



Sustainable Enterprise QUARTERLY

Reinventing Today's Business for the Challenges of Tomorrow

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Shaping the Business Leaders of Tomorrow

America's K-12 Education Crisis is a Higher Education Problem

By James H. Johnson, Jr., Ph.D.

K-12 education in America is in a profound state of crisis.¹ Public schools are challenged by a range of issues, including crumbling infrastructure, teacher shortages, deficits in teacher quality, and inadequate funding to provide America's youth with a world-class education. Further complicating matters, the demography of the school-age population is changing dramatically and schools are re-segregating along race/ethnic lines.²

Emblematic of the trend toward re-segregation, the K-12 education "crisis" is concentrated in school districts and in schools within districts with high concentrations of poor, minority, and immigrant children, who will constitute a majority of the traditional college age population in the years ahead.³ Nowhere are these trends more apparent than here in the state of North Carolina.

Seventeen of North Carolina's public high schools were labeled as "priority" or "low performing" schools in 2004-05. While black students account for 31% of total enrollment in North Carolina public schools, they comprise 85% of enrollment in these 17 schools. Statistics on student preparedness and performance in these 17 high schools are telling.

¹ *Business-Higher Education Forum, 2005, "A Commitment to America's Future: Responding to the Crisis in Mathematics & Science Education."* Washington, DC: Business-Higher Education Forum, January.

² James H. Johnson, Jr., "Race, Class, and Education, Strategies Needed to Battle RE-Segregation of Public Schools." *Charlotte Observer*, October 20, 2006, p. 10A.

³ James H. Johnson, Jr., 2006, "People on the Move: Implications for U.S. Higher Education." *College Board Review*, Fall, 2006, pp. 4-9.

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Shaping Business Leaders of Tomorrow
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- In comparison to a statewide average of 74.8%, only 46% of the students in these 17 schools performed at grade level on end of course tests in 2004-05.
- Only 59% of the students attending these 17 schools took the SAT compared to 74% of all high school students in the state.
- The average SAT score for students in the 17 high schools (829) was 181 points below the statewide average SAT score (1,010).

These dismal statistics stem, at least in part, from the fact that these 17 high schools have on average a much lower percentage of fully licensed teachers, a much higher percentage of emergency or provisional licensed and lateral entry teachers, and a much higher teacher turnover rate than other high schools in the state. In addition, the administrative leadership of these schools—at least until recently—was less experienced than their counterparts in the state’s highest performing schools.

If higher education is to become more inclusive in the years ahead, colleges and universities must become more actively engaged in efforts to improve these and other low performing schools. Success will hinge, however, on the ability of higher education institutions to forge the requisite cross-campus strategic partnerships and inter-university linkages in the areas where low-performing schools need the most help.

We know, for example, that both administrative leadership and management are weak in these schools. University schools of education and schools of business should jointly develop management training programs to strengthen the leadership and strategic management skills of low-performing public school administrators. Joint teams of professors from these two professional schools should also help low-performing schools to develop turnaround strategies—business plans, if you will—to boost academic performance.⁴

At the same time, a much broader and more diverse set of university

⁴ With support from the UNC General Administration, UNC-CH’s Kenan-Flagler Business School and the University System’s Principals’ Executive Program have jointly launched such a program to assist North Carolina’s 17 lowest performing high schools.

“Students need to graduate from high school with greater entrepreneurial acumen.”



James H. Johnson, PhD is the William R. Kenan Jr. Distinguished Professor of Entrepreneurship at UNC Kenan-Flagler Business School and Director of the Urban Investment Strategies Center at the Kenan Institute of Private Enterprise.

stakeholders must work with low-performing public schools to substantially restructure the academic curriculum. K-12 course offerings must be redesigned to equip students with the requisite skills to cope with the rapid and unpredictable changes that are likely to characterize the world of work and business in the years ahead.

