



MEMORANDUM

To: Julio Frenk, President

From: Tomás A. Salerno
Chair, Faculty Senate

Date: January 31, 2019

Subject: Faculty Senate Legislation #2018-35(B) – Creation of a Sustainable Business Minor,
Business School

The Faculty Senate, at its January 30, 2019 meeting, had no objections to the proposal from the Business School to create a Sustainable Business Minor. The proposed new minor will be interdisciplinary in nature and draw from courses across the University. It requires the successful completion of 12 credit hours with 6 hours of required coursework including a capstone project, 3 credit hours from a list of approved courses in sustainability science /technical, and 3 credit hours from a list of approved courses in sustainability policy/ social issues. The Faculty Senate does not approve budget concepts, therefore no budget information is included here.

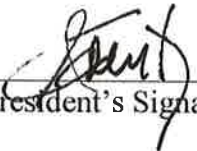
This legislation is now forwarded to you for your action.

TAS/rh

Enclosure

cc: Jeffrey Duerk, Provost and Executive Vice President for Academic Affairs
Guillermo Prado, Dean of the Graduate School
John Quelch, Dean of the Business School
Ann Olazabal, Vice Dean, Undergraduate Business Education

CAPSULE: Legislation #2018-35(B) – Creation of a Sustainable Business Minor, Business School

APPROVED:  DATE: 3/7/19
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean John Quelch

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(pending any additional approval by the Board of Trustees)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____



Proposal Submission Checklist

Proposals are to be submitted to the Office of Assessment and Accreditation (OAA), if applicable, the Graduate Council (for graduate programs excluding Law and Medical), if applicable, and the Faculty Senate. Refer to the [Procedures for Program Changes](#) document for information on the approvals and notifications needed for program changes and the [Proposal Submissions Specifications](#) document for an explanation of the process and a list of the materials required.

(Please note that change approvals can take 2 semesters to complete.)

FORM INSTRUCTIONS:

1. Save/download the form as a pdf.
2. After completing the information below, print and scan the form.
3. Insert it with the background materials that are specified, in the order listed, and submit to facsen@miami.edu.

Please note: only scanned versions can be accepted.

Include this checklist at the beginning of each proposal.

KEY CONTACT PERSONNEL INFORMATION

First Name

Ann

Last Name

Olazabal

Proponent's Title

Vice Dean, Undergraduate Business Education, MBS

Department, if applicable

School/College

Miami Business School

E-mail

ao.lazabal@miami.edu

Phone

x84508

Title of Proposal

Sustainable Business Minor

(-continue to next page-)

MANDATORY MEMORANDA AND FORMAT

Please check that each item listed below is included in the proposal package of materials, in the ORDER as listed. The applicable title (i.e. Letter of Explanation, Memo from the Dean, etc.) is to precede each section in the materials.

Only proposals conforming to this format will be accepted.

1. This completed checklist.

2. Letter of explanation. (2-3 pages only, double spaced, 12 pt font)

Yes No

If no, explain why:

3. A memo from the dean(s) signifying approval of the faculty of the relevant School(s) / Colleges(s).

Yes No

If no, explain why:

4. A memo that all affected or relevant School / College Council(s) have approved.

Yes No

If no, explain why:

included in Dean's memo, #3 above

5. A memo from the department chair(s) signifying approval of the faculty of the relevant department(s).

Yes No

If no, explain why:

Economics Dept chair ; Assess Center Director

6. A memo from the Office of Accreditation and Assessment (OAA) if the proposal involves academic programs (degrees, certificates, majors, minors, concentrations, specializations, tracks, etc.) such as new programs, closing programs, or program changes (such as changes in requirements, program length, modality, name, location).

(To be submitted by OAA to the Graduate Council or the Faculty Senate, as appropriate.)

Applicable Not applicable.

If not, explain why:

pending

7. A memo from the Graduate School Dean signifying approval of the Graduate Council (for graduate programs only).

(To be submitted to the Faculty Senate by the Graduate Council.)

Applicable Not applicable.

If not, explain why:

8. Academic Deans Policy Council (ADPC) approval, for interdisciplinary issues and as appropriate. Please consult with the Dean of the Graduate School or the Secretary of the Faculty Senate to check if this is needed.

