



## China BELL Conference Report

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*China BELL 2000: International Conference on Environment and Business Education*, held November 3-5 in Beijing, launched BELL in mainland China. The goal of the conference was to develop a clear set of needs, formulate recommendations for the Chinese MBA curriculum committee, expand the nascent China BELL network, and link it with the North and Latin American BELL networks. The conference was sponsored by the **State EPA** and hosted by the **Center for Environmental Education and Communication** in Beijing, and featured breakout sessions led by teams of academics from Chinese, Hong Kong, and North American institutions. Supporting organizations included **WRI**, **The Wharton School**, **the Centre for Environmental Management Education and Development**, **World Bank Institute**, and the **Chinese National MBA Education Supervisory Committee**. The conference organizers are grateful to **Citigroup**, **Ford Motor Company**, **Cathay Pacific**, and **Dragonair** for their direct sponsorship of the November China BELL event.

The conference featured speeches by **CHENG Siwei**, Vice-Chair of the Standing Committee of the National People's Congress, **QU Geping**, Chair of the NPC Environmental and Resources Protection Committee, and WRI President **Jonathan Lash**, President, World Resources Institute. The conference also received an endorsement letter from **Premier ZHU Rongji**. The closing plenary featured remarks by **ZHAO Chunjun**, Dean of the School of Economics and Management at Tsinghua University, and Vice-Chair

of the Chinese National MBA Supervisory Committee. Industry representatives from **Kodak**, **Motorola** and **ABB** spoke on how integrating sustainable development into their business plans has become a business driver.

More than 60 participants from 29 mainland China business schools, 12 international academic advisors from seven schools in the U.S., Canada and Hong Kong, and numerous representatives from industry, government and non-profit organizations, took part in the conference.

Participants emerged convinced about the need for the project, fortified by industry support, and enthused by the opportunities for integrating environment and sustainable development into China's management curriculum. Throughout the conference, questions about how to implement a distinctly Chinese BELL were raised.

While BELL has been successful at enlisting the direct involvement of deans from several prominent management schools, we must continue to work to enlist the support of other deans. One important organization for building support among deans is the national MBA curriculum committee, which will continue discussion about environmental subjects in management at its winter meeting. Over the coming months, WRI will work with its partner business schools in China, the CEEC and sponsoring companies to develop and launch a multi-year project plan for China BELL that includes these elements and more.

## Director's Corner:

# Entering 2001 with an Impact

by Liz Cook, Director of MEB



As we approach the end of the year, I would like to share with you a few recent accomplishments that position us to have a significant impact in the year ahead. As you know, our program works with corporations and entrepreneurs to tackle the challenges WRI cares deeply about: climate change, biodiversity loss, and improving people's lives. We also target business school education to ensure that the next generation of business leaders responds to these challenges and treads lightly on the planet in their business endeavors. In 2000, we made progress on all these fronts.

### **Organizing the First-Ever Environmental Investor Forum in Latin America**

In September, at our New Ventures Investor Forum in Rio de Janeiro, we brought together over 75 entrepreneurs and more than 50 European, U.S. and Latin American investors with a shared mission of building dynamic businesses with "environmental flair." These businesses have the potential to transform Latin American economies, while providing significant social and environmental benefit. Finalists of our New Ventures Business Competition presented their plans to investors at the Forum, and today more than ten are in active due diligence from relationships we initiated. In the coming year, we will expand our Environmental Enter-

prise Corps that provides business advisory and capital search services to such promising start-up and early stage companies. By popular demand, we will organize another Investor Forum.

### **Launching the Green Power Market Development Group**

We have formed a partnership with ten large companies to build the market for low-cost green power. These companies – representing eight percent of U.S. industrial energy demand – have made a commitment to buy enough power generated by solar, wind, landfill gas, and other green energy technologies to create 1000 MW of new capacity by 2010. We plan to announce the Group's first purchases in Summer 2001. Stay tuned.

