PROGRAM SUMMARY

G3 is a 12-day intensive integrative cornerstone experience at the end of the first year of the full-time MBA program, typically at the end of April-beginning of May. A student team, with experienced executives and university faculty coaching them, works on a sustainability-themed project for a client company. Every year since this project was developed in 2007, we have improved, expanded, and institutionalized G3 as the most prominent and distinguished feature of the full-time MBA program. In fact, we are pleased to have received the UAlbany President’s Award for Exemplary Community Engagement in the Spring of 2013.

ORGANIZATION AND STRUCTURE OF G3

Students tackle real sustainability problems for “client organizations” as though they are consulting engagements. Our structure ensures high quality by including:

1. **“T-CELLs” (Team Coaches and Executive Life Lines)** – Each team is assigned a coach, and all teams have access to Executive Life Lines which include experts in areas like systems thinking, LEED, strategy, and procurement.
   
   a) **Team coaches.** They meet their business development coach for an extended strategy session before G3 starts, and consult with them throughout G3. The coaches attend the final presentations and debrief with students and clients during our celebratory lunch.
   
   b) **Executive life lines.** A scientist from Battelle, one of the world’s foremost research centers on energy and sustainability, is a sustainability life line for the teams. An energy industry CEO serves as our strategy life line. UAlbany faculty also serve as science, policy, and system dynamics coaches.

   In G3, we bring together students, academics, scientists, government agencies, and industry experts in a large single project: Solving the sustainability issues faced by real organizations operating in a global business environment.

2. Faculty from all Departments within the School of Business work closely to help students with their research and projects.

3. Because our business students must understand the science underlying the innovation driving their company as well as learn how to work with scientists creating the innovation, faculty from Atmospheric Sciences and NanoScale Science and Engineering participate in G3.

4. Numerous guest presenters participate in class. Industry and government experts all help to critique the projects, evaluate presentations, and provide feedback used in grading.

HANDS-ON AND PRACTICAL

Throughout G3, we provide real-world challenges for our students:

1. Each G3 project is unique to the client organization. Each team’s solutions are expected to be robust, integrated, and implementable. We encourage students to make recommendations that reduce costs and enhance revenue.

2. Each team is responsible for meeting the individual needs of its client company. Each project takes on a unique structure and strategy, and the students need to manage and meet client expectations.

3. Teams respond to the stresses and challenges of real consulting engagements. This environment creates opportunities for students to learn professionalism, flexibility, and the ability to succeed under pressure.

G3 “ground rules” for students:

**Always be prepared.** All team members are expected to be ready to discuss all aspects of the project at any time.

**Always be professional.** MBAs must work at a senior executive level and not assume that this is “just a class.”

**Always dress professionally** for every presentation and guest speaker.

**Always use support wisely.** It is assumed that teams will always have worked extensively on a project or problem before seeking help from “T-CELLs” or faculty.
PROJECT OUTCOMES

1. Students form globally-integrated and cross-functional teams. They work effectively and professionally in a team-based environment under the time constraints and pressures that exist in organizations today.

2. Concepts from all course work completed in the first year of the program are integrated into the project. These courses include: Accounting, Applied Statistical Analysis, Economic Analysis, Executive Presentation Skills, Financial Management, Global Strategic Management, Human Resources, Information Technology Management, Marketing Management, Operations Management, and Organization Behavior.

3. Students prepare professional business deliverables: both formal and short presentations, research papers, and thoughtful and intelligent questioning of speakers and other presenters. Teams prepare white papers with research and global benchmarking of client-relevant sustainability issues.

4. Students present sustainability solutions for their clients, not class projects for business school professors. They must manage their T-CELL resources effectively in order to succeed in this challenge.

5. Teams develop strategies to expand their organization’s global reach. They look for opportunities, analyze risks, and evaluate business situations in a global business context.

WHY YOU SHOULD BECOME A G3 PARTNER

FOR OUR CLIENT COMPANIES – We have tried to structure G3 to offer tangible benefits at very little cost:

1. You will receive a binder containing all your team’s research and materials, including “global best practices” white papers focusing on specific sustainability problems. Your team will deliver a final presentation containing analyses and recommendations for applicable sustainability initiatives that will enhance your bottom line by $50,000 to $100,000. This board room-ready presentation is videotaped for you to later share with your executive team. We ask for a contribution of $500 to cover the costs of the team’s expenses and a tax-deductible donation to invest in our ability to expand G3 to serve future clients.

2. We do expect you to provide time and information. We meet occasionally during the Spring semester prior to G3: Typically, a “kickoff” in February which includes a survey and additional information to be submitted by March; and a breakfast “meet and greet” in April. We expect clients to host a site tour prior to G3, meet with their team throughout G3, assign a liaison to remain responsive to its G3 team, coach them on the realism of their work, and attend our final G3 presentations.

3. We have partnered with the New York State Department of Environmental Conservation to provide a summer intern to advance your sustainability work. If selected into this program, your summer intern would be paid through a DEC grant.

FOR OUR COACHES – Share your expertise with our students and watch your influence grow throughout the Capital Region. Be a leader in building the region’s sustainability reputation and growing portfolio of best practices. Become part of a broad network of business leaders who want to improve their “Triple Bottom Line” where sustainability refers to both green practices and viable business models.

FOR OUR GUEST SPEAKERS – G3 is a program where we all learn from others, not a classroom where professors teach students. We would love to highlight your exceptional best practices in our program. We encourage our guest speaker partners to attend the final presentations to learn from our students’ research and work. Your impact will be immediate: our students are eager to learn and apply their new knowledge, often on the same day.

The G3 faculty, students, and partners at the University at Albany School of Business are actively preparing for another successful program. We hope you will join us in this important endeavor! For more information, visit our Web site at http://tinyurl.com/UAlbanyG3 or contact the G3 Managing Partners directly:

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