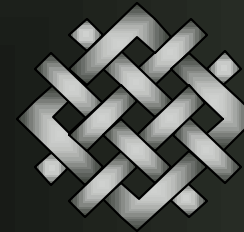
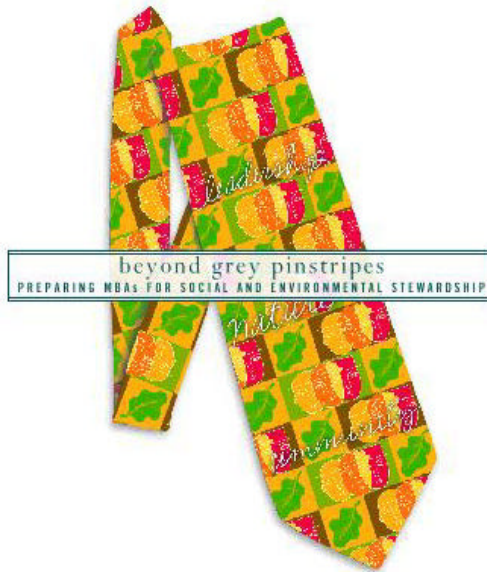


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# beyond grey pinstripes

PREPARING MBAs FOR SOCIAL AND ENVIRONMENTAL STEWARDSHIP

# Building Strategic Education Alliances



- ◆ Jennifer Finlay, *MEB Director Business Engagement*
- ◆ Rick Bunch, *WRI Director of Business Education*



# Goal of session



*To brainstorm and discuss ways to align human resources strategies - both internal and external - with firms' sustainability goals*



# Agenda



- ◆ Overview *Beyond Grey Pinstripes* report
- ◆ Breakout discussions
  - ◆ Beginning the internal dialogue with corporate human resource managers
  - ◆ Shaping and supporting higher education sustainability initiatives
- ◆ Reports from breakouts



# WRI BELL Projects

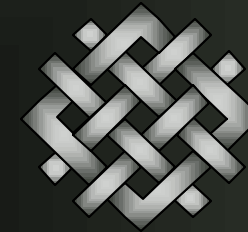
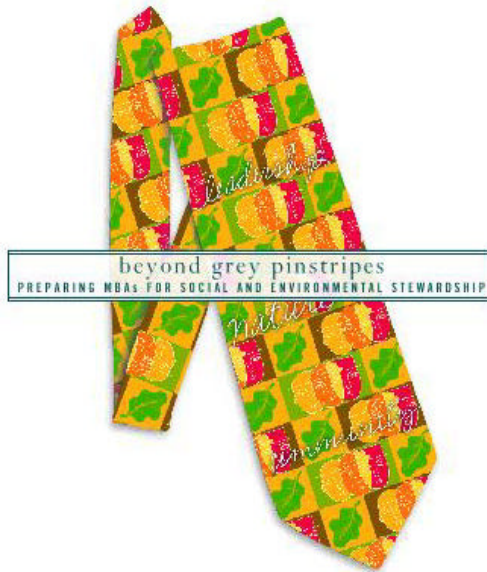
## *Business-Environment Learning and Leadership*



- ◆ Goal: to integrate environment and sustainability topics into business school curricula
- ◆ How: curriculum development and distribution, faculty training and networking
- ◆ Where: North America, Latin America, Asia



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# Key Findings



- ◆ Only 20% of programs integrate social/environmental topics in MBA
- ◆ Coverage of social and environmental topics generally considered “ethics”
- ◆ Student and faculty initiatives need support
  - ◆ “Net Impact”
  - ◆ What a difference a year makes!



