan-Flagler Business School

Rachel Kaufman (MBA '07)
Senior Director, Global Sustainability
Avantor

Marketing
MBA706A: Thinking and Communicating with Data
MBA 803C: Corporate Communication: Social Advocacy & Activism
MBA 804M: Corporate Reputation Management
MBA 820: ESG & Impact Investing: Essential Skills
MBA 828C: Strategic Innovation
MBA 831C: Strategy & Sustainability
MBA 833D: Sustainability Reporting & Certification
MBA 870: GIE, Sustainability & Social Entrepreneurship

Oyeyinka Oyelaran (MBA ’14)
Vice President
Wareham Development

Real Estate
MBA706A: Thinking and Communicating with Data
MBA 713: Sustainable Operations
MBA 803C: Corporate Communication: Social Advocacy & Activism
MBA 804M: Corporate Reputation Management
MBA 820: ESG & Impact Investing: Essential Skills
MBA 828C: Strategic Innovation
MBA 831C: Strategy & Sustainability
MBA 833: The Business of Renewable Energy
MBA 833D: Sustainability Reporting & Certification
MBA 866C: Social Innovation & Financial Inclusion
MBA 870: GIE, Sustainability & Social Entrepreneurship

Theodora Tran
Manager, Energy Consultant and Sustainability Lead
ScottMadden, Inc.

Consulting
MBA706A: Thinking and Communicating with Data
MBA 713: Sustainable Operations
MBA 803C: Corporate Communication: Social Advocacy & Activism
MBA 804M: Corporate Reputation Management
MBA 820: ESG & Impact Investing: Essential Skills
MBA 828C: Strategic Innovation
MBA 831C: Strategy & Sustainability
MBA 833: The Business of Renewable Energy
MBA 833A: Systems Thinking for Sustainable Enterprise
MBA 833D: Sustainability Reporting & Certification
MBA 866C: Social Innovation & Financial Inclusion
MBA 870: GIE, Sustainability & Social Entrepreneurship
Sustainable Enterprise Course Tracks

Recommended Courses by Field

**Renewable Energy/ Clean Tech**

- MBA706A: Thinking and Communicating with Data
- MBA 713: Sustainable Operations
- MBA 790A: Renewable Energy: Project Development and Finance
- MBA 790B: The Energy Value Chain
- MBA 804M: Corporate Reputation Management
- MBA 820: ESG & Impact Investing: Essential Skills
- MBA 828C: Strategic Innovation
- MBA 831C: Strategy & Sustainability
- MBA 833: The Business of Renewable Energy
- MBA 833A: Systems Thinking for Sustainable Enterprise
- MBA 833D: Sustainability Reporting & Certification
- MBA 870: GIE, Sustainability & Social Entrepreneurship

Tom Harvey (MBA ’03)
Head of Commercial and Industrial Channel Sales, Americas
Tesla Energy

**Community Economic Development**

- MBA706A: Thinking and Communicating with Data
- MBA 803C: Corporate Communication: Social Advocacy & Activism
- MBA 803G: Gender and the Workplace
- MBA 828C: Strategic Innovation
- MBA 820: ESG & Impact Investing: Essential Skills
- MBA 824: Management of Workplace Diversity
- MBA 831C: Strategy & Sustainability
- MBA 833A: Systems Thinking for Sustainable Enterprise
- MBA 833D: Sustainability Reporting & Certification
- MBA 866C: Social Innovation & Financial Inclusion
- MBA 870: GIE, Sustainability & Social Entrepreneurship

Napoleon Wallace (MBA ’10)
Founding Partner, Partners in Equity
Co-Founder, ACTIVEST
Senior Fellow, Impact Investing & Inclusive Development, Frontline Solutions
Valerie Smith (MBA ’02)
Chief Sustainability Officer
Citi

Corporate Social Responsibility
MBA 706A: Thinking and Communicating with Data
MBA 713: Sustainable Operations
MBA 803C: Corporate Communication: Social Advocacy & Activism
MBA 803G: Gender and the Workplace
MBA 804M: Corporate Reputation Management
MBA 820: ESG & Impact Investing: Essential Skills
MBA 828C: Strategic Innovation
MBA 824: Managing Workplace Diversity
MBA 831C: Strategy & Sustainability
MBA 833A: Systems Thinking for Sustainable Enterprise
MBA 833D: Sustainability Reporting & Certification
MBA 866C: Social Innovation & Financial Inclusion
MBA 870: GIE, Sustainability & Social Entrepreneurship