Yes No

If no, explain why:

N/A

9. Additional required documents as listed on the "Proposal Submissions Specifications," i.e. market analysis, budget information, assessment of library collections, etc. as specified.

List additional documents included:

Appendix A: market analysis/benchmarking

End form.

LETTER OF EXPLANATION (Memorandum form)

"LETTER" OF EXPLANATION

PROPOSAL
for a new MBS
Minor in Sustainable Business

The following proposal reflects study and consideration by the School's Undergraduate Business Education Committee, which on 10/10/18 endorsed the attached proposal on behalf of the Department of Economics. MBS School Council approved the proposal at its November 30, 2018 meeting. The proposal also enjoys the support of the Center for EcoSystem Science & Policy (memo attached).

Background

MBS will launch a Master of Science in Sustainable Business in fall 2019. That 30-credit STEM-certified program consists of 20 credits in specialized business courses and 10 credits of related electives from across the University (engineering, law, marine science, architecture) with a focus on sustainability science and policy.

We propose to add to our undergraduate business program a minor in Sustainable Business. The conceptual design of this minor for undergraduates is: two required sustainable business courses, one "choice" sustainability science course, and one "choice" sustainability policy course.

Substance of the Proposed Minor (People & Society)

(A) Required Courses

6 credits

BUS 204/BSL 306 Corporate Sustainability

BUS 428 Capstone: Multidisciplinary Action Project in Sustainability

(B) Sustainability Science/Technical courses (choose one)*

3 credits

ARC 362 Environmental Building Systems

ARC 363 Environmental Building Systems II

ATM 220 Climate and Global Change

BIL 103 Intro to Ecology

CAE 240 Environmental Pollution (at least sophomore standing)

CAE 340 Intro to Environmental Engineering (MTH 161 and CHM 111 or 151)

ECS 111 Introduction to the Earth's Ecosystem

ECS 232 Ecological Principles and Environmental Applications

ECS 312 Environment Assessment

ECS 433 Conservation in Practice (taught in the Galapagos)

MBE 518 Reef Coral Biology, Ecology, and Conservation

MBE 542 Oceans and Human Health (permission of instructor required)

MSC 107 Life in the Sea

MSC 108 Environmental Oceanography

(C) Sustainability Policy/Social Issues courses (choose one)*

3 credits

APY 435 Anthropology of Nature and Environment (APY 202)
AAS 350 Black Leadership in the U.S.
ECO 307 Public Economics
ECO 345 Environmental Economics
ECS 113 Introduction to Environmental Policy
ECS 302 Perspectives on Environmental Decision Making
ECS 310 Sustainable Living
ECS 332 Ecology and Land Use in the Galapagos (travel course)
ECS 352 Environmental Ethics (by announcement only)
ECS 357 Global Food: A Hands-On Approach (experiential)
GEG 331 Sustainable Development
MSC 220 Climate and Global Change
MSC 300 Water Resources: History, Management & Policy
MSC 313 Coastal Law
POL 322 Environmental Politics and Policy
POL 431 Global Environmental Politics
POL 545 Environmental Policy Making
SOC 303 Social Inequalities
SOC 351 Business & Society (SOC 101)
WGS 201 Intro to Women's and Gender Studies
WGS 202 Intro to LGBTQ Studies
WGS 315 Gender, Race, and Class
WGS 348 Mental Illness, Gender, and Psychiatry

*Many other relevant upper level courses with prerequisites, and Special Topics courses, may be available at or offered by other schools and colleges. These may be approved to satisfy the appropriate "science/technical" or "policy/social" course requirement, after consultation with the academic advisor.

Additional Considerations:

1. **Business versus non-Business target market:** The 12-credit minor can be offered to business students or non-business students. However, clearly BBA and BSBA students would have a better grasp of "Sustainable Business" than an art history or sociology major who just takes these four courses.
2. **Resources:** The proposed minor relies 100% on existing coursework. Moreover, MBS has a part time instructor/program administrator who is a sustainability consultant. He teaches the BUS 204 intro course, and his contract contemplates teaching the BUS 428 project-based course as well as directing sustainability-related co-curricular activities at both graduate and undergraduate levels.