### **Creating a New Tool for Corporate Greenhouse Gas Inventories**

In collaboration with the World Business Council on Sustainable Development, we have convened over fifty companies and organizations to develop a standard method for measuring and reporting business greenhouse gas emissions. The GHG Protocol, as it is called, will make it easier for companies to get a grip on their emissions and take action. It will also enable public interest groups to monitor and drive corporate performance. A road-test of this new tool is underway. Our goal is

to get 100 companies using it within a year of its release.

### **Creating a New Environmental Network of Business Schools in China**

Fifty percent of the business schools in China showed up for a conference we organized in Beijing in November to launch a network of Chinese professors who are committed to integrating environment and social issues into their school curriculum. Premier Zhu Rongji – who also serves as the Dean of Tsinghua University School of Economics and Management – issued a statement underscoring the importance of this initiative and the need to instill a sense of responsibility to society among enterprise managers. In the months ahead, we will develop case studies, facilitate international exchange of professors between U.S. and Chinese schools, and create a video series of corporate leaders speaking about environment and business strategy for instructional use.

We hope you will find these activities as exciting as we do. Please don't hesitate to ask us for more information and join our efforts.

## WRI Staff Update

The Management Institute for Environment and Business (MEB) recently gained two new team members: **Luiz Carlos Ros** and **Amy Sprague**.

Amy has taken over the reins as Business Education Coordinator for the Environmental Enterprise Corps and New Ventures. She received her M.A. in Latin American Studies and M.P.Aff. at the University of Texas at Austin, and interned with the State Department at the American Embassy in Venezuela.

Luiz Carlos Ros recently joined WRI as the Director of MEB's New Ventures project, and will work to promote socially and environmentally sustainable business practices in Latin America. Prior to joining WRI, Luiz directed the National Environmental Fund for the Brazilian Ministry of Environment, and has also worked as an Environmental Specialist for the World Bank, and an Industrial Project Analyst for the Brazilian Secretary of Industry, Commerce and Tourism. He received his M.S. in International Relations

from the Universidade de Brasilia. Welcome Luiz and Amy!

We are sad to report that Allison Clifford, MEB Business Education Coordinator for the past three years, has left WRI for a position with the Centre for Development and Population Activities. Allison played a critical role in the success of BELL and was editor of EnviroLink. She will be missed, and we wish her the greatest success and fulfillment in her new position.

# Environmental Enterprise Corps: New MBA Practicums with Green Start-ups

From saline agriculture in Mexico to Information Technology in Ecuador and hardwood flooring in Bolivia, WRI's Environmental Enterprise Corps (EEC) is recruiting teams of MBA students and professors to consult with environmental enterprises in Latin America. The EEC assists innovative and promising environmental enterprises in the region that require outside assistance to help prepare the most bankable business plan to attract investment to launch or expand their businesses.

**Ferfimac S.A.**, an Argentine company that is patenting and will start marketing a device that reduces automobile exhaust contaminants and carbon monoxide emissions while increasing fuel

efficiency, is seeking EEC assistance to develop a comprehensive marketing strategy to penetrate the US market. Ferfimac previously received EEC support while the company prepared its business plan for the final round of WRI's New Ventures Business Competition. Ferfimac was a finalist of the Competition, and since then has attracted investor attention.

Other available enterprises include:

- **Ocean Desert Enterprises**, which uses saline water to irrigate coastal and inland deserts in Mexico to cultivate salt-tolerant plants
- **SIGNUM**, an Ecuadorian company that develops software
- **Vehizero**, a Mexican company that is developing a hybrid electric delivery vehicle
- **Guyana**

**Timber Industries, Ltd.**, a company based in Georgetown, Guyana that is undergoing the process of certification from the Forestry Stewardship Council (FSC) and will start supplying construction, decorative and furniture timber.