Alex Klaits (MBA ’09)
Foreign Service Officer
USAID

Base of the Pyramid/International Development
MBA 706A: Thinking and Communicating with Data
MBA 803C: Corporate Communication: Social Advocacy & Activism
MBA 803G: Gender and the Workplace
MBA 828C: Strategic Innovation
MBA 824: Managing Workplace Diversity
MBA 831C: Strategy & Sustainability
MBA 833A: Systems Thinking for Sustainable Enterprise
MBA 833D: Sustainability Reporting & Certification
MBA 866C: Social Innovation & Financial Inclusion
MBA 870: GIE, Sustainability & Social Entrepreneurship

Be sure to explore other UNC Courses in the following areas that can count toward the concentration: Public policy, Public health, City & regional planning, Law and Social work. There are also courses outside of UNC: Duke & NC State, that are available, space dependent, for students to take and that will count toward the concentration.
MBA Net Impact Chapter

“Net Impact goes beyond coursework and club activities. It speaks more to the orientation of our students. When you take intelligent, ambitious, team-oriented students and combine these abilities with a heightened sense of social consciousness, you are left with a future business leader capable of influencing significant and real change. Change not only within the companies that will employ them, but also within the communities where these companies operate and within the communities where our graduates reside. These are attributes we seek in both our students and our recruiting organizations.”

—Michael Stepanek, Executive Director, Academics and Operations, MBA Programs

UNC’s Kenan-Flagler Net Impact Club serves as the career club for students interested in sustainable enterprise. The Club is a chapter of the global Net Impact organization. As one of the strongest and most active Net Impact chapters in the world, UNC’s Net Impact Club organizes a wide range of events, networking opportunities and resources designed to enhance sustainability learning and facilitate professional development.

Mission Statement
The mission of the Net Impact club is to build upon UNC Kenan-Flagler’s tradition of leadership in sustainable business practices by providing students with education, opportunity and inspiration to drive social and environmental change.

Education
UNC Net Impact hosts multiple learning events across the year, including career panels, education sessions on emerging topics (e.g., impact investing, social enterprise), organizing a Green Week at UNC Kenan-Flagler and hosting an international case competition on impact investing. Moreover, UNC Net Impact helps connect students with educational events across the UNC campus and in the Triangle area.

Opportunity
The Club connects students with numerous resources to learn about sustainable business job opportunities and to meet with recruiters and practitioners. These opportunities include Net Impact’s annual Careers in Sustainability Forum with 30+ practitioners and career treks in the Triangle and beyond (e.g., Burt’s Bees, Counter Culture Coffee, Cherokee Investment Partners).

Inspiration
The Club is driven by the passion of our members to create positive social and environmental impact within the business school and beyond. These activities include: 1) Partnering with operations at UNC Kenan-Flagler to improve sustainability within our own buildings, 2) Participating in curricular and extra-curricular opportunities to learn more about the intersections of business, social equity and environmental stewardship and 3) Supporting the Social Impact Summer Grants program targeted towards first-year MBA’s that accept internships with impact-oriented organizations.
Meet the 21-22 Net Impact Board

Eliza Quanbeck
President

Crystal Collins
VP of Careers with Impact

Eric Schwartz
VP of Impact Investing

Maher Darwiche
VP of Invest4Impact

Kayla Marshall
VP of Diversity, Equity & Inclusion

Catherine Bernhardt
VP of Diversity, Equity & Inclusion

Maggie Sullivan
VP of Marketing & Communications

Ella Lee
VP of Sustainability

Henry Camp
EVP

Hannah Heidenreich
VP of Finance & Fundraising

Katherine Reed
VP of Corporate Relations

Kaelan Forbes
VP of Learning & Development
Mission Statement
UNC’s Kenan-Flagler Energy Club exists to provide MBA students with the skills, knowledge and connections necessary to compete for top energy industry jobs and internships and enhance their value in the workplace. The UNC Kenan-Flagler Energy Club is comprised of 80+ MBA students who are passionate about energy.

Energy 101 Series
The Energy club presents lunchtime or evening sessions with professors or professionals to introduce students to the many segments and career opportunities within the energy industry.