# Schools at the Cutting Edge Environmental-Business Issues



## **Cornell University**

*S.C. Johnson Graduate School  
of Management*

## **George Washington University**

*School of Business and Public  
Management*

## **Rensselaer Polytechnic**

### **Institute**

*Lally School of Management  
and Technology*

## **Tulane University**

*A.B. Freeman School of Business*

## **University of Michigan**

*Michigan Business School*

## **University of North Carolina at Chapel Hill**

*Kenan-Flagler Business School*

## **University of Pennsylvania**

*The Wharton School of Business*

## **University of Texas at Austin**

*College and Graduate School  
of Business*

## **Vanderbilt University**

*Owen Graduate School  
of Management*



# Schools at the Cutting Edge of Societal-Business Issues



**Case Western Reserve University**  
*Weatherhead School of  
Management*

**Harvard University**  
*Graduate School of Business  
Administration*

**Loyola Marymount University**  
*College of Business Administration*

**University of Michigan**  
*Michigan Business School*

**Northwestern University**  
*J.L. Kellogg Graduate School  
of Management*

**University of Pittsburgh**  
*Joseph M. Katz Graduate School  
of Business*

**University of Notre Dame**  
*College of Business Administration*

**University of Pennsylvania**  
*The Wharton School*

**Stanford University**  
*Graduate School of Business*

**University of Virginia**  
*Darden Graduate School of  
Business Administration*



# Beyond Grey Pinstripes

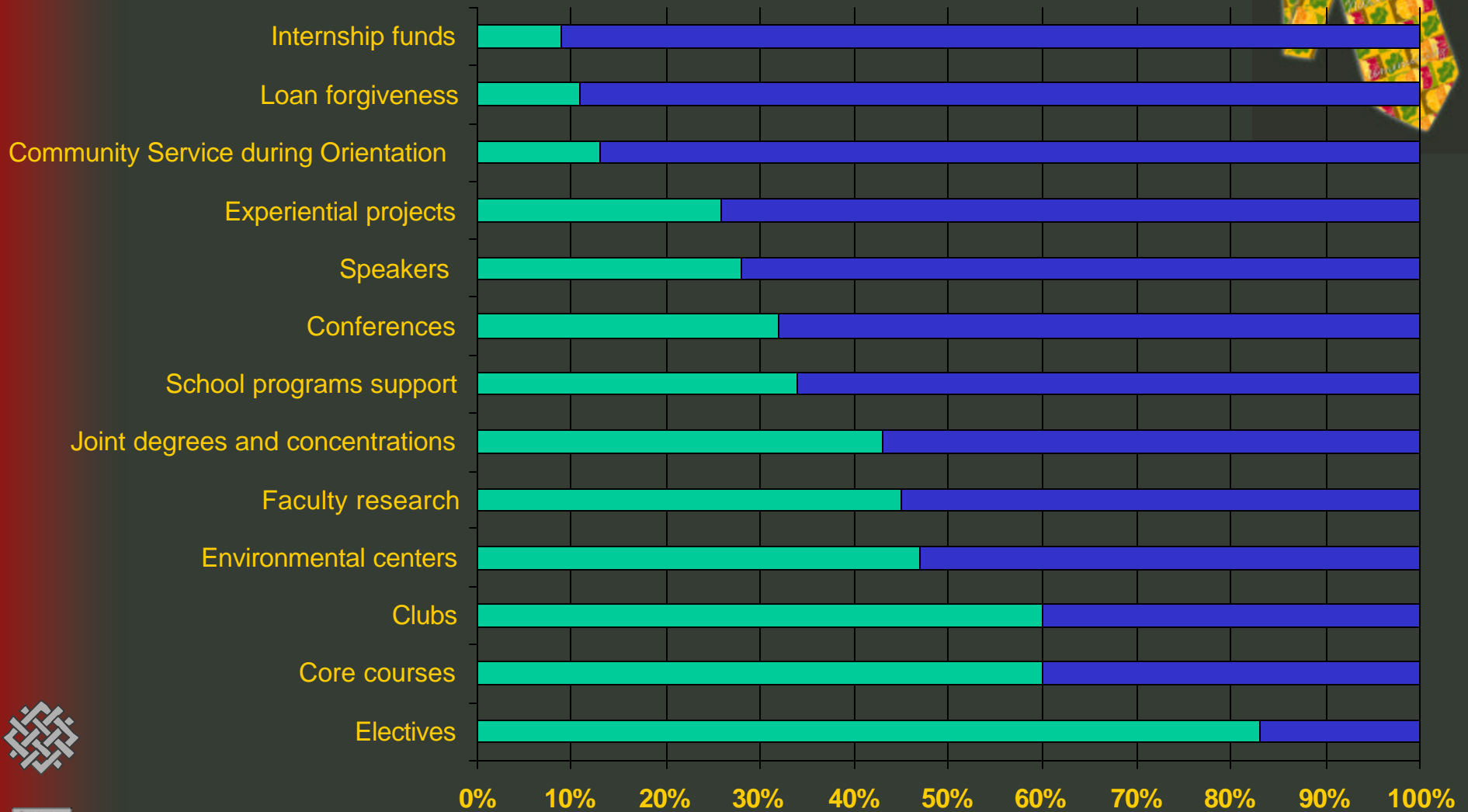
## *Details*



- ◆ School activities evaluated
  - ◆ courses
  - ◆ faculty research
  - ◆ institutional support
- ◆ Methods
  - ◆ 313 schools surveyed
  - ◆ 5 databases searched
  - ◆ content analysis of school materials



