



New WRI Report on Business Schools Released

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Society's future is tied to the quality of business leadership—leadership able to recognize and measure the long-term impact of business decisions on the natural environment, on employees, and on the communities in which businesses operate. *Beyond Grey Pinstripes: Preparing MBAs for Social and Environmental Stewardship*, WRI's second survey of MBA programs, was launched on October 7, 1999 in New York. Prepared jointly by WRI and the Aspen Institute's Initiative for Social Innovation through Business (ISIB), it serves as a follow-up to WRI's 1997 report *Grey Pinstripes with Green Ties*, and identifies U.S. business schools training their students to handle complex social issues and provide stewardship of fragile environmental resources.

Sixty-two schools reported activities, including twenty-four of the top twenty-five ranked U.S. business schools. Key findings of the report are:

- Only 20% of the 313 business schools surveyed prepare their students for the environmental and social needs of business.

- 58% of schools reporting activities had at least one core class with environmental content, but 40% of the coverage is in ethics classes.
- Project-based "experiential learning" activities, offered by 26% of business schools, seems to be the new tool for offering students a multi-disciplinary approach to business problem solving which includes social and environmental context for business decision making.

The report also names top business schools, and challenges business leaders to align their business school support with their corporate social and environmental stewardship efforts.

Other new sections of the report include the 1999 Faculty Pioneer Awards, which celebrate both emerging and/or demonstrated leadership and risk-taking in business education (see photo of winners on Page 2), and an international section highlighting schools worldwide with innovative programs that link sustainability topics with business decision-making.

(Continued on Page 2)

MBA Report (cont.)

(Continued from Page 1)

The report has already been covered by *The Chronicle of Higher Education*, *Business Week*, and *The Financial Times*, as well as significant coverage by local media where the top schools are located. In addition, Robert Burt, CEO of FMC Corporation and incoming chair of the Business Round Table (BRT), publicly endorsed the report through an open letter to business school deans supporting the findings.

The printed version of *Beyond Grey Pinstripes* is geared for a corporate audience in the effort to make an impact on corporate recruiting as leverage to motivate business schools to incorporate sustainability into their curricula. The report can be ordered on-line at www.wristore.com/wristore/beygreypin.html, or see alternative ordering information on Page 3 (ISBN 1-56973-419-4).

The full report, as well as supplementary material useful for business school professors and students, is also available on the Internet at www.wri.org/wri/bschools. For more information on the report, please contact bschools@wri.org.



BELL in Hong Kong

On November 17-20, Hong Kong Polytechnic University (HKPU), in conjunction with WRI and the University of Tennessee, hosted the conference *Environmental Issues and Business Education in Hong Kong*. As a training workshop for business school faculty and deans in Hong Kong, mainland China, Indonesia and the Philippines, the event was held at the Hotel Nikko, a "Good Earthkeeping" campaign participant and winner of several "green" awards. Professor Gerry Fryxell, formerly of the University of Tennessee and now management department chair at HKPU, served as lead organizer for the event.

Participants were from several Hong Kong business schools, as well as five major schools in China, including Tsinghua University, China People's University, Fudan University, Peking University and China University of Science and Technology. The deputy dean of Tsinghua University, Dr. Zhao Chunjun, discussed environmental

issues in management education in mainland China, and Dr. Kebin He, environmental scientist and director of the International Cooperation Office of Tsinghua University, detailed the environmental crisis confronting China today.

Other plenary speakers included James Yeung from Cathay Pacific Airways; Mei Ng, Director of Friends of the Earth in Hong Kong; Barrie Cook, CEO of Cheung Kong Infrastructure Holdings Ltd. and Convenor of the Hong Kong Business Coalition on the Environment; Victor Li, Director of Hong Kong Electric Holdings Ltd.; and Albert Leung, Hong Kong Director of the U.S.-Asia Environmental Partnership. Numerous breakout sessions focused on current practice and pedagogy of environment-business issues in various management disciplines. To view the final agenda, please visit <http://hkpu15.polyu.edu.hk/~mgt/confsem.htm>.