Career Treks
Each year, the Energy Club plans a career trek(s) to selected cities to visit top companies related to the energy industry. Cities visited in the past include San Francisco, Washington DC, Charlotte and Raleigh. The treks are meant to educate students about companies in the energy space and provide opportunities for them to network with potential employers.

Shadow Days
This pilot program offers opportunities for students to visit a company in the energy or related industries and shadow one or more employees to learn about what their career entails and learn about the company culture and work environment.

Energy Club Competitions
UNC’s Kenan-Flagler Energy Club has historically sent student teams to participate in the following energy competitions for MBA students:

Renewable Energy Case Competition - University of Michigan Ross School of Business - Ann Arbor, MI

The RECC is usually held in January. Student teams comprised of 5 members are typically given 4-7 days to prepare a deliverable for a case that involves renewable energy. The competition is comprised of MBA student teams from twelve top business schools around the country.

National Energy Finance Competition - University of Texas McCombs School of Business - Austin, TX

Energy in Emerging Markets Case Competition – Duke University’s Fuqua School of Business – Durham, NC

Speaker Panels
Speaker panels about a range of energy related topics are held throughout the year providing students access to the perspectives of top management and thought leaders in the energy industry. Recent speakers included executives from Bank of America, Duke Energy, Strata Solar and Siemens.

Get Involved!
If you are a student and want to participate on a team or receive information about club events and energy-related internships and job postings, sign up for our mailing list. To join, send an email to: MBAenergy@kenan-flagler.unc.edu.
Energy Club Leadership Team

Meet the 21-22 Energy Club Board

President
Joshua Herswell
Duke Energy Renewables
Joshua_Herswell@

Learning and Development
Jonathan Nichols
Duke Energy
Jonathan_Nichols@

Diversity and Inclusion
Elizabeth Harwell
Guggenheim Securities
Elizabeth_Harwell@

Communications & Technology
Conrad Chen
Duke Energy
Conrad_Chen@

Finance
Conor Heffrich
Heffrich Brothers Boiler Works
Conor_Heffrich@

Corporate Relations
Eric Schwartz
Tennessee Valley Authority
Eric_Schwartz@

Treks-Oil and Gas
Spero Poultenos
Duke Energy
Spero_Poultenos@

Treks-Renewables/Utilities
Alexander Tylicki
Marathon Petroleum
Alexander_Tylicki@

Marketing
John MacAree
Dynanx
John_MacAree@

Club Engagement
Glenn Shoemaker
NextEra Energy Resources
Glenn_Shoemaker@

Alumni Relations
Whit Dee Clement
Barclays
Whit_Dee_Clement@

Club Title, Name, Summer 2021, Internship, and e-mail
*all emails end in @kenan-flagler.unc.edu
Sustainability in Practice: Experiential Learning Opportunities

Invest for Impact Competition

*Invest for Impact* is NOT a business plan competition. The *Invest for Impact* experience includes a wide variety of challenges in a WIN-WIN-WIN convergence of three elite groups: top MBA students, visionary, socially — or sustainably-minded entrepreneurs and successful impact investors, each of whom has much to learn from the others.

Top MBA Students WIN

*Invest for Impact* is designed first and foremost for the student experience. Each student team plays the role of an impact investing firm that must go through the entire impact investment process in an extremely condensed time period. Each team will:

- Read real business plans from social/sustainable entrepreneurs currently seeking funding
- Watch entrepreneurs “road-show” pitches
- Sit down for a one-on-one interview with each entrepreneur
- Choose the deal in which their fund will invest
- Structure the deal, create an executive summary, term sheet summaries and PowerPoint presentation pitch
- Student teams will be evaluated on how well they identify and mitigate risk, assess social and environmental impact, understand the impact investing process and communicate and work as a team.