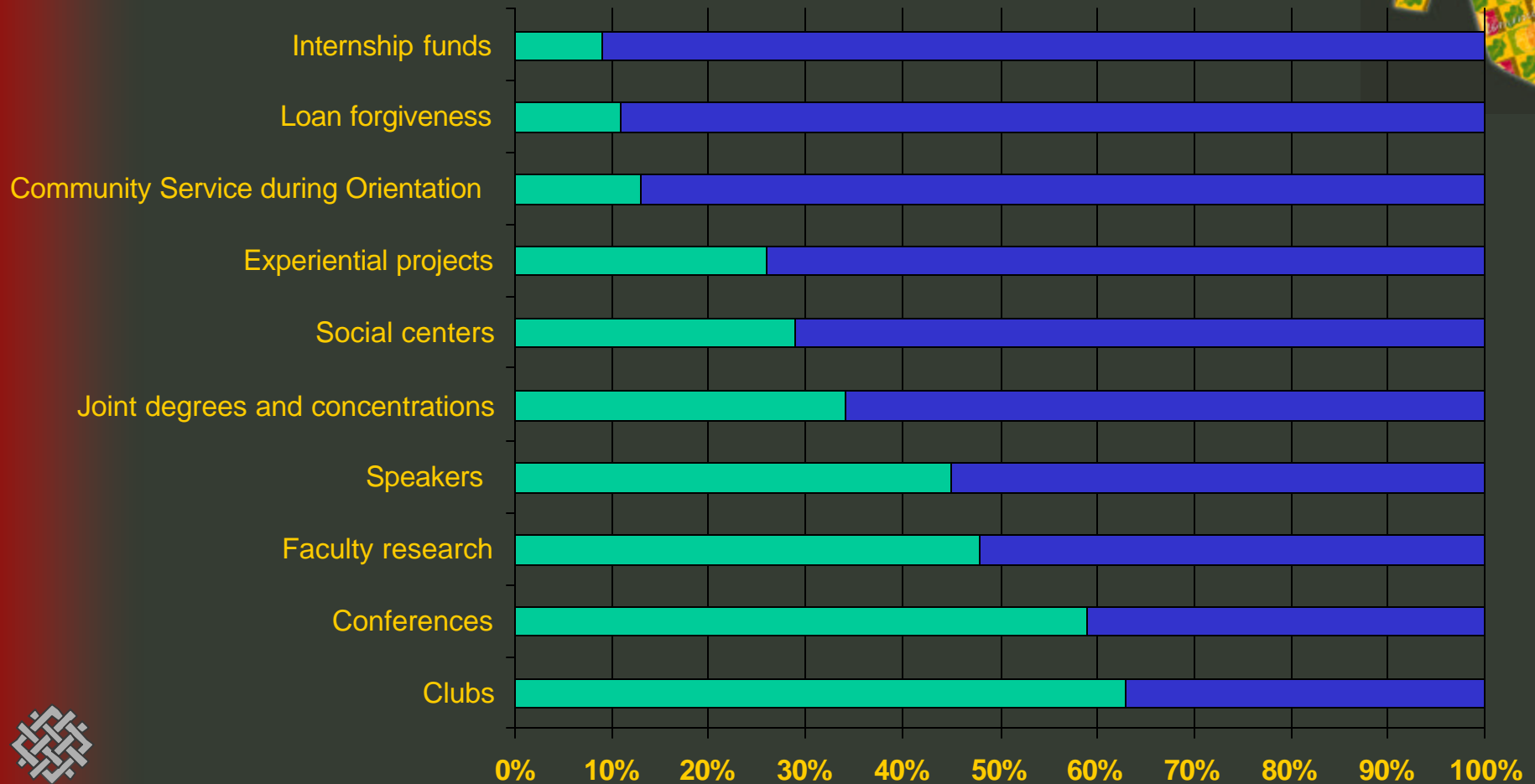
# Schools Reporting Activity in Business-Environment Education



■ Percentage of schools reporting any activity  
■ Percentage of schools reporting no activity