Thirteen projects are currently available, with more under development. WRI matches each client venture with the first student-professor team to submit a fully qualified bid, so teams should act quickly to get their top project choices. For a complete listing of available enterprises and information regarding forming a team and submitting a bid, please visit the Environmental Enterprise Corps tab at [www.ecofinance.net](http://www.ecofinance.net) or contact Amy Sprague at [amys@wri.org](mailto:amys@wri.org) or (202) 729-7669.

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## El Cuerpo Empresarial Ambiental: Proyectos nuevos con empresas ambientales

Desde actividades agrícolas en zonas salinas en México hasta aplicaciones digitales y de información en Ecuador, pasando por la industria de pisos de madera en Bolivia, el Cuerpo Empresarial Ambiental (EEC por sus siglas en inglés) del WRI está haciendo un llamado a equipos de estudiantes y profesores de MBA interesados en prestarle asesoría a nueve empresas de América Latina. El EEC asesora a algunas de las empresas ambientales más innovadoras de la región en fortalecer sus planes de negocios y atraer capital de inversión para lanzar o ampliar sus empresas.

**Ferfimac S.A.**, por ejemplo, una empresa argentina que está patentando y comenzará la comercialización de un dispositivo que reduce los contaminantes emitidos por los automóviles y aumenta la eficiencia del combustible, está solicitando

ayuda del EEC para desarrollar una estrategia que le permita entrar en el mercado de los Estados Unidos. Ferfimac previamente recibió los servicios del EEC para preparar el plan de negocios que fue presentado en la última fase del Concurso de Negocios de New Ventures. Ferfimac fue uno de los finalistas del Concurso, y como resultado ha despertado el interés de los inversionistas.

Otras empresas que están solicitando la asistencia del EEC incluyen a • **Ocean Desert Enterprises**, una empresa que utiliza el agua salina para irrigar desiertos costeros e interiores en México y cultivar plantas que toleran condiciones salinas • **SIGNUM**, una compañía de Ecuador que desarrolla software • **Vehizero**, una empresa mexicana que está desarrollando vehículos eléctricos híbridos • **Guyana Timber Industries, Ltd.**, una empresa ba-

sada en Georgetown, Guyana que se encuentra en el proceso de obtener la certificación del Consejo de la Administración de la Silvicultura (FSC) y que comenzará a proveer madera para la industria de la construcción, muebles o como madera decorativa.

Actualmente el EEC tiene trece proyectos disponibles. El WRI asignará cada proyecto al primer equipo calificado de estudiantes que envíe una solicitud completa, de manera que los equipos deben actuar rápidamente para asegurar sus opciones preferidas. Si está interesado en ver la lista completa de empresas disponibles y obtener más información sobre cómo formar parte del EEC, por favor visite [www.ecofinance.net](http://www.ecofinance.net) y haga click en Environmental Enterprise Corps o contacte a Amy Sprague: [amys@wri.org](mailto:amys@wri.org); (202) 729-7669.

# First Investor Forum for Latin America's Most Innovative Environmental Entrepreneurs

The New Ventures program of WRI hosted a successful first Investor Forum in Rio de Janeiro in late September. The Forum attracted over 200 individuals, including 75 environmental entrepreneurs seeking capital and opening markets for new products. In addition to providing a unique networking opportunity, the Forum provided valuable content for entrepreneurs and investors working or interested in Latin America's green sectors. Addressing topics such as "Liquidity in Latin America," the Forum's primary objective was to generate momentum around environmental entrepreneurship and provide an educational experience.

In business terms, the Forum provided a venue for the initiation of exciting relationships. Currently, over ten businesses are in due diligence with the most repu-

table investors including **GMO Renewable Resources**, **E&Co** and the **Corporación Andina de Fomento**. Several investor groups are also exploring future co-investment opportunities. Institutions represented at the Forum include **A2R Fundos Ambientais**, **First Analysis**, **Banco do Brasil**, the **International Finance Corporation**, and the **Multilateral Investment Fund**.