Visionary Entrepreneurs WIN

Entrepreneurs are the life-blood of *Invest for Impact*; they share their visions and dreams with the students. They also challenge students to identify the critical risks and milestones necessary to succeed in their vision. Years of painstaking effort are condensed into a written plan and a 10-minute pitch to be quickly digested by teams. In the matter of a few hours, entrepreneurs:

- Submit their written business plans for review by top MBA students
- Practice their road shows in front of a large, highly educated audience
- Conduct mock-interviews with each team, gaining valuable insights as to what is missing in their plan and their pitch
- Receive copies of all team deliverables, including term sheets
- Network with leading social/sustainable impact investors

Successful Venture Capitalists WIN

While students and entrepreneurs are participating in this simulated human drama, a panel of impact investors observes from the periphery. After the entrepreneurs depart, the tables are turned and the students must start pitching. They must convince their “partners,” the impact investors acting as judges, that their investment decisions are sound, there will be reasonable returns for the risk taken and that their investment has a social or environmental impact. The impact investor judges then pepper the teams with questions, digging deep into the team’s decisions. Finally, judges must choose a winner — the team they would most like to have as their impact investing partner. Impact investors walk away from the two-day event with an enhanced network of colleagues, an intimate understanding of a few high-impact businesses and a connection to the industry’s next infusion of MBA talent!
Turner MIINT – MBA Impact Investing Networking & Training

The Turner MBA Impact Investing Network & Training (MIINT) was started at the Wharton School to introduce or supplement impact investing curricula at top-MBA programs from around the world. UNC Kenan-Flagler has been a participant in MIINT since 2015, with student interest growing immensely over time.

MIINT is conducted virtually throughout the year and culminates in a final investment pitch competition at Wharton during the spring. In 2019, the winning team secured a $50,000 investment for the business they represented. The detailed instruction modules and an assigned mentor ensure that key impact investing concepts are absorbed, while participation in the program gives you access to a huge network of impact investing professionals, academics and like-minded students.

The program involves roughly eight online lessons spanning October through March, with a deliverable assigned at the end of each session to give teams an opportunity to put their acquired skills to use. Deliverables are submitted by the entire team, making it a low-pressure environment to develop or sharpen your impact investing skills and knowledge. Assignments include the development of an investment thesis, sourcing of potential investments, due diligence and a final investment pitch.

Student participation in MIINT is free and the skills obtained provide a great foundation for success in UNC’s Invest for Impact competition, VCIC and any other sustainability course or competition.

For more information: visit MIINT.

Launching Investment for Future Transformation (LIFT)

Overview

Using blended finance to address the United Nations’ (UN) Sustainable Development Goals (SDGs), if done correctly and inclusively, can drive social equity, social justice and economic mobility for underserved communities everywhere.

The Center for Sustainable Enterprise’s Launching Investment for Future Transformation (LIFT) with sponsorship from Bank of America, calls on students from around the world to develop blended finance strategies to drive true triple bottom line sustainability – simultaneously addressing the most pressing environmental, social and economic challenges of our time. The world is experiencing monumental challenges; from climate change to the lack of access to clean water and sanitation, from the need for affordable housing to sustainable energy and infrastructure. The impacts from these challenges have been disproportionate, affecting the most vulnerable, underserved populations and communities.

We can tackle these complex sustainability issues in a manner that advances social equity, justice and economic mobility. Blended finance will help us do this successfully! We need unique solutions that combine multiple finance and investment mechanisms to support innovation from and for all stakeholders.
We invite student teams to pitch ideas in line with the UN SDGs, and identify untapped opportunities and bridge gaps to solve social inequities and create opportunities for economic mobility. There is no single path in the fight for social justice and equitable economic opportunity. The world needs ideas for all sectors, topics and regions. No matter where you’re from, teams can pitch solutions for high-income countries, low-income countries, and everything in between. Fill out the student interest form here.

Create a team of 3-5 students and submit your best blended finance solution for a chance to win a share of $15,000 in prizes, make powerful connections, and help change the world. Finals will take place virtually, November 5-6, 2021.

STAR (Student Teams Achieving Results)

UNC Kenan-Flagler’s Student Teams Achieving Results program, STAR, sends teams of top MBAs and BSBAs to build comprehensive and actionable strategies for corporations and not-for-profits seeking to strengthen their global competitiveness. STAR teams receive academic credit for their four-month engagement and are guided by both a faculty advisor and an executive from the client organization.

STAR projects are of three types - STAR USA, STAR Global and STAR Virtual. Teams of UNC Kenan-Flagler MBAs and BSBAs work with their clients to develop strategies for growth and profitability. To participate in STAR students must complete the Consulting Skills and Frameworks course before or concurrently to the STAR project.

For more information and to apply visit STAR.