As the MS program capacity grows, and as the proposed UG minor gains census, we may develop and/or include additional sustainable business courses. We may also consider enlarging the curriculum into a co-major for students to pursue alongside another business major. The design of the minor facilitates an easy conversion to a 15-credit co-major by, for example, either requiring ECO 345 or by further splitting the science and policy offerings into intro and upper level, among other options.

3. **Benchmarking:** Sustainability coursework is available at the undergraduate level at a number of other universities, typically with a strict science or strict policy orientation. See attached Appendix A. Few offer Sustainable Business. The most prominent among these is the major at Bucknell's Freeman College of Management, called *Managing for Sustainability*. It is a 24-credit equivalent program featuring:

- an introductory "Managing for Sustainability" course,
- followed by five electives drawn from a large variety of courses across Bucknell falling into two buckets "Science and Environmental Challenges," and "Social and/or Cultural Challenges." Four of the five electives must be from outside the College of Management and at least one must come from each of the two buckets (i.e. not all five may come from a single bucket),
- followed by a choice of a 300 level Managing for Sustainability course offered in the College of Management (choices include: Managing for Sustainability II; Organizing for Justice and Social Change; Sustainable Development Management; Sustainable human Resource Management; Social Innovation & Entrepreneurship); and finally
- a 400 level Managing for Sustainability course that is either a consulting/project based or "non-traditional" (i.e. directed) study project-based course.

This provides proof of concept and program design. It also demonstrates that MBS's new minor will be one of few such programs nationwide, hopefully attracting students with interest in Ecosystem Science and Policy, Marine Sciences, and other related fields outside business.

4. **Market Demand:** While we typically do not think of undergraduate minors as driving a student's ultimate career choice and/or target first destination after graduation, in the case of sustainability it is clear that an understanding of its component issues will be increasingly important to business over time. A 2015 study published in HBR, found that "The number of companies with full-time sustainability officer's doubled between 1995 and 2003, and doubled again between 2003 and 2008. Other sustainable management occupations can be expected to follow this trend as well." See Human Capital, *Selected Observations regarding the Market Potential of a Master's Degree in Sustainability Management for the University of Miami Graduate School of Business*, dated October 5, 2018. Human Capital's expert consulting report and findings also support a design concept that is both multi-disciplinary and experiential.

MEMO FROM DEAN



MEMORANDUM

TO: Tomás Salerno
Chair, Faculty Senate

FROM: John Quelch
Dean

SUBJECT: BBA/BSBA Minor in Sustainable Business

DATE: January 9, 2019

Dear Dr. Salerno and the entire Faculty Senate:

Please allow this memorandum to record my keen support of the attached proposal for a new Sustainable Business minor, which will be available for completion by any UM undergraduate. The curriculum of this minor mirrors MBS'S new Masters in Sustainable Business, which was recently approved by the Faculty Senate, in that it contemplates study of both scientific/technical and policy issues associated with Sustainable Business, and includes a culminating project-based course.

The proposal before you has the endorsement of the Economics Department, where it will reside, and the full support of the Abess Center for Ecosystem Science and Policy. It was approved by the Undergraduate Business Education Committee on October 10, 2018 and by our School Council on November 30, 2018.

Thank you for your consideration. I look forward to collaborating with the Faculty Senate in regards to other matters in the future.

A handwritten signature in blue ink that reads 'John F. Quelch' with a stylized flourish at the end.

Professor John Quelch
Dean, Miami Business School

DEPARTMENT CHAIR MEMORANDA

MEMORANDUM

TO: MBS School Council

FROM: Manuel Santos, Chair, Economics Department

RE: New Sustainable Business Minor for undergraduate students

DATE: October 14, 2018

On this date, the faculty of the Economics Department voted to approve the attached proposal for creation of a Sustainable Business minor for undergraduate students at the University of Miami. The department already oversees the MBS Masters in Sustainable Business, no new courses are being created to establish the minor, and no additional resources are needed beyond those already in place for student advising and project supervision.