The Forum also culminated the New Ventures' Business Competition and a panel of judges comprising investors and industry experts honored four environmentally friendly enterprises. Winners include a Colombian organic, shade grown, bird-friendly coffee producer and exporter; a Bolivian manufacturer of hardwood flooring from certified forests; a Mexican company that produces and

markets Forest Stewardship Council-certified natural charcoal; and an Ecuadorian manufacturer of certified organic bio-inputs for the aquaculture industry.

## What is next for New Ventures?

Next year, New Ventures will continue to identify, strengthen, and access finance for early-stage environmental businesses and grow the network of equity investors, progressive entrepreneurs, and business support organizations. In February, New Ventures will meet with a steering committee comprising select local partners to design and plan future events.

Please visit [www.ecofinance.com](http://www.ecofinance.com) for more information about New Ventures as well as available materials from the Investor Forum.

## El primer Foro de Inversionistas en América Latina para empresarios ambientales

El programa New Ventures del Instituto de Recursos Mundiales (WRI) recientemente realizó su primer Foro de Inversionistas para empresas ambientales llevado a cabo en Río de Janeiro a finales de septiembre. El Foro contó con la asistencia de más de 200 participantes, incluyendo a 75 emprendedores buscando financiamiento y operando en mercados ambientales de alto crecimiento. Además de ofrecer una oportunidad única para establecer contactos, el Foro demostró las ventajas y oportunidades que ofrecen las empresas ambientales de América Latina y también desarrolló varios temas de interés tanto para los empresarios como para los inversionistas interesados en los sectores ambientales de la región.

En cuanto al fomento de negocios, el Foro facilitó nuevas relaciones y alianzas entre los participantes. Actualmente, alrededor de diez de empresas que participaron en el Foro están siendo consideradas como opciones de inversión. Asimismo, varios inversionistas están

discutiendo oportunidades de colaboración e inversión conjunta. El Foro contó con la presencia de reconocidos fondos de capital de riesgo como **A2R Fundos Ambientais**, **First Analysis**, **Banco do Brasil**, **GMO Renewable Resources** y **E&Co** y de fondos multilaterales de desarrollo como **la Corporación Financiera Internacional (IFC)** y **el Fondo Multilateral de Inversión (FOMIN)**.

El Concurso de Negocios de New Ventures se culminó durante el Foro. Un grupo de inversionistas y expertos de diferentes industrias seleccionaron y premiaron a cuatro empresas ambientales. Las empresas ganadoras incluyen 1) Una empresa colombiana que produce y exporta café orgánico especial, que cuenta con la certificación de "shade grown" y "bird-friendly"; 2) La única empresa en Sur América que manufactura pisos de madera de alta calidad producidos con madera proveniente de bosques certificados de la región; 3) una empresa mexicana que produce y mercadea carbón natural de leña de bosques certificados

por el Forest Stewardship Council (FSC); y 4) Una empresa ecuatoriana que produce alimentos orgánicos para la industria del camarón y de acuicultura.

## Cuál es el Futuro de New Ventures?

El próximo año, New Ventures continuará identificando y apoyando a empresarios latinoamericanos que operan en industrias ambientales, conectándolos con inversionistas, posibles socios y compradores. New Ventures también seguirá ampliando su red de inversionistas, organizaciones de apoyo empresarial y otros socios locales. En febrero, New Ventures convocará a un grupo de representantes de instituciones locales e internacionales para planear el futuro de New Ventures y las actividades a desarrollar durante el 2001.

Si desea más información sobre New Ventures y acceso a los materiales presentados en el Foro, visite [www.ecofinance.com](http://www.ecofinance.com).



