



## 2001 BELL Conference to be Held at Wharton

*Digital Technologies and the Environment: New Challenges and Pathways to Sustainability* will be held at The Inn at Penn, near the University of Pennsylvania's Wharton School, from the evening of July 19 to 2:30 PM on July 21.

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 considered. 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. Registration materials are enclosed here. For up-to-the minute agenda and other information, please visit <http://www.wri.org/meb/bell2001.html/>.

The Wharton School and WRI are co-organizers of the conference. Conference sponsorship is being provided by the Wharton Environmental Management Program (with grant support from the Ford Motor Company Fund), Wharton Dean's Office, Wharton e-Business Initiative (WeBI), Wharton Legal Studies Department and Wharton Risk Management & Decision Processes Center. The Alcoa Foundation is the 2001 BELL Network sponsor.

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**How Big Is Your CO<sub>2</sub> Footprint?  
Find Out At:  
[www.SafeClimate.net](http://www.SafeClimate.net)**

### *WRI has International Consulting Projects for MBA s*

WRI's Environmental Enterprise Corps has several new projects to be matched with teams of MBA students for the fall 2001 semester. We bring these projects to you after a very successful spring semester for participating students and entrepreneurs! This spring, a student team from UNC traveled to Patagonia to assist an Argentine firm raising guanaco, a native camelid prized for its high-quality wool. The University of Michigan sponsored two projects and funded trips for their students to the Peruvian Amazon to assist an ecotourism company and to Bolivia to see production of sustainable wood flooring and research the green architectural market.

Travel is not a requirement for all of our projects, as two teams from Boston University met in Boston with leaders of a Costa Rican company that has developed a solar drying system for coffee beans, and teams from Duke and Vanderbilt assisted a sustainable forestry initiative in Guyana and a start-up manufacturer of hybrid electric delivery vehicles in Mexico from their universities. EEC projects are available as

independent study courses or as a major part of an MBA course such as Emerging Markets, Finance, or Marketing, depending on the scope of the project.

New projects include a *Colombian* company that produces natural pesticides made from vegetable extracts; a *Brazilian* company making the transition to the organic production of coffee, milk, and beans; and a *Bolivian* company undergoing certification from the Forest Stewardship Council that produces high-quality wood doors from the Amazon. This summer, a team of University of Michigan MBA students will visit Beijing, Manila and Jakarta to conduct strategic assessment and planning for the prospective expansion of WRI's New Ventures and Environmental Enterprise Corps programs from Latin America.

For a complete list of available projects, please visit the New Ventures Mentoring/EEC tab at [www.ecofinance.net](http://www.ecofinance.net) or contact Amy Sprague at [amys@wri.org](mailto:amys@wri.org).

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## Staff Update

**Pankaj Bhatia** recently joined WRI as an Associate, and will be working on three related projects: GHG Protocol Initiative, WRI CO<sub>2</sub> Commitment and SafeClimate.net, and will serve as team leader of the product life cycle task force for the GHG Protocol Initiative. He has previously worked at an Indian NGO - Tata Energy Research Institute (TERI) for the past seven years, and his main areas of work have been development of energy - efficiency standards and implementation of Montreal Protocol in Indian industry. Pankaj holds a BS in chemical engineering from the Institute of Technology in Banares, India and a MS in process engineering from the Indian Institute of Technology in Delhi, India. Pankaj can be reached at [pankaj@wri.org](mailto:pankaj@wri.org) or at 202-729-7629.

**Lillian Peña Torres** is MEB's new Marketing and Outreach Director. She is responsible for coordinating MEB's fundraising strategies, implementing new communications efforts, and managing WRI's Corporate Council. Prior to joining MEB, Lillian was the Manager of Prospect Research in WRI's Development program for over three years. She held previous positions at the Environmental and Energy Study Institute, United States Chamber of Commerce and Conservation International. Lillian earned her B.A. in Political Science from the University of Maryland at College Park. Lillian can be reached at [lilliant@wri.org](mailto:lilliant@wri.org) or at 202-729-7642.