30 October, 2018

General Welfare Committee
Faculty Senate
University of Miami

Dear General Welfare Committee Members:

With the endorsement of Dr. Kenny Broad, Director of the Leonard and Jayne Abess Center for Ecosystem Science and Policy, I am writing to express our enthusiastic support for the proposed Minor in Sustainable Business. This option is a welcome addition to the University's offerings and will fill a demand that has been evident and growing among our undergraduate Ecosystem Science and Policy (ECS) majors. Over the years, we have had quite a few students majoring or minoring in ECS from the Business School, as well as a handful of ECS majors with minors in Entrepreneurship, Finance, or Marketing. These students all have expressed a keen interest in sustainable business, and until very recently were only able to take one directly related entry-level course, Corporate Sustainability with Daniel Hicks, to satisfy that interest. We are sure that our undergraduates will find great appeal in the new Sustainable Business Minor, and it will answer a growing need for training students in sustainability principles.

Both the Taillores Declaration of 1990 and the Bonn Declaration on Education for Sustainable Development of 2009 affirmed the international need for more sustainability education, whether in K-12 or higher education. Our observations of ECS alumni have shown that many are finding positions as sustainability officers in companies, or are engaged in sustainability and resilience planning from the local to federal levels of government. Clearly, demand for students conversant with sustainability concepts from multiple disciplines, especially business, is rising.

Having reviewed the proposed Minor, we believe it will provide students with a grounding in business concepts of sustainability and also expose them to additional perspectives from technical and policy fields that will enable them to pursue further graduate specialization or move directly into the job market in the public and private sectors. Abess Center is pleased to endorse Dean Quelch's foresightful initiative, which we hope will lead to further collaborations with other sustainability efforts on campus, including STARS certification and GreenU's activities.

All best,

A handwritten signature in blue ink, appearing to read 'Gina Maranto'.

Gina Maranto
Director, Ecosystem Science and Policy
Graduate Program Coordinator, Environmental Science and Policy


OAA MEMORANDUM



MEMORANDUM

DATE: January 14, 2019

TO: Ann M. Olazabal, Vice Dean for Undergraduate Business Education
Miami Business School

FROM: Patty Murphy, Associate Provost, University Accreditation
Office of Assessment and Accreditation 

RE: New Undergraduate Minor in Sustainable Business

On January 14, 2019, the Miami Business School notified my office of its intent to offer a new undergraduate minor in Sustainable Business. The new minor will be available to all undergraduates within the University.

The proposed minor in Sustainable Business will require successful completion of 12 credit hours: 6 credit hours of required coursework including a capstone project, 3 credit hours from a list of approved courses in sustainability science/technical, and 3 credit hours from a list of approved courses in sustainability policy/social issues. The minor will be interdisciplinary in nature drawing from coursework across the University.

The proposed new minor does not "represent a significant departure, either in content or method of delivery" from what we are currently approved by SACSCOC to offer since it is merely a repackaging of existing courses. SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at pattymurphy@miami.edu or (305) 284-3276.

cc: Faculty Senate
John Quelch, Dean of the School of Business
Karen Beckett, University Registrar
Carrie Glass, Executive Director of Student Financial Assistance and Employment

ADDITIONAL DOCUMENTS:

Appendix A. Benchmarking/Market Analysis

Appendix A Benchmarking – Sustainable Business

There are hundreds of academic programs in the US that either have Sustainability in their title or claim to be “sustainability related.” They are all over the map: masters degrees and certificates, online programs, and a variety of undergraduate programs. This document provides some examples, attempting to distinguish between “management” or business programs, and others.

Columbia University’s MS in Sustainability Management may be taken full or part time and includes five required areas of study:

Integrative Courses in SM: 3 courses: intro, capstone, and elective

Economics and Quantitative Analysis: 2 courses in general and sustainability economics and one course in stats

Physical Dimensions of SM: 3 courses from among these categories but not all from the same category: earth & environmental engineering, environmental planning, design or architecture and ecology or earth & environmental science.

The Public Policy Environment of SM: 1 course (environmental or sustainability policy or law)

General and Financial Management: 2 courses in public, private or nonprofit general or financial management.

Wake Forest through its Graduate School of Arts & Sciences – offers a graduate Certificate that can be combined with graduate business study:

Graduate Certificate in Sustainability

SEMESTER	COURSE	CREDIT HOURS
Fall	<u>SUS 701: Global Human Systems</u>	3
	<u>SUS 703: Natural Science for Sustainability</u>	3
	FALL CREDIT HOURS	6
Spring	<u>SUS 702: Sustainable Organizational Management</u>	3
	<u>SUS 704: Sustainability Law & Public Policy</u>	3
	SPRING CREDIT HOURS	6
TOTAL CERTIFICATE HOURS		12

Appendix A Benchmarking – Sustainable Business

Several undergraduate programs include business: The most notable of these is Bucknell's 24-credit equivalent Managing for Sustainability major.