(Continued on Page 7)



The 1999 Faculty Pioneer Award Recipients: (l-r) Lester B. Lave, Carnegie Mellon University; John Ehrenfeld, Massachusetts Institute of Technology (winner of the 1999 Lifetime Achievement Award); Stuart Hart, University of North Carolina, Chapel Hill; and James H. Johnson, Jr., University of North Carolina, Chapel Hill. The winners were selected by a corporate panel of judges, and each received an award of \$1,500.

WRI Corporate Event

WRI held its Third Annual Sustainable Enterprise Summit on October 20-21 in Washington, DC. The theme was "New Century Enterprises" and sessions focused on how companies can succeed while finding solutions to the environmental and human development challenges of the 21st Century. Presentations were made on sustainable design, metrics, emerging markets for storing carbon in forests, supply chain stewardship, recruitment, green shareholder value, natural capitalism, and micro-enterprise markets, among many other topics.

At the Summit, José María Figueres, Former President of Costa Rica and member of WRI's Board, gave an inspiring presentation on Costa Rica and its efforts to become a Micro-Sustainable Enterprise. William McDonough, of McDonough Braungart Design Chemistry and McDonough + Partners, discussed *The Next Industrial Revolution* and described sustainable projects designed by his companies. Amory Lovins, of the Rocky Mountain Institute and co-author of *Natural Capitalism*, illuminated unique examples of sustainable design. The heads of Trigen Energy Corp. and AlliedSignal Power Systems provided real examples of New Century Enterprise formation in action.

For more information on the 1999 Summit please visit www.wri.org/wri/meb/wrisummit/. "Save the Date" for next year's Summit on September 19-20, 2000. Contact Rebekah Paulson for details at rebekahp@wri.org.

New WRI Case Studies

The Summer 1999 issue of *EnviroLink* described three forthcoming cases from WRI. Two of these are now available:

- **Molten Metal Technology** discusses how a high-tech start-up company in the hazardous and radioactive waste management field failed at the crucial commercialization stage of its innovative technology. Its environmental component introduces political and regulatory risks to a complex set of concerns for economic, market and technology risks.

Case A, ISBN 1-56973-429-1

Case B, ISBN 1-56973-430-5

Teaching Note, ISBN 1-56973-431-3

- **The World Resources Institute: Moving to Engage Business** made WRI the topic of a case study used by the George Washington University's School of Business and Public Management for its annual case competition. The case highlights non-profit management issues, and strategic issues underlying environmental partnerships between private sector firms and NGOs.

Case, ISBN 1-56973-435-6

Teaching Note, ISBN 1-56973-436-4

The third case, **Gaining from Greening: Strategic Financing for Energy Efficiency at Chevron**, will be available for sale by the end of December. It describes Chevron's decision process on a \$2 million capital improvement project to upgrade motor systems at its Richmond, California oil refinery, taking a detailed look at the many options for financing such projects. (Case and Teaching Note available December 1999.)

Also from WRI

Getting It Right: Emerging Markets for Storing Carbon in Forests. Michael Totten. WRI and Forest Trends, Washington, DC 1999. \$20.00, ISBN 1-56973-413-5
This report presents a tool for addressing serious environmental trends for the next century—rising greenhouse gas emissions, declining biodiversity, and increased species extinction. Some governments and companies are engaging in deals where areas of forest are protected, or abandoned land is reforested, in return for credits that offset their carbon emissions. The report discusses deals already completed, and opportunities for businesses to start on reducing emissions and conserving forests.

PUBLICATION INFORMATION

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The New Ventures Latin American Tour

Hard work has earned positive results for the New Ventures (NV) program in Latin America. It's "road show" tour was recently kicked-off and the results are pouring in. The tour is:

- Showcasing market opportunities in six environmental sectors (sustainable agriculture, sustainable tourism, certified wood and forest products, renewable energy, eco-innovation, and information technology);
- Providing a venue for investors to present financing options for environmental enterprise;
- Promoting the New Ventures 100K Environmental Business Plan Competition and Environmental Investors Forum; and
- Building a client base for a future brokering program called *ecofinance.net*.