Students will need to graduate from high school with greater entrepreneurial acumen—a demonstrated willingness to take higher risks for higher rewards and the ability to be agile, resilient, tenacious, and decisive in responding to unanticipated crises and opportunities. Because these entrepreneurial attributes are essential to prosper in the

increasingly turbulent and unpredictable economy of the 21st century, K-12 institutions must incorporate more entrepreneurial education content in their curriculums.

Higher education institutions must become more actively involved in efforts to solve the K-12 education crisis not solely for social or morals reasons. It is also a strategic imperative—a form of enlightened self-interest—which should be embraced to ensure a continuous flow of highly qualified students with diverse race/ethnic and economic backgrounds into the halls of higher education institutions. Given the large wave of aging baby boomers who are about to retire, we will need the skills and talents of these young people to remain globally competitive in years ahead. ☞

This essay is an excerpt from a forthcoming paper, “Preparing Our Youth for an Unsparring Global Economy,” which will appear as a chapter in a forthcoming book, The Politics of Inclusion, edited by James Moeser and John Charles Boger, UNC Press, 2008.

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Shaping the Business Leaders of Tomorrow

MBA white papers analyze a wide range of social and environmental management topics

By Katie Kross

In addition to the cutting-edge faculty research being done in the UNC Kenan-Flagler Business School sustainable enterprise program, MBA students are developing exceptional research of their own. UNC Kenan-Flagler attracts high-achieving graduate business students from a tremendously diverse set of backgrounds and interests who share a passion both for business excellence and for sustainability. When they graduate, these students work for corporations like McKinsey, IBM, Intel, Johnson & Johnson and Bank of America – as well as at organizations like Good Capital, Sustainable Value Partners, and Environmental Defense.

While at UNC Kenan-Flagler, MBA students have the opportunity to research sustainable business trends and practices dealing with a host of social and environmental impact issues of interest—topics ranging from clean tech venture capital to international development, from green marketing to corporate social responsibility. As the capstone project in the introductory sustainable business class—MBA 815, Sustainable Enterprise—student teams produce white papers on different topics of sustainability and analyze the implications for business. Not purely an academic exercise, these white papers offer practical insights into, and analysis of, current sustainable business challenges—useful to managers and thought leaders alike.

We are pleased to make these white papers accessible through the CSE Knowledge Bank (see box below). We will also highlight excerpts from recent papers in this and future issues of *Sustainable Enterprise Quarterly*. To read the full papers, please visit the CSE Knowledge Bank at www.cse.unc.edu/knowledge.



Recent MBA White Paper Titles

Cradle to Cradle Manufacturing; Moving Beyond the Industrial Revolution

Sustainable Development for Brownfield Redevelopment

An Examination of Microfinance

Home Ownership and the Beginning of Wealth Creation: The Struggle for Minorities to Sit at the Table

How HP, Dell, Kodak, and Sony Achieve Eco-Efficiency Throughout Their Product Life Cycles

Sustainability Reporting - US in 2010

North Carolina's Transitioning Economy: Will the Biotechnology Bet Pay Off?

BP and Biodiversity: Beyond Petroleum

Measuring Sustainability

Unilever's Acquisition of Ben & Jerry's: Background, Motives, and Impact

Solar Powered Hydrogen Fuel Cells

KNOWLEDGE BANK
CENTER for SUSTAINABLE ENTERPRISE

ABOUT CSE KNOWLEDGE BANK

The CSE Knowledge Bank is a free resource offered to the public by UNC Kenan-Flagler's Center for Sustainable Enterprise (CSE).

Inside you will find scholarly research from UNC authors on a broad range of sustainability topics including design for sustainability, microfinance, sustainable tourism, and more. UNC Kenan-Flagler's MBA program in sustainable enterprise has been ranked among the finest in the world since its creation in 1999 and attracts the best students.

