



Sustainable Enterprise QUARTERLY

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We Commit When We Give

The benefits of designing employee support programs to provide opportunities to give, not only receive

By Adam Grant

In today's workplace, where employees rarely expect to remain with one organization for their entire careers, firms are searching for new ways to increase the commitment of their employees. The benefits to organizations of such a commitment, which have been well documented, include increased retention, decreased absenteeism, and higher productivity. To identify new ways for organizations to foster employee commitment, my colleagues and I conducted a study at a Fortune 500 retail company.

We focused on employee support programs, which have become increasingly common as companies such as Southwest Airlines, The Limited, Domino's Pizza, and DaVita search for new ways to strengthen employee commitment. Such programs extend the range of benefits and services offered beyond pay, benefit, training, and development programs by providing child- and elder-care, counseling, scholarships, and emergency financial aid. For example, some companies in the airline, automotive, construction, and railroad industries provide employees the opportunity to volunteer as support providers for coworkers in need. Other companies have established programs through which employees can donate money to support coworkers who are facing medical or financial emergencies.

Studies have shown that when employees become aware of or utilize support programs, they are more likely to feel that their employers care about their welfare and reciprocate the support received by becoming more committed to their employers by developing intrinsic or "affective" commitment to their organization. Our research revealed a new explanation: it is the experience of giving support, not only receiving support that strengthens employees' commitment to their companies.

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We discovered the importance of giving through interviews with 40 managers and employees at a large retail corporation. The corporation established its own independent not-for-profit organization to manage an employee support program. The support program offered financial grants to help employees with life-qualifying events such as medical problems, family emergencies, thefts, divorces, spousal disabilities, and home damage.

We expected that employees who received support from the program would be more committed to the company. Our interviews, however, suggested that it was employees who gave support to the program who became more committed to the company. By providing employees with an opportunity to participate in caring actions, the program offered an outlet for helping others. One manager explained, "Donating myself [helps me to see that] business can make you very focused on [making] money, and this kind of releases you from that, to think about other people, to reach out to others in need." A sales associate commented "I have money taken out of every paycheck to help with the [giving program]...it benefits a lot of people that really are in need...I feel real good that it's available.

It gives that sense of caring from the company... that sense of family."

I feel good that it can be taken out of my paycheck." Another said "Any time I do stop to give it some thought, I think things like... 'It's a good thing that I'm part of this,' and... 'This really is a good thing that my company has.'"

Giving led employees to feel grateful to the company for managing the program, which provided them with both a means and a rationale for making contributions to support their coworkers.



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Giving also led employees to take pride in the company as a caring, humane organization. One manager commented, "It gives that sense of caring from the company, that sense of, you know, we're there to help you out in times of need—that sense of family." Another manager stated "It's given me a little bit of faith in our corporate structure that I didn't have before...[In] major corporations today...it's all about the bottom line...I understand that way of thinking, but, you know, add a little bit of heart." An associate explained that donating to the program strengthened her feelings of pride in being a part of a caring company: "I do feel very attached to the company...I always feel proud that the company [has this program]...I think my money's being put to very good use. So I'm always happy to do it. I think companies should give back...I feel proud that our company does that."

We substantiated the findings from our interviews in a national survey of employees at the company. We found that giving to the program, not receiving support from the program, predicted higher levels of employee commitment. Further, our data showed that giving enabled employees to see themselves as more caring people and to see the company as a more caring organization. These perceptions

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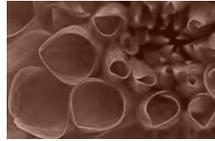
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We Commit When We Give (continued from page 2)

of the self and the company as caring cultivated feelings of gratitude toward and pride in the company, strengthening employees' commitment.



The key lesson for managers is that organizations can cultivate commitment not only by enabling employees to receive support, but also by enabling employees to give support. Having a giving program may improve the quality of employees' experiences while simultaneously promoting the welfare of the recipients and of the organization itself via increased feelings of commitment to the organization.

Adam M. Grant is an Assistant Professor of Organizational Behavior at UNC's Kenan-Flagler Business School

For more, see "Giving commitment: Employee support programs and the prosocial sensemaking process" by A. M. Grant, J.E. Dutton, B.D. Rosso published in the Academy of Management Journal: Vol. 51, No. 5, 898-918, 2008.

MBA Careers in Sustainable Enterprise Update

UNC MBA Class of 2009 Full-Time Positions

- Acumen Fund - Fellow
- Clean Air Action Corporation
- Deloitte Consulting - Senior Consultant (Sustainability)
- Education Pioneers - 2009 D.C. Fellow
- Frito Lay, Inc - Sr. Financial Analyst (working w/CSR department)
- GE Energy - Experienced Commercial Leadership Program
- General Electric Company - Renewable Energy Leadership Program
- MegaWatt Solar
- NC Choices - Business Development Director
- ... among many others

UNC MBA Class of 2010 Summer Internships

- Audubon NC - Social Marketing Intern
- B Lab - Associate
- Bank of America - Corporate Workforce-MBA Senior Analyst Summer Intern
- Darden Restaurants, Inc. - Brand Management Intern
- Duke Energy - Commercial Associates Summer Intern
- Environmental Defense Fund - Climate Corp Fellow
- GE Energy - Renewable Energy Leadership Program
- SJF Ventures - MBA Summer Associate
- Teach for America - General Counsel
- ... among many others

Alumni Spotlight:

Henry McKoy, BSBA '95

BASE Advisory Board member and Kenan-Flagler alum, Henry McKoy (BSBA '95), had the good fortune to travel to Washington, D.C. earlier this spring to meet and speak with President Barack Obama. (See page 6, "Mr. McKoy goes to Washington," for the complete story.) Henry's story growing up a smart, poor kid in North Carolina who could run pretty fast to the CEO of Fourth-Sector Bancorp is a compelling one.

