

# WRI ENVIRO *link*

The Management Institute for Environment and Business  
a program of the World Resources Institute



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A Newsletter for Educators in Business & the Environment

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## 1999 BELL Conference

The 1999 BELL Conference will be held at the University of Michigan's Business School in Ann Arbor on Friday, July 9 through Sunday, July 11. The conference will feature keynote addresses on integrating sustainability issues into the business curriculum, as well as presentations by professors on new teaching cases, panel discussions on emerging environmental topics important to business education, and presentations on innovative business-environment teaching initiatives and programs. If you have an idea for a session, please contact Rick Bunch via e-mail at [rickb@wri.org](mailto:rickb@wri.org).

We expect up to 200 business faculty from all disciplines around the world to participate this year, in addition to representatives from leading private sector organizations, government agencies, and NGO issue and policy experts.

A preliminary agenda, registration form, and other logistical information are available at [www.wri.org/wri/meb](http://www.wri.org/wri/meb). Contact Allison Clifford ([allisonc@wri.org](mailto:allisonc@wri.org) or 202-729-7669) for more information.

## Beyond Green Ties

For business to become a positive force for environmental quality and social sustainability, business leaders require frameworks that enable them to identify, analyze, and respond to societal and environmental challenges and opportunities. Business education remains the best venue for providing these tools to future managers.

The World Resources Institute undertook the 1997-8 business school survey *Grey Pinstripes with Green Ties: MBA Programs Where the Environment Matters* because innovation deserves recognition. *Green Ties* recognizes and supports the efforts of faculty and business school administrators who take the lead and forge new ground. The survey and report are intended to both highlight their achievements and to give stakeholders an opportunity to share their ideas and build on their efforts.

In January WRI sent out the 1999 survey, *Beyond Green Ties: Building Management Toolkits for the 21<sup>st</sup> Century*, to deans at all 336 AACSB accredited graduate business schools. We received  
*(Continued on Page 2)*

**WRI would like to thank the current funders of the Management Institute for Environment and Business for their generous support of our work.**

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## **Green Ties (cont.)**

*(Continued from Page 1)*

many school responses and look forward to compiling the data collected. A second survey was sent to over 500 business faculty contacts, giving them an opportunity to reward peers and colleagues for their contributions to building explicit links between business education and social and environmental topics. This year we will conduct a student survey as well, and will incorporate the results into the *Beyond Green Ties* report, due to be released in September 1999.

This year's study will build on *Green Ties* as a framework. The previous study did not explicitly address the emerging social issues that companies are facing. This year, we will build a complementary analysis of the social topics addressed in the coursework of the 10 top business schools (as ranked by *US News & World Report*).

To bring together the social and environmental aspects of the study, WRI and the Aspen Institute's new *Initiative for Social Innovation through Business* are teaming up. We are collaborating and learning from each other in studying the overlaps among economic, social, and environmental spheres. We are interested in generating a dialogue, highlighting innovation, and disseminating this information to business leaders, students and academics.

For more information on the *Beyond Green Ties* study, please contact Jennifer Finlay at [jennifer@wri.org](mailto:jennifer@wri.org).

## **MEB Staff Changes**

Matthew Arnold, formerly program director of MEB, has been promoted to senior vice president and chief operating officer of WRI. Matt will oversee WRI's program management, including financial management, personnel, operations, development, and communications. He was founder and president of MEB until its 1996 merger with WRI. WRI will hire a new director for the program, but Matt will continue to be significantly involved in the work of MEB. Good luck, Matt!

MEB also welcomes four new staff members. Norissa Giangola is a Business Analyst for LABELL/New Ventures. She has a B.A. from Duke and formerly coordinated a network of indigenous community-development projects in Ecuador. Douglas Maguire is a Senior Associate in the New Ventures Program. He earned an M.A. at John Hopkins and previously worked with FSE Social Ventures Fund and Yamani Investments.

Megan Shoup, an MEB Program Assistant, came to WRI from the communications firm, Greer, Margolis, Mitchell, Burns & Associates. She received her B.S. from Georgetown University's School of Foreign Service. Kavita Prakash-Mani is a Business Analyst in the BELL program. She formerly worked in the marketing department at SmithKline Beecham Consumer Healthcare in India, and holds an MBA from the Indian Institute of Management, Ahmedabad, India. Welcome to the team!

# BELL Regional Workshops Update

On January 8, 45 faculty and program staff from 11 schools in Washington and Oregon convened at Seattle University to discuss emerging sustainability issues in business, and how to address them in the management curriculum. Rob Shelton, EHS director at Arthur D. Little, and author of *Hitting the Green Wall*, kicked off the day with an overview of ADL's recent study on executive attitudes about sustainable development. Next, representatives of several Seattle-area companies discussed the role of environment and sustainability in their firms' strategies. They included Kirk Thomson, Boeing's director of environmental affairs; Weyerhaeuser strategic planning director Heidi Biggs; and Starbucks environmental affairs manager, Ben Packard.