MANAGING FOR SUSTAINABILITY

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

Managing for Sustainability Requirements

Beyond completion of the BSBA core curriculum requirements, all MSUS majors must take the following two courses:

MSUS 200	Managing for Sustainability I	1
MSUS 400	Management Consulting	1

All MSUS majors must also take one 300-level MSUS course credit.

In addition, all MSUS majors must work with their MSUS adviser to determine FIVE elective courses that create a coherent course of study in sustainability, broadly defined, that can be applied to the management of organizations. The following restrictions and guidance apply to the selection of these electives:

- At least four of these electives must come from outside the Freeman College of Management; one may come from within the Freeman College of Management.
- At least one of the electives must be a course that provides significant background in science associated with the environmental challenges of sustainability.
- At least one of the electives must be a course that provides significant background in social or cultural challenges associated with sustainability.

For the use of MSUS majors, the MSUS Program will maintain a list of courses approved as MSUS electives; students may request Program approval for courses not on the preapproved list.

Appendix A
 Benchmarking – Sustainable Business

Slippery Rock University in Pennsylvania offers a minor in Sustainability Management for BSBA students only.

**Slippery Rock University of Pennsylvania – Curriculum Guide
 Minor in Sustainable Management
 (for BSBA students only)**

MINOR REQUIREMENTS (24 credits)					
✓	Course	Title	Liberal Studies	Cr	Gr
Required Courses (12 credits)					
	ECON 202	Principles of Microeconomics	HIE	3	
	ECON 315	Economics of Sustainable Development ★	CMA	3	
	MGMT 351	Organizational Behavior		3	
	BIOL 105 or EGEO 100	Environmental Biology or Environmental Geology	STMG/STME STMG/STME	3	
Internship or Business Consulting (3 credits)					
Course not selected in this block may be taken as an elective below					
	MGMT 449 or MGMT 459	Sustainable Management Internship or Sustainable Business Consulting★	-	3	
Elective Courses (9 credits)					
	BUSA 370	Sustainable Entrepreneurship and Innovation ★	-	3	
	BUSA 459	Sustainable Business Consulting ★	-	3	
	MGMT 352	Operations Management II ★	-	3	
	MGMT 449	Sustainable Management Internship	-	3	
	MGMT 451	Employment Law ★	-	3	
	MGMT 456	Management and Society ★	-	3	
	MRKT 338	E-Commerce ★	-	3	

Minor requirements:

- Students must complete at least 6 credit hours in their minor from SRU.
- A minimum of 6 credit hours must be upper division (courses numbered 300 and above)
- A minor shall be no fewer than 18 credits.

★ Indicates this course may have a prerequisite. Refer to Undergraduate Online Catalog.

Other undergraduate programs are more science than business. Bentley's, for example, is a *Sustainable Science* major to which a business major or minor must be added.

Appendix A Benchmarking – Sustainable Business

Bentley: Offers a Sustainable Science Degree that prepares students to “tackle the big issues of how [environmental issues] relate to business practices.” *Bentley’s “business studies” major or minor must be added to this degree:*



Sustainability Science Degree Curriculum

Major Requirements

As a Sustainability Science major, you'll be required to take:

- Environmental Chemistry
- Federal Environmental and Natural Resource Policy
- Green Biology: Ecological and Botanical Connections
- Science of Sustainability
- Three Sustainability Science electives
- Capstone experience (research internship and field experience)

In addition, you must choose one of the following electives:

- The Developing World
- Environmental Ethics
- Environmental Law
- Environmental Psychology
- Globalization

The major also requires that you develop Intermediate II competency in a modern language.

Other Courses

Additional environmental sustainability courses include:

- The Atmosphere
- Ecology: Principles and Applications
- Energy Alternatives
- Environmental Economics
- Global Health Challenges
- Mathematical Modeling in Environmental Management
- Water and the Environment
- Water Quality

Business Studies Major and Minor

As a Sustainability Science major, you also must complete either the Business Studies major (BSM) or minor.