**Wendy Tao** recently graduated from the Wharton School with a BS in Economics, and will work as a Program Assistant for the Asia BELL and Pinstripes projects. Wendy was an intern with the German Ministry of Environment, speaks fluent Chinese, and has advanced proficiency in German. She can be contacted at [wendy@wri.org](mailto:wendy@wri.org) or at 202-729-7649.

After seven rewarding years with WRI's Environment & Business program and WRI's Corporate Council, **Rebekah Paulson** has left to begin a new life in the rural and university setting of Blacksburg, VA. Rebekah we will miss you!

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## MEB Funders

### Corporate Council Project Sponsors

Alcoa Foundation  
Shell International Ltd.

### Corporate Council Associates

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Citigroup Foundation  
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### Corporate Contributors

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AVINA Foundation  
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The Nathan Cummings Foundation  
The Energy Foundation  
W. Alton Jones Foundation, Inc.  
The John D. and Catherine T. MacArthur Foundation  
Charles Stewart Mott Foundation  
National Fish & Wildlife Foundation  
Netherlands Ministry of Foreign Affairs  
New York Community Trust  
The Spencer T. and Ann W. Olin Foundation  
The V. Kann Rasmussen Foundation  
The Summit Foundation  
Surdna Foundation, Inc.  
U.S. EPA  
Wallace Global Fund

### Individuals

Anonymous (2)  
Elizabeth Cook and Kathleen Welch  
Rebekah Paulson and Mark Pierson  
Rosalie Paulson  
Joan and Lee Thomas  
J. Fred Weintz, Jr.

# The Director's Corner: How Big is Your CO<sub>2</sub> Footprint?

Elizabeth Cook, Director  
Management Institute for Environment and Business

With the penetration of digital technologies into our daily lives, people have more access to information than at any other point in history. People with access to computers can now go online to learn about the environmental issues affecting their communities and take instant action. WRI embraced this new online activism and developed SafeClimate.net, a website that allows people to learn about current environmental issues and gives them the tools to act. WRI thanks the GE Fund, Alcoa Foundation and Citigroup Foundation for supporting China BELL.

## SafeClimate.net

SafeClimate.net, launched in April, helps individuals and organizations take decisive action to address global warming. SafeClimate.net enables visitors to calculate the size of their own carbon dioxide (CO<sub>2</sub>) footprint and challenges them to reduce it by taking actions outlined on the site.

As the science on climate change gets stronger and the immediate political prospects weaker, a vehicle for action and advocacy is needed more than ever. Visitors to SafeClimate can learn about energy efficiency tips for their home and office, purchase climate-friendly products on-line, sign up for green energy, send letters to policymakers, and read the latest in climate change news.

SafeClimate builds on several Environment and Business program efforts to spur private sector action on climate, including the GHG Protocol collaboration to develop greenhouse gas measurement and reporting standards for business. A core element of the site is WRI's own CO<sub>2</sub> commitment to zero net

emissions and tools to replicate this action at other institutions including business schools and universities.

## Creating Digital Dividends

We hope SafeClimate will bring more attention to WRI's commitment to use Internet "connectivity" to achieve our goals and to influence the use of information technologies by others. SafeClimate builds on our track record of success with Global Forest Watch and our growing expertise in using digital tools to empower citizens and organizations to influence environmental decisions.

On July 19-21, we will be co-hosting *Digital Technologies and the Environment: Challenges and Pathways to Sustainability* at the University of Pennsylvania's Wharton School. We selected this theme for the 2001 BELL Conference because we hope the BELL Network will encourage the next generation of business leaders to take advantage of digital technologies to conserve resources, provide social benefits, and more effectively communicate with customers and communities.

## New Business School Report Coming Soon

We are also busy compiling the third edition of our business school survey, *Beyond Grey Pinstripes*, which rates schools on how well they integrate environment and social issues into their curriculum and activities. Our 2001 report will reveal an escalation of school commitments to environmental topics.

As you know, corporate demand drives the business school agenda. To leverage this important constituency's influence, we asked a group of executives what skills they believe corporate managers

need to make good business and environmental decisions. Their valuable feedback helped us develop a symposium, *Going Global: Do Tomorrow's Leaders Have Yesterday's Skills?* This symposium of business school deans and corporate Vice Presidents will follow the official unveiling of the *Beyond Grey Pinstripes* report and our awards ceremony for leading faculty and schools on September 12<sup>th</sup>, hosted by Citigroup.