# 2001 BELL CONFERENCE

Business ❖ Environment ❖ Learning ❖ Leadership



## *Emerging Digital Technologies: Opportunities and Risks for Business, Society, and the Environment*

*Sponsored by:*

**World Resources Institute**

**The Wharton School, University of Pennsylvania**

## SAVE THE DATE

**Thursday, July 19 (evening) through Saturday, July 21, 2001**

**The Inn at Penn, Philadelphia, Pennsylvania**

Digital technologies are changing economic structures, organizations, and networks at an unprecedented speed. As businesses rush to keep up with changes in what has been called “the new economy,” the environmental and broader social effects of these new technologies have only begun to be thought about. With the greater connectivity enabled by new digital technologies – including forecasts of as many as one billion internet connections around the world by 2005 and three billion by 2010 – the new digital technologies are creating opportunities for businesses to manage their operations and relationships with greater environmental and social sensitivity. In addition, digital technologies suggest new methods of managing environmental risks through the better use of information and communication with various stakeholders, including investors, managers and employees, customers, suppliers, nonprofit organizations, and government. The 2001 BELL Conference will explore how business schools can prepare future managers to pursue business strategies related to emerging digital technologies and the natural environment by focusing on teaching methods, new research, and best business practices in the following key topic areas:

- **New markets** of global geographical scope and new dimensions (e.g., cyberspace, B2B commerce). Will the development of these new markets worsen the “digital divide” or yield “digital dividends”?
- **Company strategies** for new product development, consumer marketing, supply chain management, and informational reporting to shareholders and the public. What do managers need to know?
- **Public and private partnerships** among business, government, and nonprofit public interest groups. Can digital technologies encourage new models of regulatory cooperation and innovation through informational regulation and third-party certification?
- **Leading edge examples** of companies and other organizations in the following sectors: chemicals, forestry, energy, and high-tech computers/communications. What are the best business models?

*For further information, please visit <http://www.wri.org/wri/meb/>. Or contact:*

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## Briefing

### WRI's *Creating Digital Dividends* Conference

Is the global digital divide a problem or business opportunity? That question brought leading executives from digital companies together for a WRI conference October 16-18 in Seattle. The powerful answer that emerged from the conference, shared by nearly all the participants, was that the digital divide is both an urgent problem and a potentially significant opportunity.

Speaker after speaker made the case for real business opportunities in creating a new portfolio of digital products and services to meet the needs of developing regions and to address growing environmental challenges. These opportunities for creating profits and social benefits – digital dividends – and novel business approaches to achieve them were the focus of the conference:

- Amazon.com founder **Jeff Bezos** pointed to the huge efficiency gains possible from digital technologies and e-commerce and their potential to reduce environmental impact. He also emphasized that developing regions could leapfrog traditional development by skipping entire layers of infrastructure.
- **George Weyerhaeuser Jr.** described how the giant timber company is using digital technologies to maximize timber yields while also assuring biodiversity, water quality and other environmental factors.

Other speakers included **Bill Gates** of Microsoft, Hewlett-Packard chairman and CEO **Carly Fiorina**, **Rob Glaser** of

RealNetworks, renowned venture capitalist **Vinod Khosla**, and University of Michigan business professor **C.K. Prahalad**. More information about the conference is available at [www.digitaldividend.org](http://www.digitaldividend.org), and in a supplement to the December 8 edition of BusinessWeek.

The 2001 BELL Conference, scheduled for July 19-21 and hosted by The Wharton School at the University of Pennsylvania, will examine the role that business schools can play in creating digital dividends of environmental and social benefits. For more information, please see the conference announcement included in this newsletter.

## Report

### BELL Workshop in Monterey, CA

On November 17, thirty business school and other professors from nine colleges and universities, local business leaders and others gathered at the Monterey Institute for International Studies (MIIS) for *Environmental Topics in the Business Curriculum: Synergies for the Future*, a program offered by MIIS and WRI. The workshop was part of an ongoing, occasional series of one-day WRI events designed to brief professors on how to integrate environmental and sustainable development topics into programs of study.