StartUp-UNC

Startup UNC (formerly Launch the Venture) is a new ventures course designed to help students, faculty, staff and alumni take a business idea or scientific innovation to market. The course starts by assessing the nascent ideas and technologies from the perspective of customer need, product-market fit, competition and value proposition. Using a lean startup approach, teams get to a go/no-go decision by the end of Mod 2 (December). Teams moving ahead will develop a strategic roadmap and financial plans for launching the business in Mods 3 and 4.

The four StartUp-UNC course overviews can be found here.

For more information: visit StartUp-UNC.
Graduate Certificate in Innovation for the Public Good

The Carolina Graduate Certificate in Innovation for the Public Good (CIPG) gives masters and doctoral students an educational pathway to explore modern changemaking and practice the skills they need to help create meaningful change in the world. The certificate is sponsored by three academic units: the College of Arts and Sciences, Gillings School of Global Public Health, and the School of Education.

CIPG provides students from any department with the mindset, tools and methods they need to work effectively across disciplines to solve complex problems. By earning the certificate, students become skilled in methods that they can apply to their doctoral or thesis research. CIGP also equips them with career-ready skills that they can use when working on multi-disciplinary teams in businesses, non-profits and government agencies that increasingly demand the ability to apply cross-sector, community-engaged practices.

The certificate provides graduate-level training that teaches students how to:

- Focus innovation designs around the voices, experiences, wishes and aspirations of those affected by the innovation.
- Develop an understanding of their own experiences, intentions, strengths, limitations, motivations and biases as changemakers.
- Identify, define and analyze problems.
- Recognize opportunities, challenges and the assets of communities.
- Generate optimal solutions by applying social innovation in practice.
- Understand how the context of problems and imagined solutions affects the way innovations are designed and implemented.
- Recognize and assess the strengths and limitations of various social innovation approaches – and identify which are most appropriate in specific contexts.
- Engage stakeholders in the co-design, implementation, evaluation and adaptive learning associated with an innovation.
- Build and maintain collaborations and partnerships in support of shared mission over time.

For more information and to apply: Here
Careers in Sustainable Enterprise

How to Get the Most Out of Career Resources

1. **Sign up for the Net Impact list-serve and Attend their Career focused events**
   To learn about opportunities from the Net Impact Club and The Center for Sustainable Enterprise, send an email to netimpactunc@gmail.com and ask to be put on the Net Impact listserv.

2. **Sign up for the Net Impact or Energy Club list-serves**
   To receive weekly updates which include events, career resources and opportunities.

3. **LinkedIn and Facebook groups**
   - Join the LinkedIn group: UNC Kenan-Flagler Center for Sustainable Enterprise
   - Join the Facebook group: UNC Kenan-Flagler Center for Sustainable Enterprise

4. **Set up a meeting with your Career and Leadership Associate Director**
   Rachel White, Careers and Leadership Associate Director will help you define your Sustainability and Energy career interests.
   Contact: Rachel_White@kenan-flagler.unc.edu

5. **Speak to a Peer Career Mentor**
   All Peer Coaches are trained to work with students interested in sustainable enterprise. Meet with a Career Mentor in your functional area to discuss how to apply your expertise in sustainability to your career pursuits.

6. **Set up individualized career path meeting with CSE**
   Tracy Triggs-Matthews, CSE’s Associate Director can advise you on career strategy as well as connect you to the broad network of alumni and experts. Contact: ttm@unc.edu

7. **People to follow on twitter for jobs and announcements:**
   - Katie Kross @Katie_Kross Kenan-Flagler MBA Aluma
   - Dr. Mrim Boutla @PurposeU
   - Ellen Weinreb @SustainableJobs
   - Tracy Triggs-Matthews @TracyTM & @UNCBiz_CSE
Careers with Impact Forum

A day long forum of panels and networking events organized by the UNC Net Impact Club that gives students information about different career paths, functions and industries in the field of sustainable enterprise.