On a final note, I would like to thank the Alcoa Foundation for its generous sponsorship of our business education projects. In addition, I would like to highlight a few components of the ambitious environmental goals Alcoa has put forth as the centerpiece of the company's 2020 Global Environmental Strategy. Alcoa plans a 25% CO<sub>2</sub> reduction from 1990 levels by 2010, and may push for a 50% reduction by 2010. By using 2000 as the base year, Alcoa will work towards an 80% reduction of mercury emissions by 2008, and a 50% reduction in landfill waste by 2007. It is our wish that more companies take note of Alcoa's long-term vision of sustainable development, and position their companies as environmental leaders.

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*For more information about these projects please visit [www.wri.org/meb](http://www.wri.org/meb) or contact Jason Snyder at [jasons@wri.org](mailto:jasons@wri.org)*

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*Management Institute for Environment & Business on the Internet:*

[www.wri.org/meb](http://www.wri.org/meb)

[www.wri.org/bschools](http://www.wri.org/bschools)

[www.safeclimate.net](http://www.safeclimate.net)

[www.ghgprotocol.org](http://www.ghgprotocol.org)

[www.thegreenpowergroup.org](http://www.thegreenpowergroup.org)

[www.ecofinance.net](http://www.ecofinance.net)



REGISTRATION FORM



The 2001 BELL Conference

Business ♦ Environment ♦ Learning ♦ Leadership

“Digital Technologies and the Environment: New Challenges and Pathways to Sustainability”

July 19 - 21, 2001

(Thursday evening through Saturday afternoon)

The Inn at Penn, 3600 Sansom Street, Philadelphia, PA 19104

Organized by:

World Resources Institute, Washington, D.C.

The Wharton School, University of Pennsylvania, Philadelphia, PA

- Will attend
Unable to attend

Name: Title: Department: Affiliation: Address: City: State: Postal Code: Country: Telephone: Fax: Email: Dietary Restrictions: Special arrangements needed:

Please make your check payable to: World Resources Institute and mail to: Oretta Tarkhani, Conference Manager World Resources Institute 10 G Street, NE, Suite 800 Washington, DC 20002 E-mail: oretta@wri.org Phone: 202/729-7750; Fax: 202/729-7707

Table with 4 columns: REGISTRATION FEES, Academic, Government/NGO, Private Sector. Rows include Discounted Early Registration Fee and Registration after June 15.

Or charge: Visa MasterCard American Express (Please circle amount paid.)

Name on credit card: Card Number: Expiration Date: Signature:

NAME: \_\_\_\_\_

**HOTEL ACCOMMODATIONS:**

A block of rooms has been reserved at the following hotel:

The Inn at Penn, 3600 Sansom Street, Philadelphia, PA 19104  
[Across the street from the University of Pennsylvania campus]  
Tel: 1/800/809-7001, 215/222-0200; Fax: 215/723-6211

Discounted rate for BELL participants is \$135/night for single or double occupancy plus local taxes and fees, currently 14%. Please refer to the code '2001 BELL Conference' to receive the discounted rate. This rate will be offered, based on availability, to conference participants from July 15 to July 24. Cut-off date for the special rate is Monday, June 18, 2001, or when available rooms have been booked.

**PARKING RATES:** 24 hours: \$20/per car. Daytime event: \$10/per car. After 4:00 p.m.: \$13/per car.  
Hotel valet parks all cars.

**RECREATIONAL FACILITIES:** A Fitness Center, located on the third floor, offers a full complement of cardiovascular and weight training equipment. It is open 24 hours, accessed by your sleeping room key and free of charge for hotel guests. In addition, the University of Pennsylvania's Gimbel Gymnasium is located across the street and is available to hotel guests for a minimal fee. For more information on The Inn at Penn, see [www.theinnatpenn.com](http://www.theinnatpenn.com).