The CSE manages this world-class program and is therefore uniquely positioned to gather a wide array of leading-edge sustainability research – performed by both our renowned

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Feb. 16 marked the launch of the CSE Knowledge Bank—a new online resource for research on sustainable business. The CSE Knowledge Bank is a searchable database containing UNC Kenan-Flagler faculty and student publications on a wide range of sustainable business topics including design for sustainability, microfinance and emerging markets, sustainable tourism, community development, and more. Publications include MBA white papers, faculty articles, reports, past issues of the CSE newsletter, and other CSE publications. Access to the CSE Knowledge Bank is free to the public. Resources are added as new research becomes available, so **visit often at:**

www.cse.unc.edu/knowledge

Featured MBA White Paper

Genetically Modified Foods in Developing Countries

Authors:
Lisa Barnett (MBA 2007)
Jennifer Dubow (MBA 2007)
Tricia Mainil (MBA 2007)
Betsy Vos Reeves (MBA 2007)
Courtney Wright (MBA 2007)

Genetically modified organisms (GMOs) are the topic of significant debate, particularly with regard to developing countries. GM crops—which have been modified structurally at the DNA level to create new crops with superior traits—undoubtedly have tremendous potential to make significant economic, social, and environmental contributions to communities around the world. A variety of GM crops are grown all over the world, 99% of which are made up of insect- and herbicide-resistant corn, soybeans, cotton, and canola.¹ GM food crops are also being developed to solve hunger and malnutrition in developing countries. In addition to potential benefits, however, there exist numerous challenges and risks with regard to widespread implementation of such crops as human food sources.

Triple Bottom Line Analysis of GMOs: Benefits

The potential *economic impacts* of GMOs include:

- *Increased Crop Yield & Productivity.* GMOs, through improved agronomic traits, can increase yields through: 1) increased food produced per plant; 2) reduced loss due to pests, disease, or weeds; 3) hardier plants; 4) longer growing seasons; and 5) reduced production risks.² Hardier GMOs also dramatically decrease labor requirements.
- *Reduced Need for Expensive Inputs.* Because GM crops are more resistant to pests, they require far less of costly pesticides. Drought-resistant crops require less water, and thus less intensive irrigation.
- *Self-contained Technology.* In GM crops, the technology is contained in the seed itself, rather than in external technologies, such as chemical pesticides, which require transport and expertise.
- *Lower Healthcare Costs.* A longer-term economic benefit is reduced healthcare costs—due to both lower chemical exposure in the case of farm laborers and better nutrition in the case of fortified crops.

Though environmental impact is one of the most hotly debated aspects of GMOs, there are also significant *environmental benefits* of GM crops:

- *Reduced Use of Toxic Pesticides.* GM technology over the past 10 years has resulted in a reduction of pesticide use by 172 million kilograms, a 14% reduction in the environmental footprint associated with use of such pesticides.³
- *Reduced Greenhouse Emissions.* Less frequent pesticide application leads to reduced fuel use on farms, which ultimately leads to reduced greenhouse emissions.
- *Preservation of Diverse Natural Habitats.* By increasing yields of already cultivated farmland, farmers can potentially avoid converting biologically diverse habitats to create additional farmland.

Potential *social benefits* also exist, but are more difficult to quantify.

- *Farmer Empowerment & Self-Sufficiency.* The ability to farm previously infertile land, and to produce enough food for one's family, has tremendous social impact. Labor savings resulting from the hardier plants can be redirected to activities such as childcare and education.
- *Decreased Hunger and Increased Nutrition.* While clearly not the only

1 The Pew Initiative on Food and Biotechnology. (March 2004). *Feeding the World: A Look at Biotechnology and World Hunger* [Electronic Version].

2 Ibid.

3 Borrkes, G. & Barfoot, P. (2005). *GM Crops: The Global Economic and Environmental Impact: The First Nine Years.* *AgBioForum*. 195. Retrieved November 18, 2006 from <http://www.pgeconomics.co.uk/pdf/v8n23a15-brookes.pdf>

answer to world hunger, increased crop yields and bio-fortification of GM crops have the potential to contribute to a solution.