The "road show" is also generating a significant deal flow in each of the countries visited, and institutionalizing channels for this deal flow to NV. Additionally, the NV tour will be a tool for recruiting judges, sponsors, and mentors for the Competition. Many of the "road show" key speakers are from the private sector and multilaterals in each country, as well as from the green funds located there. Among the attendees are representatives from the Ministries of Finance, Environment, and Commerce, and representatives from the Chambers of Commerce and other commerce/export associations. As of mid-November, the

Competition had been introduced in four countries: Colombia, Costa Rica, Ecuador, and Perú.

On October 27, in Bogotá, Colombia, over 200 participants representing every sector of Colombian society, including private sector, industry associations, traditional financial institutions, government, indigenous communities, NGOs, and universities, were attracted to the *Financial Forum for Sustainable Enterprises*. The objective of this event was to present mechanisms for incubating and financing environmental enterprises.

On November 2, in San José, Costa Rica, NV held a breakfast meeting, *Opportunities for the Financing of Environmental Enterprises in Costa Rica*. Former President José María Figueres welcomed the participants, and Astrid Fischel, the Vice-President of the Republic also attended. Lawrence Pratt, professor and associate at INCAE's Competitiveness Center for Sustainable Development, gave opening remarks about the growth of NV's six sectors.

On November 4, in Quito, Ecuador, NV held another successful breakfast meeting, where Yolanda Kakabadse, current Minister of the Environment, gave opening remarks. The working group in Ecuador discussed the most appropriate mechanisms to further promote New Ventures and capital

investment in sustainable business in Ecuador. While in Ecuador, NV also held meetings at Universidad Católica and Universidad San Francisco de Quito.

On November 9, in Lima, Perú, New Ventures held a third breakfast meeting that was attended by representatives from both the private and the public sectors, entrepreneurs, and NGO representatives. NV announced the Competition and presented financing opportunities for environmental enterprises.

During the remainder of November, and early December, Mexico, Panama, and Brazil will be visited by the "road show." Apart from the NV tour, the website *ecofinance.net* was launched on November 15, 1999. This website offers full information about the Competition and Investors Forum. It also includes all pertinent registration materials and information, due by February 15, 2000. It is apparent that New Ventures is quickly gaining success and recognition throughout Latin America. Its programs are constantly being improved and plans for the Environmental Business Plan Competition and the Environmental Investors Forum are shaping up to further NV's success in Latin America.

For more information on New Ventures activities, please contact Virginia Barreiro at virginia@wri.org.

La Gira de New Ventures en América Latina



El trabajo arduo ha dado resultados positivos para el Programa de New Ventures (NV) en América Latina. Tanto la reciente gira de lanzamiento como sus resultados han sido increíbles. La gira se concentró en lo siguiente:

- presentar oportunidades de mercados en seis sectores ambientales (agricultura sostenible, ecoturismo, aprovechamiento forestal, energía renovable, ecoinnovación y tecnología de la información);
- abrir espacios para que los inversionistas presenten opciones de financiamiento para las empresas sostenibles;
- promocionar el Primer Concurso de Negocios para Empresas Ambientales de América Latina y el Foro Ambiental de Inversionistas; y
- constituir una clientela base para futuros programas, la página de Internet *ecofinance.net*.

La gira de lanzamiento está generando una gran cantidad de contactos en cada país visitado, y estas instituciones a su vez producirán un mayor flujo de información hacia NV. Asimismo ha servido de herramienta para reclutar jurados, patrocinadores y mentores para el Concurso. Muchos de los expositores provenían del sector privado en cada país, así como del sector de fondos verdes especializados. Entre los invitados figuraron representante del Ministerio de

Finanzas, Ambiente, y/o Comercio, y de las Cámaras de Comercio y otras asociaciones dedicadas al comercio y/o a la exportación. Hasta mediados de noviembre, la competencia se había presentado en cuatro países: Colombia, Costa Rica, Ecuador y Perú.

En el evento de lanzamiento en Bogotá 27 de octubre del año en curso se hicieron presentes cerca de 200 participantes representando al sector privado, los gremios industriales, las instituciones financieras tradicionales, el gobierno, las comunidades indígenas, el sector no gubernamental y las universidades, todos los cuales mostraron un gran interés en el Foro Financiero de Empresas Sostenibles. El objetivo de este evento era presentar mecanismos de incubación y financiamiento para negocios ambientales.