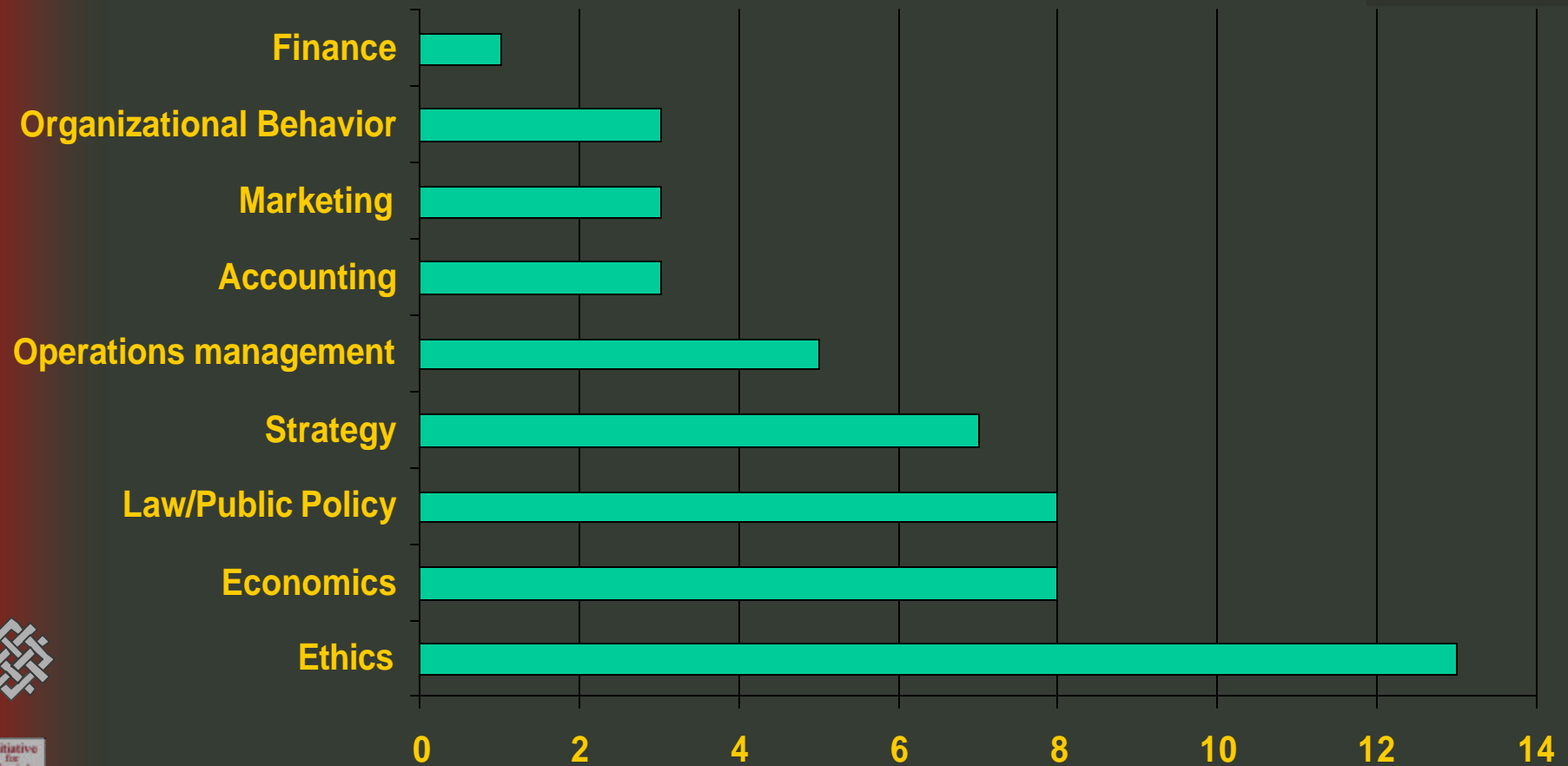


# Schools Reporting Activity in Business-Social Education



■ Percentage of schools reporting any activity  
■ Percentage of schools reporting no activity

# Number of Schools Reporting Core Courses that Integrate Environmental Topics



# Number of Schools Reporting Elective Courses that Integrate Environmental Topics



# 1999 Faculty Pioneer Award Recipients



## Stuart Hart

*Kenan-Flagler Business School*

University of North Carolina at Chapel Hill

## James Johnson

*Kenan-Flagler Business School*

University of North Carolina at Chapel Hill

## Lester B. Lave

*Graduate School of Industrial Administration*

Carnegie Mellon University



# 1999 Lifetime Faculty Pioneer Award Recipient



**John R. Ehrenfeld**

Technology, Business and  
Environment Program

Massachusetts Institute of Technology



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# Business Participation in *Beyond Grey Pinstripes*



## Advisory group

Hewlett-Packard

GE Fund

Arthur D. Little

Rockefeller & Co.