Challenges and Risks

GMOs also present several risks. *Socio-economic challenges* include:

- *The Power of Multinationals.* Opponents of GMOs are concerned that the multinational biotech companies want to make money at the expense of malnourished consumers' health and wellbeing. In 2002 and 2003, several developing countries in Africa and Asia refused GM food as relief aid because their citizens resisted a corporate-controlled food system.⁴
- *"Paradox of Plenty."* Opponents assert that the heart of malnutrition is poverty, not technology. Almost 78% of the countries that report high rates of child malnutrition actually export food. This "paradox of plenty" illustrates that unequal access to food, not scarcity, is the cause of malnutrition.⁵
- *Labor Market Concerns.* In regions with a large working-age population and few employment alternatives, the reduced need for farm labor could adversely impact the local economy.
- *Intellectual Property Rights.* While patents are important to the corporations developing GMO biotechnology, there are many social and ethical concerns surrounding the patenting of live organisms.
- *Ethics, Culture, & Religion.* Critics argue that tampering with nature, particularly with regard to genetic makeup, is unethical regardless of the benefits it creates.

Environmental challenges and risks include:

- *"Gene Flow."* Concerns abound that novel genes could move from GM crops to non-GM crops, thus breeding with a wild relative to produce a "super weed." The contamination of conventionally grown crops by GM ones also has economic ramifications; contaminated crops for export could be denied by countries that restrict GMOs.
- *Pest-Resistant Crops.* Though pest-resistant crops reduce the need for chemical pesticides, the potential exists for the "natural" pesticide created to interact negatively with non-target organisms and the pests themselves.⁶
- *Land Use.* One of the major potential benefits of GM crops is the ability to farm on previously infertile land. However, because this land is not naturally suitable for extensive farming, a risk of land degradation exists due to issues such as soil erosion.

As a case in point, this paper examines the risk/reward paradigm of one GMO crop—"golden rice"—which is enhanced to fight Vitamin A deficiency, a form of malnutrition afflicting millions of children in developing countries. Visit www.cse.unc.edu/knowledge to download the full paper.

4 Mittal, A. (May-June 2005). *Digging for Gold.* *Council for Responsible Genetics*. Vol.18 No. 3. Retrieved Nov. 14, 2006 from <http://www.gene-watch.org/genewatch/articles/18-3Mittal.html>.

5 Ibid.

6 The Pew Initiative on Food and Biotechnology. (March 2004). *Feeding the World: A Look at Biotechnology and World Hunger* [Electronic Version].



Notes from the Field

Faculty & Student Projects

CSE Executive Director **Katie Kross** was a judge at Duke Fuqua's MBA Case Bowl. The competition featured a sustainability case study, "Tandus 2010," which is available in the [CSE Knowledge Bank](#).

CIO Magazine quoted **Al Segars**, entrepreneurship professor and CSE Director, in "[The ROI of Alignment](#)," (Jan. 1)

The Christian Science Monitor quoted **Dean Steve Jones** in "[Business ethics and the bottom line](#)," about the emergence of ethics and sustainable development offerings in business schools. (Feb. 21)

The Sustainable Endowments Institute recently published the [College Sustainability Report Card](#), grading schools with the 100 largest endowments on five key areas. **UNC Chapel Hill** received an "A" in administrative support of sustainability initiatives but got "C" grade overall. See [UNC's report card](#).

UNC Chapel Hill's **Chancellor James Moeser** signed the [College and University Presidents Climate Commitment](#) in January, pledging UNC Chapel Hill to become climate neutral by mid century.

The *Financial Times (UK)* cited research by entrepreneurship professors **Lisa Jones Christensen** and **Ellen Peirce** in, "[Right-thinking faculties get to grips with moral issues](#)," (Feb. 5) The article, "Eth-

ics, CSR, Sustainability Education in the Financial Times Top 50 Global Business Schools: Baseline Data and Research Directions" will be published in the *Journal of Business Ethics*. A summary of the research finding is available [online](#).