Kenan-Flagler Alumni are making an impact at:

- Acumen Fund
- B Lab
- Bank of America
- Bill & Melinda Gates Foundation
- Burt’s Bees
- Cherokee
- Citi
- Clean Air Action Corporation
- Deloitte Consulting
- Duke Energy
- Education Pioneers
- Ford Motor Company
- GE Leadership Rotational Program
- GlaxoSmithKline
- GlobalGiving
- IBM
- iContact
- Intel
- Interface Flooring, Inc.
- Investors’ Circle
- Johnson & Johnson
- KIPP (Knowledge is Power Program)
- KPMG, Sustainability Services Group
- McKinsey & Co
- MegaWatt Solar
- Mercy Housing
- National Park Service
- Natural Resources Defense Council
- NextEra Energy Resources
- The North Highland Company
- PwC
- Proctor & Gamble
- Reebok
- RTI International
- ScottMadden Associates
- Self-Help
- SJF Ventures
- Southern Energy Management
- Starbucks
- Strata Solar
- Sustainable Value Partners
- Teach for America
- Timberland
- USAID
- Walmart
- World Wildlife Fund

and many other companies...
Stacia L. Wood Social Impact Summer Grant Program

The Stacia L. Wood Kenan-Flagler Social Impact Summer Grants (SISG) provide financial support to MBA students utilizing business skills during their summer internship within organizations that make a positive social impact.

The grants supplement the salaries of UNC Kenan-Flagler MBA students who take qualified positions using business core competencies in organizations that otherwise could not afford to pay for an MBA intern. Students will enhance the capacity of the host organization to make a long-term positive impact on the community and/or industry while also raising awareness about social and environmental impact strategies at UNC Kenan-Flagler.

The 2014-15 Net Impact Club, in partnership with the Full-Time MBA Program and the Center for Sustainable Enterprise, launched SISG as a way to better support students interested in making a positive impact with their business careers, to demonstrate UNC Kenan-Flagler’s commitment to its Core Values and to strengthen UNC Kenan-Flagler’s positioning among the best sustainability focused MBA programs.

To learn more visit: SISG

Hayley Andrews, MBA 2021, received the Stacia L. Woods Social Impact Summer Grant in 2020, where she worked at the Denver office of the National Park Service.
Job Search Advice from Katie Kross (MBA ’04),

Author of Profession and Purpose: A Resource Guide for MBA Careers in Sustainability

1. Focus your search. “Sustainability” is a big umbrella; you’ll need to define what you’re looking for.

2. Stay current; the field is changing quickly. Greenbiz.com and the Corporate Eco Forum’s Weekly Briefing are two great sources.

3. Conduct great informational interviews with practitioners. Kenan-Flagler’s alumni network is phenomenal.

4. Go to where the practitioners are. Conferences and industry events are some of the best places to network.

5. Be creative in gaining real-world experience while a student. Class projects, independent study/practicum projects and internships can build your resume.

6. Use Google Reader and job search agents to help you aggregate job openings with keyword combinations like “MBA and sustainability” or “energy and intern.”

Katie also posts job openings at her blog: www.professionandpurpose.com
MBA Job Search Timeline for First-Year MBAs

**August: Explore**
- Welcome! Join the national Net Impact organization (http://www.netimpact.org) and the UNC Net Impact Club.
- Attend Career Club/Career and Leadership events.
- Look at the list of job and internship titles held by UNC Kenan-Flagler alumni in the past for ideas about what interests you.
- Determine your functional area and narrow down your industry interests.
- Sign up to help organize the UNC Net Impact Club Careers with Impact Forum.

**September-October: Educate Yourself**
- Attend the UNC Net Impact Club Careers with Impact Forum.
- Attend Fall/Winter networking opportunities.
- Register for Net Impact Annual Conference.
- Ask second-year MBA students about their summer internships.
- Attend Career Labs for Sustainable Enterprise.
- Watch webinars / if realistic attend conferences in your area of interest.
- Target 20-30 organizations that interest you most.
- Research, read up, use alumni database for contacts.
- Participate in on-campus recruiting activities (company presentations) for any companies of interest.

**November-December: Network**
- Ask for informational discussions/ interviews with alumni, second years and practitioners in the field. Find out if any of your classmates have pre-MBA work experience with your companies of interest.
- Participate in on-campus recruiting activities.
- Highlight class projects as opportunities to delve deeper into subjects of interest and contact relevant industry practitioners.
- Complete at least one mock interview with peer career mentors to refine your interviewing skills.

**January-February: Interview**
- Begin internship interviews.
- Continue building your network and conducting informational interviews. Follow up with contacts with whom you spoke in the fall.
- Send polished, hand-written thank-you notes to contacts you’ve met at career events or conducted interviews with (informational or recruiting).
- Interested in leadership positions with your Net Impact chapter? Run for office.