El 2 de noviembre en San José de Costa Rica el equipo de NV tuvo un desayuno de trabajo sobre Oportunidades de Financiamiento para Empresas Ambientales en América Latina. El Ex-Presidente José María Figueres pronunció las palabras de bienvenida, y Astrid Fischel, la Vice-Presidenta de la República también asistió. Lawrence Pratt, profesor y asociado del Centro de Sostenibilidad y Competividad de INCAE, dio una exposición acerca del crecimiento de los seis sectores de NV.

El 4 de noviembre en Quito, Ecuador NV tuvo otro exitoso desayuno de trabajo donde Yolanda Kakabadse, actual Ministra del Medio Ambiente, dio las palabras de bienvenida. Allí el equipo de trabajo de NV habló sobre los mecanismos más adecuados de promover NV y capital de inversión para empresas sostenibles en Ecuador.

El 9 de noviembre en Lima, Perú NV organizó un desayuno de trabajo y presentación a los que asistieron representantes del sector privado y público, empresarial y no gubernamental. NV anunció su Concurso y describió oportunidades de financiamiento para empresas ambientales.

Durante lo que queda de noviembre y a principios de diciembre el equipo de NV visitará Panamá, México y Brasil. Asimismo, el 15 de noviembre de 1999 se lanzó *ecofinance.net*, donde se ofrece información completa acerca el Foro Ambiental de Inversionistas. También incluye todos los materiales de registro (la fecha límite es el 15 de febrero de 2000), así como información adicional pertinente. En resumen, New Ventures está mostrando logros y obteniendo reconocimiento en América Latina.

Para mayor información sobre las actividades de NV diríjase a Virginia Barreiro, e-mail: virginia@wri.org.



LA-BELL News/Informativo

LA-BELL's Electronic Bibliography

LA-BELL is about to launch the Electronic Bibliography for Sustainable Development Business in Latin America, an extensive on-line resource for professors. The bibliography provides full listings of "information objects" on the topic of sustainability and business, in a wide variety of formats. All "information objects," including books, compact discs, web pages, case studies, and more, are required to be applicable for business administration courses, fall within the context of business in Latin America, and be written in Spanish or Portuguese. These requirements ensure that the bibliography

is a comprehensive, one-stop-shop for business professors in Latin America looking for resources on sustainability and environment in business.

Currently there have been over 225 resources contributed to the bibliography, and more are being compiled every day. New resources can be contributed to the website simply by completing an on-line form, or contacting the consultant in Latin America working with WRI on the project. The site is being launched in two phases: Phase I will be available on-line December 15, 1999, and Phase II

will involve a major update on further information received through January 31, 2000. The site will also be continuously updated from that point forward, as INCAE (a major business school in Costa Rica within the LA-BELL network) is providing support to the project by contracting two people to work on the bibliography on a part-time basis.

Visit www.wri.org/wri/meb/lablsurv.html to view the bibliography, and for information on adding resources to it. For more information, contact Patricia Londoño at patricia@wri.org.

LA-BELL Bibliografía Electrónica

LA-BELL (Latin America-Business Environment Learning and Leadership) recientemente creó la Bibliografía Electrónica sobre Desarrollo Sostenible en los Negocios de América Latina es un recurso nuevo extensivo electrónico para profesores y estudiantes. Esta bibliografía provee un listado completo de "objetos de información" sobre el tema de sostenibilidad y negocios, en una forma variada de formatos. Todos estos "objetos de información", incluyendo libros, discos compactos, hojas de la internet, estudios de casos y más, son aplicables a cursos de administración, estar dentro del contexto de los negocios en América Latina, y estar escritos

en español o portugués. Estos requerimientos aseguran que la bibliografía sea comprensiva, y un lugar donde los profesores de administración de América Latina encuentren información en sostenibilidad y el ambiente en los negocios.