The *Raleigh News & Observer* reported that Chatham County Commissioners have commissioned UNC's **Kenan Institute of Private Enterprise** to create an economic development strategic plan for the county. (Mar. 22)

UNC Kenan-Flagler placed 2nd in UVA Darden's [2006 Innovation Challenge](#) and was named the Second Most Innovative MBA Team in the World. This is the first time UNC has competed. The team included: **Phaedra Boinodiris**, **Sarajane Sparks**, **Kapil Pundir**, **Hirohisa Onome**, and **Danvers Fleury** (all MBA 2008)... [more](#)

Entrepreneurship professor and Urban Investment Strategies Center director, **Jim Johnson** was featured on *WUNC-FM's* The State of Things in "[Meet Jim Johnson](#)," (Mar. 26)

Jim Johnson also spoke about the impact of demographic change on the workplace, urban poverty and public policy, and economic development, and entrepreneurship at the Lexington Area Chamber of Commerce's annual meeting on Feb. 22... [more](#)



Student Spotlight:

Beth Richardson, MBA 2008

Beth is a first year MBA student and the newly-elected president of UNC Kenan-Flagler's Net Impact Club for 2007-08.

Even before she was officially a Kenan-Flagler student, Beth was making waves at UNC. Her start-up venture, Zebra Crossings, was the winner of the social entrepreneurship and people's choice categories in UNC's 2006 Carolina Challenge business plan competition. Zebra Crossings imports fair trade gifts and accessories from South Africa.

Beth found her passion for sustainability working for a social venture helping unemployed

people create sewing cooperatives and launch their own businesses in South Africa. She recalls that, "the transformation that these men and women underwent as result of starting their own business was amazing. Witnessing these transformations got me hooked on the idea of marrying business with the creation of social impact."

Beth came to UNC Kenan-Flagler for the school's highly-ranked sustainability and entrepreneurship programs...for the "robust Net Impact chapter, depth of sustainability-related course offerings, and culture that encourages teamwork and collaboration."

... [read more about Beth](#) ...

Local/Regional Events

Mar. 27-30
[SoL Forum on Business Innovation for Sustainability](#)
Atlanta, GA

Apr. 2-3
[Conference on Race & Environment](#)
International Scholars Conference
UNC, Chapel Hill, NC

Apr. 4
["Footprints" Conference](#)
Fuqua School of Business
Duke University, Durham, NC

Apr. 5
[Speaker: Anna Lappe](#)
"Food > Action > Change > Hope"
UNC School of Public Health
UNC, Chapel Hill, NC

Apr. 13
[NC State Net Impact Sustainability and Renewable Energy Conference](#)
NC State, Raleigh, NC

Apr. 16
[North Carolina Summit on Energy Efficiency](#)
Raleigh, NC

Apr. 18
[Conference: Mobilizing North Carolina](#)
"Where Air Quality, Energy, and Transportation Meet"
Greensboro, NC

April 19-20
[Conference on Navigating the Global American South](#)
UNC, Chapel Hill, NC

CSE Events

Mar. 30-31

[UNC Kenan-Flagler's Signature Sustainable Venture Capital Investment Competition \(SVCIC\)](#)
MBA teams from top business schools compete in a real-world venture capitalist experience using double- & triple-bottom-line evaluation techniques.

Apr. 18

2007 UNC Distinguished Earth Day Speaker
[Fred Krupp](#),
President, Environmental Defense
Co-sponsored by the Carolina Environmental Program, Student Government, UNC Sustainability Office, and Center for Sustainable Enterprise

CSE Program News

UNC Kenan-Flagler will host the second annual [Sustainable Venture Capital Investment Competition \(SVCIC\)](#) on March 30-31. Eight MBA teams from top b-schools including, Northwestern (Kellogg), UC-Berkeley (Haas), Harvard, and UNC (Kenan-Flagler), and more will compete as socially-minded venture capitalists, evaluating entrepreneurs' business plans and deciding which to invest in. Judges are from CEI of Maine, Natural Capitalism Fund, SJF Ventures, and more. [Read more](#)

The CSE welcomes our newest team member, **Jessica Thomas**. Jessica will be working through the summer on research and CSE Consulting support.