**March-April: Decide**
- Be patient if openings have not materialized yet; hiring for many sustainability-related roles often happens later in the academic year than for traditional MBA positions. If you have other offers unrelated to your sustainability interests, bargain for time.
- Continue informational interviews and networking.
- Participate in a sustainability-related case competition - Invest for Impact or Patagonia.

**Summer: Perform**
- Enjoy! And perform well in your internship. Set specific goals at the beginning: what would you like to accomplish?
- Develop key relationships within the organization and within the sustainability community (investors, consultants, supply chain partners, etc.).
- Do you want to pursue a full-time job at this company?

**Year Round: Kenan-Flagler’s Alumni Database**
Online Resources in Sustainable Enterprise

Resource Portals

- Creative Investment Research - https://www.creativeinvest.com/
- DevEx - www.devex.com
- GreenBiz – www.greenbiz.com
- Impact Measurement Project (IMP) - https://impactmanagementproject.com/
- JustMeans - www.justmeans.com
- National Association for Environmental Management – www.naem.org
- Natural Capital Coalition - https://naturalcapitalcoalition.org/
- SHIFT - http://shift.tools/
- Social Enterprise Alliance – https://socialenterprise.us/
- Sustainable Brands – https://sustainablebrands.com
- UN Sustainable Development Goals (SDG’s) - https://sdgs.un.org/goals
- UNC Center for Sustainable Enterprise Research - https://cse.unc.edu/index.php/research/

Sustainable Business News

- 3BL CSR wire - www.csrwire.com
- 3BL Media News - https://www.netimpact.org/3bl-media-news
- Ecosystem Marketplace - www.ecosystemmarketplace.com
- Environmental News Network – www.enn.com
- GreenBiz – www.greenbiz.com
- Grist – www.grist.org
- SocialFunds.com – www.socialfunds.com
- Sustainable Business News - www.sustainable-business.com
- WRI’s Development through Enterprise - www.nextbillion.net

Indices & Sustainability Reports

- Calvert US Large-Cap Core Responsible Index Fund - https://www.calvert.com/Calvert-US-Large-Cap-Core-Responsible-Index-Fund-CISIX.php
- Dow Jones Sustainability Index – https://www.spglobal.com/esg/csa/indices/index
- FTSE4Good Index Series - https://www.ftserussell.com/products/indices/ftse4good
- Global 100 Most Sustainable Corporations - www.global100.org
- Global Reporting Initiative (GRI) Corporate Reports – www.globalreporting.org

Organizations

- Carbon Disclosure Project - https://www.cdp.net/en
- Climate Disclosure Standards Board - https://www.cdsb.net/
- BCorps - https://bcorporation.net/about-b-corps
- Business for Social Responsibility (BSR) - www.bsr.org
- CERES - www.ceres.org
- Forum Ethibel - www.forumethibel.org/
- Global Impact Investing Network - https://thegiin.org/
- Global Steering Group for Impact Investment (GSG) - https://gsgii.org/
- Integrated Reporting (IR) - https://integratedreporting.org/
- International Finance Corporation (IFC) - www.ifc.org
- Net Impact – www.netimpact.org
- Principles for Responsible Investment (PRI) - www.unpri.org/
- Social Value International - https://socialvalueint.org/
- Sustainability Accounting Standards Board - www.sasb.org
- UNC Three Zeros – https://threezeros.unc.edu/
- U.S. EPA Center for Corporate Climate Leadership – https://www.epa.gov/climateleadership
- World Benchmarking Alliance - https://www.worldbenchmarkingalliance.org/
- World Resources Institute – www.wri.org
- Zunia - www.zunia.org
## Job Posting Websites: Sustainability-Related Opportunities

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<th>Organization</th>
<th>Website</th>
<th>GENERAL SUSTAINABILITY</th>
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<td>Boston College: Center for Corporate Citizenship</td>
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*Note: The table lists websites and their focus areas related to sustainability jobs.*
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<td><a href="http://netimpact.org/careers">http://netimpact.org/careers</a></td>
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<td>Impact and Nonprofit Career Network</td>
<td><a href="http://www.nonprofitcareer.com/">http://www.nonprofitcareer.com/</a></td>
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<td><a href="https://energync.org/career-center/">https://energync.org/career-center/</a></td>
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<td>The Forum for Sustainable and Responsible Investment</td>
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<td>Weinreb Group Sustainability Consulting</td>
<td><a href="https://weinrebgroupe.com/">https://weinrebgroupe.com/</a></td>
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