Salomon Smith Barney

Ford Motor Company

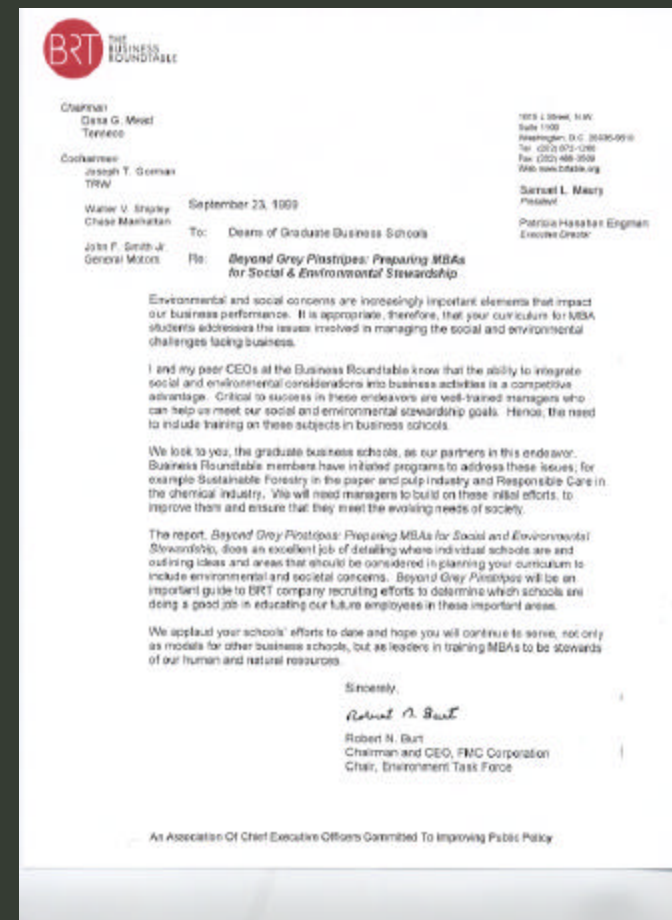
AT&T Foundation

KPMG Peat Marwick Foundation

American Express Foundation

Johnson & Johnson

Booz Allen Hamilton

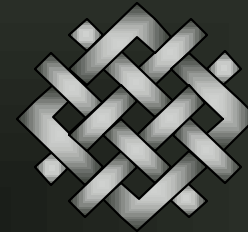
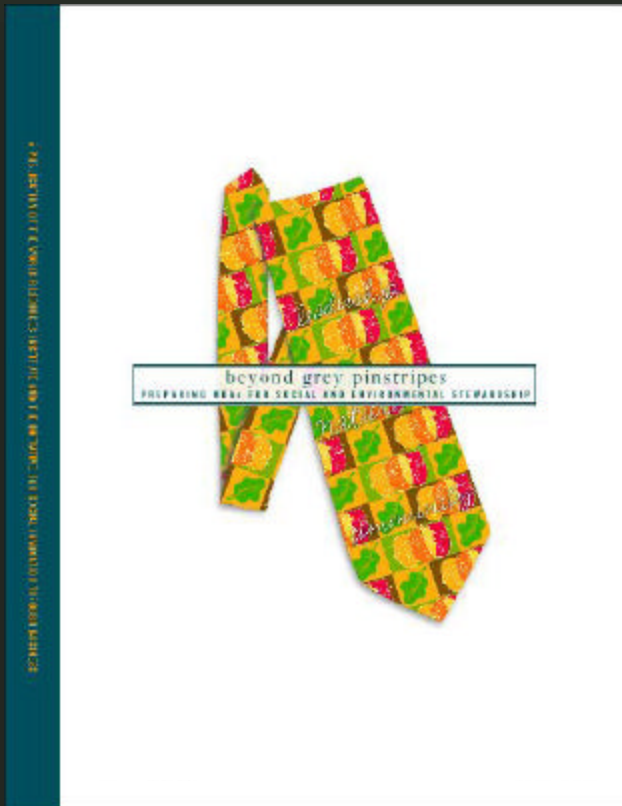


# Charge to breakout sessions



- ◆ Here: internal strategies to align HR with sustainability goals (with Jennifer)
- ◆ Next door: strategies to align recruiting and other higher education relationships with sustainability goals (with Rick)
- ◆ Appoint rapporteurs





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