**GROUND TRANSPORTATION:**

The Inn at Penn is 10 miles from the Philadelphia International Airport (PHL). Taxi service is available 24 hours a day from PHL; the flat rate is \$20\*\* each way for up to four people per cab. Shuttle service from PHL is provided by Lady Liberty car service, seven days a week, from 5:00 a.m. to midnight. At the airport, proceed to Ground Transportation Desk located next to baggage claim in every PHL terminal. Dial 27 and arrange for service. Guest should check in with the Ground Transportation desk and wait until called. Cost is \$8.\*\* Departures from The Inn operate 5:00 a.m. to midnight. Contact the Concierge Desk or Doorman for arrangements. Cost is \$8.00.

The 30<sup>th</sup> Street AmTrak train station is six blocks from The Inn at Penn. Taxis are available on the 30<sup>th</sup> Street side; cost to the Inn is approximately \$4.00. \*\*

\*\* All rates are subject to change.

**DISCOUNTED AIRFARE:**

WRI has secured special discount agreement with US Airways, the official carrier for the 2001 BELL Conference. US Airways is offering special rates which allow 10% off with 7-day advance reservations/ticketing required and 15% off with 60-day advance reservations/ticketing on Booking Class B, unrestricted applicable "Y" published fare types or B8US /B4AUS fares. All other rules and restrictions apply. Travel valid roundtrip US Airways, US Airways Express, US Airways Shuttle and MetroJet by US Airways from July 16 – 24, 2001, with a minimum of two-night stay. To take advantage of these discounts, you or your travel agency may call US Airways' Group and Meeting Reservations Staff at toll free (877) 874-7687. Attention travel agents: The Group Number GF71671940 (no spaces) must appear in the Tour Code Box and the following OSI message must appear in each reservation regardless of fare type being utilized: OSI USGF71671940.

**CANCELLATION POLICY:**

Prior to May 31, full refund of the registration fee, minus \$25 for administrative costs. From May 31 to June 30, 50% refund. After June 30, no refund.

For any questions on logistical arrangements, please contact Oretta Tarkhani, WRI's Conference Manager  
Tel: 202/729-7750; email: [Oretta@wri.org](mailto:Oretta@wri.org).

Visit the 2001 BELL Conference website for updated information: <http://www.wri.org/wri/meb/bell2001.html>

## *New Ventures continúa apoyando la creación de empresas sostenibles*

New Ventures continúa apoyando a empresas sostenibles Latinoamericanas y fortaleciendo sus redes de socios locales. En asociación con la RedLac, un grupo de 24 fondos para el medio ambiente en América Latina y el Caribe, New Ventures está organizando el segundo Foro anual de Inversionistas, "Creciendo Empresas para el Nuevo Milenio", a realizarse en Río de Janeiro en Octubre. El año pasado, el primer Foro de Inversionistas de New Ventures fue exitoso en generar momentum y aumentar la información sobre las oportunidades que las empresas sostenibles representan para empresarios e inversionistas en economías emergentes. Muchas de las empresas que presentaron o que participaron en el Foro iniciaron relaciones con inversionistas, y algunos ya recibieron financiamiento.

Este año New Ventures conducirá nuevamente una búsqueda de los empresarios más prometedores de la región. Con la ayuda de un jurado, New

Ventures evaluará a las empresas que mejor incorporen las tres variables: potencial económico, beneficios ambientales y sociales. Los empresarios elegidos recibirán servicios de consultoría empresarial como preparación para su presentación ante inversionistas durante el Foro en Río.

Aprovechando el trabajo que RedLac viene adelantando en América Latina, la agenda de este año se concentrará en posibles alianzas entre los fondos para el medio ambiente y los fondos de capital de riesgo con el fin de promover empresas sostenibles. Por su parte, los fondos miembros de RedLac representan US\$300 millones dedicados a proyectos para el medio ambiente. Es así como los fondos de capital de riesgo que invierten en sectores sostenibles representan para los miembros de RedLac una salida viable de los proyectos ambientales que año tras año "incuban"; así mismo, los miembros de RedLac representan una etapa de transición para las inversiones más avanzadas que

realizan los fondos de capital de riesgo. La agenda también incluirá un panel que discutirá los beneficios que ofrecen los fondos de capital de riesgo a las empresas sostenibles en economías emergentes y mencionará algunas de las experiencias obtenidas el año pasado.