UNC Kenan-Flagler's Net Impact Chapter elected its new leadership team for 2007-08. Beth Richardson (MBA 2008) is the new president (*read more about Beth in the Student Spotlight*).



The **8th Annual Sustainable Enterprise Career Fair** was held on Jan. 19 and brought 24 organizations including Cherokee Investment Partners, Burt's Bees, Deloitte Consulting, Whole Foods Market, Self-Help, and NRDC to recruit the over 130 MBA and UNC

graduate students who attended. This represents the most successful career fair to date.

Now entering its third summer, **CSE Consulting** has hired a team of five rising 2nd year MBAs to complete the challenging projects. Congratulations to the 2007 CSE Consulting team: **Mike Waters, Valeria Orozco, Jessica Meyer, Pira Panitpon** (MBA 2008), and **Tom Outlaw** (EMBA 2008).

Mark Albion, co-founder of Net Impact and author of *Making a Life, Making a Living* came to speak at Kenan-Flagler on Feb. 9 as part of **MBA Leadership Day**. While here, he also met with a select group of MBAs for a conversation hour.

Curriculum News:

UNC Kenan-Flagler is offering two **new sustainability electives** in spring of 2007: "Social Entrepreneurship" and "International Development" will be taught by Jim Johnson and Larry Chavis, respectively.

Over 120 first-year MBA students (40% of the class) enrolled in the new custom core course, "Sustainable Enterprise" in Mod III.

Lisa Jones Christensen is teaching a new undergraduate business elective this spring, Sustainable Enterprise through Microfinance."

Alumni Spotlight:

Bruno Erbisti, MBA 2002

Bruno is a 2002 alumnus of UNC Kenan-Flagler Business School and an Associate with BDF Management, where he manages the Bioenergy Development Fund (BDF), a private equity fund that invests in the sugar, ethanol, and biodiesel industries in Latin America.

Before working with BDF, Bruno was an SRI Analyst for ABN AMRO in Brazil. Among other things, Bruno managed ABN AMRO's SRI fund (incidentally, the first SRI fund to operate in an emerging market). In analyzing companies to recommend for the fund, Bruno considered both the companies' financial health and how they addressed ESG issues. Only those that led their industry in both were considered as investments.

As Bruno said, "the best managers were those

with a long-term view who foster long-term value." The environmental and social impacts of your business are long-term considerations that can translate into financial value and competitive advantage.

According to Bruno, "if you don't learn to incorporate social and environmental impact management into your general business practice, then you risk not being in business in ten years. The world is changing and companies need to change to compete." The goal should be to integrate sustainability into the core of business strategies, which will lead to profitability.

... [read more about Bruno](#) ...



News from around the World



Goldman Sachs, Google, Air France, and Shell were among the new companies added to the [Global 100](#) ranking of the world's most sustainable companies for 2007.

Bank of America announced a [\\$20 billion environmental initiative](#) to encourage development of sustainable business practices through lending, investing, philanthropy and the creation of new products and services.

Partners **BP** and **DuPont** plan to bring gasoline replacement [biobutanol to market](#) by the end of 2007.

Virgin Group Ltd. founder Richard Branson announced he will offer a \$25 million [“Earth Challenge Prize”](#) for scientific solutions to global warming.

New Resource Bank, which opened recently in California, focuses on [sustainable banking for green businesses](#) and community businesses.

Groupe Danone will partner with microfinance leader Grameen Group to create an innovative joint venture – [Grameen Danone Foods Social Business Enterprise](#) – to bring nutrition to low income populations in Bangladesh.