Rick Bunch of WRI reviewed cases, other publications and resources provided by WRI, and BELL network events for interested faculty. Clark Gaulding of Region 10 EPA discussed the GATE collaboration he spearheads among environment-interested fac-

ulty at Northwest colleges and universities. In the afternoon, Steve Dunn of Idaho State University, Allen Bellas of Seattle University and Mike Russo of the University of Oregon demonstrated to their colleagues how they integrate environmental topics into their courses and research.

WRI thanks the presenters, organizers, and participants who made this workshop a success. We especially appreciate the support of Dean Jan Duggar and the staff at Seattle University for all their hard work.

This workshop was one of a series of one-day events intended to help business faculty unfamiliar with environment and sustainability topics to understand how they might address them in their own teaching and research. The next workshop is scheduled for May 21 at the University of South Carolina in Columbia. The workshop will feature presentations from local industry leaders, and disciplinary workshops led by professors with extensive background in environmental topics.

Stu Hart of UNC-Chapel Hill will give a keynote talk and lead the management and strategy workshop. Ray Gorman, finance professor at Miami University's business school, and director of the MU's Center for

Sustainable Systems Studies, will lead the finance workshop. Ken Baker, professor of operations and dean of the graduate program at the Tuck School at Dartmouth, will conduct the operations session. Don Fuller, professor of marketing at University of Central Florida and author of *Sustainable Marketing*, will lead the marketing workshop. An accounting workshop is also planned. Please contact Trish Jerman at [pjerman@environ.sc.edu](mailto:pjerman@environ.sc.edu), for more details and registration.

## PUBLICATION INFORMATION

Information on all MEB/WRI publications is available on our web site:

<http://www.wri.org/wri/meb>

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The reprint fee of \$1.50 per copy must be pre-paid.

## Attention Business School Professors & Students!

You can still get a free one-year subscription to  
*The Green Business Letter!*

Interested participants should visit [www.wri.org/wri/meb/gbl.html](http://www.wri.org/wri/meb/gbl.html), where they will be asked to complete a brief, on-line entrance survey. WRI is looking for student participation in a one-year study of employer demand for environmental skills and knowledge among MBA's.



# New Ventures in Latin America

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## Investing in Sustainable Enterprise in Latin America

As a result of growing international demand for alternative products and services and in light of emerging Latin American market trends (mass privatization of key industries, liberalization of national markets, the tendency toward political stability, and growing state incentives to attract private investment), private investors and multi-lateral organizations are seeing great economic opportunity in investing in Latin American environmental enterprises. To take advantage of this market, green venture capital funds emerged as a favorable investment mechanism.

In response to current regional trends and as part of WRI's growing commitment to support sustainable enterprise, the New Ventures Business Service for Environmental Enterprises has expanded operations into three Latin American countries: Brazil (as representative from MERCOSUR), Colombia (as door to the Andean countries), and Costa Rica (as platform for further action in Central America). New Ventures will foster sustainable enterprise in these regions, focusing on: organic agriculture, sustainable forestry, renewable energy, and eco-tourism.

New Ventures' method is two-fold: First, New Ventures (NV) provides a complete package of financial and technical services to its clients, attempting to smooth the transition between innovative ideas and economic success. Our goal

is to guide clients from "idea" to "implementation" to "investment." By improving the process of developing ideas into business plans, NV will serve as a pipeline of projects to green venture capital funds, securing these funds' successes and establishing an important economic precedent to further investment in sustainable enterprise in Latin America.

New Ventures also seeks to enhance and build upon the financial/technical resources/capacity available to small- and medium-sized environmental entrepreneurs in Latin America. NV promotes the greening of the financial sector in operating countries, with the end goal of making financial resources more accessible to green entrepreneurs. New Ventures will create both real and virtual support networks for each sector in each operating country.

New Ventures supports environmental businesses that:

1. Are designed to meet international, industry-specific criteria for social and environmental sustainability;
2. Show clear benefit for local peoples and local environment;
3. Have a preliminary business plan, experienced management team, and identified local support;
4. Catalyze changes in market preferences so as to create greater demand for/education about green products and services,

and/or show cleaner, more efficient business operations as a competitive advantage;

5. Provide a multiplier effect within the local economy; and
6. Have potential to be expanded/replicated regionally, nationally, or internationally.

In January, New Ventures launched its Latin American commitment by investing in an organic produce commercialization enterprise, Comercio Alternativo, in Costa Rica. New Ventures will work in conjunction with Comercio Alternativo's management team to refine their business plan and provide them with a portfolio of potential large-scale investors. Check *EnviroLink's* Spring issue for an updated report on New Ventures.