**Mark Verbonich** of Pebble Beach Company, **Bill Hayward** of Hayward Lumber and **Bruce Paton** of Rolltronics addressed *Environment: Why Should Business Schools Care?* Verbonich explained that Pebble Beach, and the Monterey Peninsula as a whole, rely heavily on tourism revenue attracted by the area's great natural beauty, compelling the company to make its development plans compatible with environmental conservation and re-

quiring the company to use the highest environmental standards for golf course design and maintenance, facility operations, and waste management. Hayward, representing the only U.S. lumber company currently stocking certified-sustainable wood, described the operational and marketing challenges of the company's green products, its new eco-efficient manufacturing facility, and many other initiatives. Paton discussed the process of considering environmental performance at the point of company start-up in the high tech business. All three specified important training and education they would like to hire in business graduates today, perhaps best summarized as solid understanding of practical sustainable development.

Next, Professors **Charles Corbett** of UCLA, **Magali Delmas** of UC-Santa Barbara and **Doug Cerf** of Cal Poly-San Luis Obispo led disciplinary breakout workshops in green operations and produc-

tion, green strategic planning and green accounting, respectively. Each session featured overviews of current research trends, course and module outlines, and suggested teaching tools and approaches, as well as lively discussion among all the participants. **Rick Bunch** of WRI later presented business-environment teaching resources and models then teamed with Dr. Laura Strohm of MIIS to present trends and strategies on job placement for business students with environmental coursework backgrounds.

Conference materials are available from Laura Strohm at [lstrohm@miis.edu](mailto:lstrohm@miis.edu). WRI thanks Dr. Strohm and Melissa Gutheil of MIIS for their energy and leadership in planning and organizing this workshop, all the speakers, and the Hayward Family for its generous grant, which made the event possible.

# Resources and Opportunities

***The Monsanto Company: Quest for Sustainability (A) and (B) teaching cases with instructor note***  
by Erik Simanis and Stuart Hart of the University of North Carolina

Explores the strategic drivers and implications of Monsanto's sustainability-driven transition from a chemical concern to a life sciences entity. The case can be employed in a strategy course or a specialized elective on strategic environmental management and sustainable development, and in either one or two class sessions. It allows for discussion along four primary axes: 1) the strengths and weaknesses of Monsanto's sustainability-driven corporate strategy, both in terms of developing and industrialized economies; 2) views on sustainable agriculture and emerging drivers; 3) the escalating importance of broad-based stakeholder engagement and the growing power of civil society; and 4) the process by which a strategic vision is conceived, communicated, and institutionalized. Buy online at <http://www.wristore.com> or call 1-800-822-0504 weekdays.

***Coming Clean: Corporate Disclosure of Financially Significant Environmental Risks***  
Robert Repetto and Duncan Austin  
World Resources Institute, 2000  
<http://www.wri.org/capmarkets/pureprofit.html>

*Coming Clean* shows some pulp and paper companies are not disclosing prospective environmental risks that may significantly affect financial performance. The new report is a follow-up to *Pure Profit: The Financial Implications of Environmental Performance* in which Repetto and Austin assessed how pending environmental issues could affect the performance of 13 leading U.S. pulp and paper companies. For *Coming Clean*, the authors reviewed financial statements filed by these companies in 1998 and 1999. Few companies adequately disclosed financial risks or potential competitive impacts arising from exposures to known environmental uncertainties. Although *Coming Clean* examines only

one sector, there is no reason to believe that pulp and paper is the only sector in which company reports are incomplete concerning environmental risks and differentials in environmental exposure between companies.

***Contemporary Environmental Accounting: Issues, Concepts and Practice***  
Steffan Schaltegger and Roger Burritt.  
Greenleaf Publishing, 2000

Steffan Schaltegger and Roger Burritt, two of the world's foremost experts on the subject, have come together to write the definitive book on environmental accounting. Engaging and accessible, this book is suitable for academics and professionals alike, and requires no prior knowledge of environmental accounting. Schaltegger and Burritt outline contemporary conceptual approaches to environmental accounting, with topics ranging from eco-asset sheets to contingent environmental liabilities, and offer examples on how these approaches have been implemented in North America, Australia, and Europe. Each chapter ends with a series of questions for review.