Actualmente, existen más de 225 "objetos de información" en la bibliografía, y más se recopilan cada día. Nuevos "objetos de información" pueden ser añadidos simplemente completando una forma electrónica o contactando el consultor en América Latina trabajando con el Instituto de Recursos Municipales en este proyecto. El sitio tendrá dos fases: Fase I esta disponible

electrónicamente desde el 15 de diciembre, 1999 y la Fase II involucrará una actualización mayor de información recibida hasta el 31 de enero, 2000. Este sitio será continuamente actualizado, INCAE esta proveyendo apoyo en este proyecto contratando dos personas para trabajar en la bibliografía medio tiempo.

Por favor visite www.wri.org/wri/meb/lablsurv.html para ver la bibliografía, y para mayor información de añadir nuevos recursos. Si desea mayor información, por favor contacte a Patricia Londoño en patricia@wri.org.

BELL Network News

Florida Atlantic University's College of Business Administration launched an environmental MBA program in October, with a keynote talk by WRI's Rick Bunch. The 15-month weekend program for fully-employed students infuses the core management curriculum with environmental topics, and relies much on distant-learning techniques and technologies. Thirty-two students are now enrolled, half of whom work in public agencies, and half in the private sector. For information, contact Mantha Mehallis at mehallis@fau.edu or 954/762-5613.

Also in October, the Center for Environmental Policy and Sustainability Management at George Washington University's School of Business and Public Management was opened. WRI and ICF Consulting join GWU as partners in the Center, which develops, conducts, and disseminates academic research on multi-stakeholder environmental interactions; environmental information systems, reports, audits, and indicators; and global and local sustainable development best practices. For information, contact Mark Starik at starik@gwu.edu

or 202/994-5621, or visit <http://www.gwu.edu/~cepsm>.

The Schulich School of Business at York University hired David Wheeler, formerly of The Body Shop, to head its newly renamed Haub Program for Business and Sustainability. Brian Kelly continues to work with the Haub Program, focusing on the development of its new executive-education Sustainable Enterprise Academy. WRI's Rebekah Paulson is on the Academy's advisory board, and Rick Bunch joined the advisory board of the Haub Program. For Academy information, contact Brian Kelly at 416/736-5809 or ecopathways@sympatico.ca. For Haub Program information, contact Nancy Sutherland at nsutherl@ssb.yorku.ca or 416/736-5809.

The University of California's Bren School of Environmental Science and Management held the first session of its Corporate Environmental Management program in Santa Barbara in mid-October. For more information, contact Dennis Aigner at djaigner@uci.edu or 949/824-6229.

Hong Kong (cont.)

(Continued from Page 2)

Over the next several months, Tennessee, HKPU and WRI faculty and staff will work with professors from several Hong Kong schools to develop a series of teaching cases on environment-business subjects in Hong Kong. Next summer, core participants will visit the U.S. to learn about environmental management teaching in Tennessee, and attend the 2000 BELL Conference.

Thank you to the Council of State Governments and the U.S.-Asia Environmental Partnership for supporting the Hong Kong project. WRI also thanks the Dutch Foreign Ministry and the GE Fund for supporting participation from mainland China and the Philippines.

Resource

Industrial Ecology Symposium

The University of Jyväskylä, with the Helsinki University of Technology and the University of Helsinki, will be hosting the Helsinki Symposium on Industrial Ecology and Material Flows (HelSIE) in Finland on August 31 - September 3, 2000. HelSIE will bring together an international interdisciplinary group of researchers, experts and practitioners to discuss current issues as well as new trends and research findings. This exchange of ideas and dialogue aims to bring new viewpoints to this complex, highly current debate. Keynote speakers at the event will include Brad Allenby (AT&T and Columbia University) and Heinz Strebel (Karl-Franzens-Universität, Graz).

The first "Call for Papers" from researchers and practitioners in industrial ecology, material flows, and earth systems engineering has been issued. Papers should address the following areas relevant for this symposium: waste-to-product developments; earth systems engineering; input-output methods; product life cycle ecology; dynamic modeling of material and energy fluxes; integration of processes within and across firms; and regional industrial ecology.

Send abstracts of papers (200-300 words) by January 15, 2000, or any questions, to: Minna-Maari Karvonen, University of Jyväskylä, Helsinki, Finland, Tel: +358-14-260 2691; Fax: +358-14-260-2968; Email: minkarvo@tase.jyu.fi; Website: www.jyu.fi/eema

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