Business Studies Major

The Business Studies major has six required courses and two electives. The required courses are the first six in the General Business Core, which must be completed by all of our students:

- Legal and Ethical Environment of Business
- Tools and Concepts in Accounting and Finance
- Practice and Applications in Accounting and Finance
- Business Statistics
- Marketing and Operations Fundamentals
- Human Behavior and Organizations

For your remaining two courses, you can select classes within a single discipline such as marketing, information design and corporate communication or management. You also can take courses in different disciplines but that focus on the same theme, such as nonprofit, technology or international business. This approach allows you to gain broad business skills, but tailor them to a particular field that matches your interests.

Business Studies Minor

The minor requires the following courses:

- Legal and Ethical Environment of Business
- Tools and Concepts in Accounting and Finance
- Practice and Applications in Accounting and Finance
- Statistical Analysis of Business Data
- Marketing-Operations Fundamentals or GB 215 Human Behavior and Organizations



An example of a program based more in policy is Indiana University's Bachelors of Sustainability Management and Policy, offered by the IUPUI School of Public and Environmental Affairs. The program is designed to “help meet communities’ needs; practical understanding of economics, policy analysis, management, and urban policy.”

The 57-59 credit program includes 24-26 credits of a Public Affairs core and 33 credits of sustainability related courses. None of these is traditional business (choices include “sustainability management” and “public” or “nonprofit” management).

<https://bulletins.iu.edu/iupui/2017-2018/schools/spea/undergraduate-programs/degrees/bspa-sust-mgmt-policy.shtml>

Appendix A Benchmarking – Sustainable Business

And many universities have undergrad “sustainability” majors or programs or tracks that are more interdisciplinary, either liberal arts and/or social science, along with natural sciences.

Michigan: broad liberal arts education in environmental topics...PitE’s curriculum focuses on the complex interactions of human beings and their environment.

Program In the Environment (PitE). As a partnership with the School of Natural Resources & Environment, this interdisciplinary undergraduate program offers both a concentration (major) three different minors (Sustainability, Environment, and Sustainable Food Systems), plus courses open to all U-M students. PitE’s curriculum encompasses the natural sciences, social sciences, and humanities coursework—with a focus on hands-on field experience. Topics covered range from global change, public policy, sustainable development, analytics, and ecology.

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Yale College of Environmental Studies

Yale offers sustainability related degree programs at the bachelor’s, master’s, and doctoral levels. The possibilities include both social and natural sciences and multidisciplinary tracks.

Undergraduate Programs

- Environmental Studies
- Ecology and Evolutionary Biology
- Environmental Engineering
- Geology and Geophysics
- Chemical Engineering

GW has an undergraduate Major in Environmental Studies

Environmental Studies

Part of GW’s Department of Geography in the Columbian College of Arts and Sciences, the environmental studies program offers coursework related to sustainability with an emphasis on the science of the environment. It includes a variety of offerings in the social sciences, physical and life sciences, and the humanities. The program serves as preparation for analyzing broad-based environmental and development policy, both domestically and internationally.

Appendix A Benchmarking – Sustainable Business

Arizona State University has an entire School of Sustainability, which offers two undergraduate degrees

- **BA in Sustainability, with the following tracks: Urban Dynamics, Society and Sustainability, Policy and Governance, International Development, Food Systems, and a**
- **BS in Sustainability with the following tracks: Sustainable Energy, Materials, and Technology, Ecosystems Sustainability, Economics, and Business & Enterprise*.**

***Curriculum for the Business & Enterprise track was not readily discernible**

Core framework:



And there are MANY purely online programs: For example, the University of Wisconsin system offers a 63 cr. online “degree completion program” leading to a BS



The B.S. in Sustainable Management is a collaborative, online degree completion program offered by UW-Parkside, UW-River Falls, UW-Stout and UW-Superior with administrative and financial support from UW-Extension.

For more information:
[UW-Extension Online Collaboration Website](#)

The Sustainable Management degree was crafted in close partnership with the companies that are leading the way in sustainability such as Johnson Controls, Ford Motor Company, Eastman Kodak, Quad Graphics, FedEx, SC Johnson, Kohl's, Veolia Environmental Services and Modine Manufacturing.