***Ecology of the New Economy: Sustainable Transformation of Global Information, Communication, and Electronics Industry***  
Edited by: Jacob Park and Nigel Roome  
Greenleaf Publishing, 2000

The "new economy" of the global communication and information technologies has expanded from obscurity to nearly one billion users in little more than ten years. *Ecology of the New Economy* explores sustainability issues that are emerging with the rise of the global communication economy. Because the growth of the industry has been so recent and rapid, little research has focused on the industry's environmental impact and the ability for these new companies to meet the global sustainability challenge. Park and Roome offer case studies of how sustainability issues are being addressed and integrated by new technology and dot-com corporations, the global digital divide, how communication and information technologies impact policies for sustainability.

**Receive *Green Business Letter* free!**

The AT&T Foundation has generously renewed its sponsorship of free, electronic subscriptions to the *Green Business Letter (GBL)* for students and professors interested in environmental and sustainable development issues in business. The *GBL* is the leading information source for companies, associations, universities, and others striving to integrate environmental thinking throughout their organizations in profitable ways. Each monthly issue offers a wealth of new ideas, strategies, success stories, and hands-on advice that work — today — to go well beyond mere environmental compliance.

To learn more about *GBL*, visit <http://www.greenbiz.org/gbl/index.cfm>. To subscribe, send an e-mail to [gbl@greenbiz.com](mailto:gbl@greenbiz.com) and cite the free AT&T offer. The subscription MUST go to an ".edu" email address. Non-U.S. subscribers without an ".edu" address must provide the name of their institution, their anticipated graduation date, and an e-mail address of an academic advisor or contact to verify. Subscriptions will be delivered via e-mail in PDF format, requiring Acrobat Reader, a free program, to read.

**Conservation and Innovation Scholarships**

The National Fish and Wildlife Foundation and Anheuser Busch are pleased to announce the establishment of a new competitive scholarship program, the Budweiser Conservation Scholarship Program, to support and promote innovative research or study that responds to today's most pressing conservation issues. Under the first year of this program, ten scholarships of up to \$10,000 each will be awarded to cover students' expenses for tuition, fees, books, room and board and other direct expenses related to their studies. The deadline for applications is February 2, 2001. For additional information on this scholarship program, please visit the Foundation's website at [www.nfwf.org](http://www.nfwf.org) and look under "What's New."

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Editor: Rick Bunch

## Beyond Grey Pinstripes 2001 Update

*Will your business school be featured in the 2001 report?*

*Beyond Grey Pinstripes 2001* is the third survey on social and environmental stewardship in management education by The Aspen Institute's Initiative for Social Innovation through Business and the World Resources Institute. Participating in the survey allows your MBA program to demonstrate that it offers an MBA "plus" – a degree that provides graduates the skills, values and long-term perspectives urgently required by today's global corporations. Deans of AACSB-accredited schools have received the survey; encourage your Dean to respond.

*Beyond Grey Pinstripes* is also including faculty perspectives on the incorporation of environmental and/or social issues into business school programs through our faculty survey. If you are business school faculty, please take the time to share your valuable insights with us.

The **Faculty Pioneer Awards** recognize and celebrate the achievements of outstanding tenured or new business school faculty who are designing innovative courses or programs, researching, or writing about environmental and/or social impact management. If you know of business school faculty making an impact towards a sustainable future, nominate them for a Faculty Pioneer Award.

All survey and nomination forms can be completed at [www.wri.org/wri/bschools/survey.html](http://www.wri.org/wri/bschools/survey.html). If you have any questions or would like an electronic copy of a survey, e-mail [bschools@wri.org](mailto:bschools@wri.org). **The deadline for all surveys is December 15, 2000.**

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