*For more information about New Ventures, please contact:*

**Colombia & the Andean Region:** Patricia Londoño, 202-729-7650 or [patricia@wri.org](mailto:patricia@wri.org)

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**Central America:** Norissa Giangola, 202-729-7661 or [norissag@wri.org](mailto:norissag@wri.org)



# New Resources

***Green Logic: Ecopreneurship, Theory and Ethics.* Robert Issak. Greenleaf Publishing, 1998.**

The lack of progress being made in environmental management is often not as much a question of economics or technology as it is of perception, assumptions, and approaches to problems. *Green Logic* seeks to discover what it takes to motivate entrepreneurs to design and start up green businesses. This book, suitable for both business and academic audiences, significantly pushes forward the debate on environmental responsibility. *To order, visit [www.greenleaf-publishing.com](http://www.greenleaf-publishing.com).*

***Industrial Ecology: Policy Framework and Implementation, 2nd Edition.* Braden R. Allenby. Prentice-Hall, 1999.**

This book explores in depth the policy and strategic considerations relevant to the rapidly evolving field of Industrial Ecology. It provides an overview of the complex relationships between the environment and the sustainability of an industrialized world, and integrates the critical elements of science and technology with policy and business issues. The text is designed for students in engineering and environmental sciences, as well as managers interested in sustainability and the business implications of industrial ecology. *To order, visit [www.prenhall.com](http://www.prenhall.com).*

***Environmental Management: Readings and Cases.* Michael V. Russo, editor. Houghton Mifflin Company, 1999.**

Now more than ever, managers are under pressure to consider how their business decisions ultimately impact our natural environment. *Environmental Management* aims to become the leading text of its kind, addressing the important perspectives surrounding how business operations and management decisions affect the

environment through relevant and concise readings and case studies. *To order, visit [www.hmco.com](http://www.hmco.com).*

***Sustainability Perspectives for Resources and Business.* O. Loucks, O. Erekson, J. Bol, R. Gorman, P. Johnson, T. Krehbiel. St. Lucie Press, 1998.**

Sustainable development is viewed as an integrated, ecological, economic, and social system in which both economic growth and quality-of-life improvements can occur in a unified system complimentary to the maintenance of natural capital. This textbook shows the reader that a sound understanding of the concepts involved in sustainable development is beneficial to businesses, natural resources, and the population in general. *To order, please visit [www.crcpress.com/slpress](http://www.crcpress.com/slpress).*

***Environmental Management and Business Strategy: Leadership Skills for the 21<sup>st</sup> Century.* B. Piasecki, K. Fletcher, and F. Mendelson. John Wiley & Sons, Inc., 1999.**

The AHC Group, Inc. has prepared this text for executives responsible for linking environmental performance to business value. The book uses real corporate successes to illustrate methods that can promote business while addressing the environment. Practitioners and educators in the environmental field helped author the book's essays and case studies, delivering the lessons in a unique and insightful manner. *To order, visit [www.wiley.com](http://www.wiley.com).*

***Sustainable Marketing: Managerial-Ecological Issues.* Donald A. Fuller. Sage Publications, Inc., 1999.**

*Sustainable Marketing* is structured around the "4Ps" of marketing and explains how marketing mix decisions

can and do influence environmental outcomes. The book's running theme is that marketers can reinvent strategy and craft "win-win-win" solutions, where customers win (obtaining genuine benefits), organizations win (achieving financial objectives), and ecosystems win (ecosystem functioning is preserved or enhanced). *To order, visit [www.sagepub.com](http://www.sagepub.com).*

***Doing Better Business Through Effective Public Consultation and Disclosure: A Good Practice Manual.* International Finance Corporation Environment Division. IFC, 1998.**

With increased attention on the utility of sustainable business practices, this manual provides timely "good practice" guidance on how private sector project sponsors can effectively carry out public consultation and disclosure activities on a project's environmental and social assessment in the developing world. The manual is geared towards private sector clients working in the developing world and consulting firms and individuals who manage and conduct environmental assessment activities. *To order, visit [www.ifc.com](http://www.ifc.com).*

***Better Environmental Decisions: Strategies for Governments, Businesses, and Communities.* Ken Sexton, Alfred A. Marcus, K. William Easter, and Timothy D. Burkhardt, editors. Island Press, 1998.**

Decision makers across all sectors of society are increasingly confronted with difficult and complex choices about the environment. *Better Environmental Decisions* responds to the timely need for improved environmental decision making. It offers ideas, insights, and analyses that usefully consider how, as a society, we might go about improving environmental decision-making by government, business, and communities. *To order, visit [www.islandpress.org](http://www.islandpress.org).*

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