Con el ánimo de llevar su experiencia a otras economías emergentes, New Ventures empezará a evaluar posibles actividades en China, Indonesia y las Filipinas. Al final de este año, representantes de los programas New Ventures y BELL viajarán a Asia para reunir información inicial sobre empresas sostenibles, capital de riesgo y programas de MBA.

Para mayor información sobre el Foro para Inversionistas de New Ventures 2001 por favor contacte a : Patricia Londoño, [patricia@wri.org](mailto:patricia@wri.org), 202-729-7650. Para mayor información sobre New Ventures ASIA, por favor contacte a: Luiz Ros, [luiz@wri.org](mailto:luiz@wri.org), 202-729-7745.

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## *New Ventures Continues to Support Sustainable Enterprise Creation*

New Ventures continues to support Latin America's sustainable entrepreneurs and strengthen its local support networks. In partnership with RedLac, a network of 24 environmental funds in Latin America, New Ventures is hosting the second Annual New Ventures Investor Forum, "Growing Enterprises for the New Millennium," in Rio de Janeiro in October. Last year's Forum succeeded in generating momentum and increased awareness of the opportunities sustainable business presents to entrepreneurs and investors in emerging economies. Many of the enterprises that presented at or participated in the Investor Forum initiated relationships with investors, with some already receiving investment.

This year New Ventures will again conduct a search for the region's most promising entrepreneurs. Along with a selection panel, New Ventures will

evaluate those enterprises that best incorporate the triple bottom line: environmental, social and financial benefits. Chosen entrepreneurs will be offered advanced business development services to improve their business plans and have the opportunity to present their businesses at the Investor Forum.

Leveraging the work of RedLac in Latin America, this year's Forum agenda will focus on the relationship of the environmental funds and venture capital funds as a means of promoting sustainable entrepreneurship. The agenda will also feature a panel discussing the benefits of venture capital for sustainable business in emerging economies and take the lessons learned from last year's activities.

RedLac member funds represent US\$300 million that is allocated to environmental projects. The venture capi-

tal funds that invest in sustainable sectors present a viable exit for the RedLac members; likewise, the RedLac members represent a transition to later-stage financing for the venture capital funds.

Expanding its activities to other emerging economies, New Ventures will also apply the lessons learned to China, Indonesia and the Philippines. Later this year, the New Ventures and BELL teams will travel to Asia to conduct an initial survey of sustainable entrepreneurship, venture capital and MBA programs.

For more information on the New Ventures 2001 Investor Forum please contact: Patricia Londoño, [patricia@wri.org](mailto:patricia@wri.org), 202-729-7650.

For more information on New Ventures ASIA, please contact: Luiz Ros, [luiz@wri.org](mailto:luiz@wri.org), 202-729-7745.

## China BELL Develops Teaching Modules

Following the successful launch of China BELL at the November, 2000 conference in Beijing, WRI, its partner business schools in China and the Center for Environmental Education and Communication in Beijing have undertaken an ambitious agenda to infuse Chinese management programs with environmental and sustainability subjects.

Six schools (Tsinghua University, Renmin University, Peking University, Fudan University, Dalian University and Hong Kong Polytechnic University) are now developing discipline-based teaching module volumes for use in Chinese business schools. Each volume will provide Chinese business school professors with a selection of environment- or sustainability-focused modules that can replace modules in existing courses. Modules under development are accounting; marketing; opera-

tions and production; strategy; management; and business, government and society.

Module development leaders from the six schools will attend the 2001 BELL Conference at Wharton in July. They will also hold a pre-conference China BELL team meeting and draft module review session on July 19. WRI invites academics interested to support or advise China BELL to participate in this team meeting. If you are unable to attend the meeting, please consider serving in September as a module reviewer. Contact [rickb@wri.org](mailto:rickb@wri.org).

The modules will serve as the primary training material for the next China BELL conference, tentatively scheduled for March or April 2002 at a location in China to be determined.

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## ¡EEC tiene proyectos de consultoría para estudiantes de MBA!