GE, Lehman Brothers, Duke Energy, and Caterpillar were among the corporate partners to endorse the report: [“A Call to Action: Consensus Principles and Recommendations from the U.S. Climate Action Partnership.”](#)

Texas energy giant **TXU Corp.** is being bought by two large private equity firms with [plans to turn the utility into an environmental leader](#).

BusinessWeek's Jan. 29 issue featured [sustainability as its lead story](#): “Imagine a world in which socially responsible and eco-friendly practices actually boost a company's bottom line.”

McDonald's UK will source [100% of its coffee from certified sustainable farms](#).

To help convince the public to switch to energy-saving bulbs, **Yahoo!** launched the site [www.18seconds.org](#) ... Meanwhile, Australia plans to [ban incandescent bulbs by 2010](#).

To reduce environmental impact and support local economic development, **DaimlerChrysler** will [use sisal, a locally grown natural fiber, in C-class Mercedes](#) produced in South Africa.

Standard and Poor's (S&P) announced [three new global thematic indices](#): the S&P Global Clean Energy Index, the S&P Global Water Index and the S&P Global Infrastructure Index.

Coca-Cola will partner with the U.S. Agency for International Development (USAID) on a [\\$7 million joint investment in nine new water projects in Africa](#).

Honda announced plans to establish a solar cell subsidiary – [Honda Soltec Co.](#) – to make a full-scale entry into the solar cell industry.

ABN AMRO Asset Management (India) announced in Mar. the launch of ABN AMRO Sustainable Development Fund, [India's first Socially Responsible Investing \(SRI\) fund](#).

Fortune magazine's Mar. 19 issue named **McDonald's, UPS, and International Paper** among the [10 best companies for social responsibility](#) in its Most Admired Companies 2007 list... in its Apr. 2 issue, *Fortune* recognized [10 “Green Giants.”](#) including **Honda, S.C. Johnson, and PG&E.**

Sustainable web portal **Green Maven** was named one of the [top 10 best new websites](#) in 2006 by *Time* magazine.

Marriott plans to [reduce greenhouse gases by 1 million tons by 2010](#). The company is also expanding its global environmental initiatives, including a [partnership with environmental group “Clean Up the World.”](#)

The Society of Plastics Engineers recognized **InterfaceFABRIC, Inc.** with a [“New Technologies in Renewables” award](#) for the company's bio-based fabric composting project.

Scientists announced the development of a [membrane made from waste materials](#) that could help agriculture in parched lands.

Gap Inc. now offers [organic cotton t-shirts](#).

Resources

[McKinsey Quarterly Study: A cost curve for greenhouse gas reduction](#)

Global study of the size and cost of measures to reduce greenhouse gas emissions.
(Feb. 2007)

[The Next 4 Billion: Market Size and Business Strategy at the Base of the Pyramid](#)

Report from IFC and WRI estimating that the four billion people living in relative poverty represent a \$5 trillion market.
(Mar. 2007)

[Cross-Cutting Effects of Chemical Liability from Products](#)

Innovest report about the financial value at risk from toxic chemicals in company products.
(Jan. 2007)

[Climatic Consequences: Investment Implications of a Changing Climate](#)

Report from Citigroup Investment Research & World Resources Institute.
(Jan. 2007)

[Valuing ESG Issues: A Survey of Investors](#)

EIRIS survey of investors' opinions about the influence of environmental, social, and governance (ESG) factors on valuation in different industries.
(Jan. 2007)

[Learn from the Leaders: Best Practices in Sustainability Reporting](#)

Searchable database from SustainAbility of reporting best practices.
(Mar. 2007)

[Intergovernmental Panel on Climate Change Fourth Assessment Report](#)

Read original [report from the commission](#), or review the [synopsis from the Pew Center on Global Climate Change](#).
(Feb. 2007)