El Cuerpo Empresarial Ambiental (EEC, por sus siglas en inglés) tiene varios proyectos nuevos para equipos de estudiantes de MBA. Un equipo de la Universidad de North Carolina viajó a la Patagonia para asesorar a una compañía que cría guanacos, un camélido nativo cotizado por su fibra de alta calidad. La Universidad de Michigan trabajó en dos proyectos y patrocinó los viajes de sus estudiantes a la selva amazónica peruana para asesorar a una compañía ecoturística y a Bolivia para trabajar en la producción de pisos de madera sostenible.

Viajar no es un requisito para todos los proyectos. Durante este semestre, dos equipos de la Universidad de Boston se reunieron en esta ciudad con los líderes de una compañía de Costa Rica que ha desarrollado un sistema de secado solar para los granos de café, así como los equipos de Duke y de Vanderbilt quienes trabajaron desde sus universidades con una iniciativa de silvicultura sostenible en Guyana y un fabricante de vehículos eléctricos híbridos en México.

Los proyectos del EEC están disponibles como cursos de estudio independiente o

como una parte integral de un curso MBA tal como Mercados Emergentes, Finanzas, o Marketing, dependiendo del alcance del proyecto. Este verano, un grupo de estudiantes de MBA de la Universidad de Michigan visitará Beijing, Manila y Jakarta para conducir una evaluación y planeamiento estratégico para la expansión de los programas de WRI, New Ventures y del EEC de América Latina.

Los proyectos NUEVOS incluyen a una compañía colombiana que produce pesticidas naturales hechos de extractos vegetales; una compañía brasileña que está cambiando a la producción orgánica de café, leche, y habas; y una compañía boliviana que se encuentra en el proceso de obtener la certificación del Consejo de la Administración de la Silvicultura (FSC) que produce puertas de madera de alta calidad. Si está interesado en una lista completa de proyectos disponibles, por favor visite la página [www.ecofinance.net](http://www.ecofinance.net) y haga click en New Ventures Mentoring Program/EEC o contacte a Amy Sprague: [amys@wri.org](mailto:amys@wri.org); (202) 729-7669.

## New Resources

**Pilot Analysis of Global Ecosystems** reports on Forest, Grassland, and Freshwater ecosystems are the first three reports in a series of five comprehensive assessments of the state of the world's ecosystems. These reports set the stage for the Millennium Ecosystems Assessment (MEA) that will be launched next year by WRI, the United Nations, the World Bank, governments, and non-governmental organizations. WRI, December 2000

**Fertile Ground** documents case studies in Michigan, Wisconsin, and Minnesota undertaken to explore the cost-effectiveness and environmental performance of various strategies to reduce phosphorus loads in nutrient-impaired waterways. Findings suggest that more flexible approaches to water quality management, can potentially provide greater improvements in water quality at much lower cost. Paul Faeth, WRI, May 2000

**In Competitive Environmental Strategy: A Guide to the Changing Business Landscape**, author Andrew Hoffman teaches a shift in mind-set from environmental management to environmental strategy. *Competitive Environmental Strategy* examines the effects of environmentalism on corporate management, explaining how and why environmental forces are driving change and how business managers can think about environmental issues in a strategic way. Andrew J. Hoffman, Island Press, 2001

**The Instituto de Empresa** is sponsoring a new category "Social & Environmental Responsibility" in the annual European Case Writing Competition managed by the European Foundation for Management Development. The prize consists of a 2000-Euro award given at the efmd Annual Conference in Bangkok, 2002. Please note that the deadline for submission of cases is June 30, 2001. For more information at [www.efmd.be](http://www.efmd.be). (Click on "Services" then "Case Writing Competition" for details).

**MEB/EnviroLink**

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

EnviroLink

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Editor: Jason Snyder

**\* \* SAVE THE DATE! \* \***

**The 2001 BELL Conference**

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

**Wharton School, University of Pennsylvania  
Philadelphia, Pennsylvania**

Please visit <http://www.wri.org/meb/bell2001.html> for updates on all the latest information about registration, updated agendas, speakers, and other conference details.

**For more information, contact Katherine Selvocki at [kat@wri.org](mailto:kat@wri.org).**

*See Related Story & Conference Registration Inside*

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