Henry was born and raised in Fayetteville, NC. His early influences were varied. "My parents played a major role as did my big family (there were 6 of us). I grew up in the country, so always had an appreciation and love of nature. I also grew up poor, in a poor community, which also had an influence on me. However, my entrance into the academically gifted program in elementary school exposed me to a great deal of things - such as computers. I first learned and became interested in business via a computer game called "The Hot Dog Game" in 5th grade. I was also a pretty good runner and at the age of 12 traveled across the country. I saw that there were both good people and hard problems all across the nation."

Henry's interest in social equity blossomed at a national championship track meet in Hershey, PA. "On a tour of the Hershey

factory, I learned how Milton Hershey used his company to positively impact workers and orphans. That is when I realized business could be a force for good in the world."



Combining his background in computer science, economics, sociology, and business with 10 years managing multi-billion business units brought Henry to his current job as Chairman and CEO of Fourth-Sector Bancorp, a financial services company based in Durham, NC, with a national/international presence focused on connecting sustainable enterprises with appropriate capital and advisory services. Their goal is to fund the sustainable enterprise movement by helping to increase the amount of capital available to those businesses and entrepreneurs throughout their life cycle. "I am passionate about using business to impact people's lives in positive ways, but realize that the only way to ensure that most people live decent and plentiful lives is to balance that with the resources of the earth and do so in a way that allows the work to be sustainable over time (people, planet, profits)."

... [link to more about Henry](#) ...

BASE Workshop Helps Sustainable Entrepreneurs Learn the Secrets of Getting Capital

Investors and experienced entrepreneurs shared their advice for attracting investment for sustainable enterprises at the “Getting Ready for Capital” workshop on Feb. 19. The workshop was hosted by UNC’s Business Accelerator for Sustainable Entrepreneurship (BASE), the Center for Sustainable Enterprise, Hutchison Law Group, and SJF Advisory Services.

Keynote speaker James W. Dean Jr., dean of UNC Kenan-Flagler, praised BASE for serving the many UNC entrepreneurs interested in sustainable business and for reaching out to community entrepreneurs. “As dean of the business school, I’m encouraging us to reach out to the entrepreneurial community and help address problems that entrepreneurs face,” he said. “I’m very pleased that BASE is helping us do that.”

Henry McKoy, chairman of Fourth Sector Bancorp, moderated the event, which began with a lecture by Rick Larson, director of sustainable ventures for The Conservation Fund and Columbia Business School adjunct associate professor. Two panel discussions — an investors panel and a panel of successful entrepreneurs — followed.

Larson reviewed and compared the different types of capital available for sustainable entrepreneurs, including debt, traditional-equity, and social-risk capital. Ideally, for-profit social enterprises look for investors interested not only in financial return, but also in “psychic return” — the reward of helping entrepreneurs with worthwhile missions, Larson said. That pool of investors is growing but is still limited.

Larson also discussed planning an exit strategy that embeds the social mission into the enterprise. For instance, when Good Capital LLC invested in online bookseller Better World Books, the agreement included an allocation of 5 percent of the capital that will be distributed to four nonprofit literacy partners over time.

Investor panelists emphasized that entrepreneurs need not only a good idea but also the ability to describe succinctly and simply how they will turn it into a profitable business. “We’re looking for entrepreneurs with high integrity who are coachable and who carry with them an idea they can describe and who can convince us that they know how to make money at it,” said Bill Warner, founder and partner of Paladin and Associates and chair of Triangle Accredited Capital Forum.

Angel investors might look at companies that don’t have revenue but expect some in six months or less. Deb Parsons (Kenan-Flagler MBA ’06), business development director for Investors’ Circle, said angel investors are also interested in how companies treat their stakeholders, suppliers and the community in which they operate. Government grant programs are available to help earlier-stage companies, said John Hardin, acting executive director of the North Carolina Board of Science and Technology at the N.C. Department of Commerce. Most recipients of his organization’s grants don’t have revenue. No matter what stage, Hardin said, it is important for ventures seeking capital to clearly articulate their business concept. “People assume the value of their idea is self evident. It really does take work to spell it out. If your grandmother can’t understand it, it’s probably not clear enough,” he said.

Entrepreneur panelists shared their experiences obtaining capital in a discussion moderated by attorney Justyn J. Kasierski of Hutchison Law Group. Some reported having a check in hand just three months after securing an investor. For others, it took almost a year after the investor agreed to fund them.

Logan Metcalfe, chief financial officer and chief operating officer of Immaculate Baking Company, advised business owners seeking capital to “get more money than you think you need and start seeking it before you need it.”

Several panelists said that the right investor can add value in other ways. “Investors can provide intellectual capital and contacts as well as money but you have to find the right fit,” said Britt Weaver, chief financial officer of Sencera International.

Panelists also shared advice for ensuring success after receiving an infusion of capital. Tim Toben, a partner with Greenbridge Developments, stressed the importance of constantly assessing the team. “Your company will outgrow some employees and, at some point, your company will outgrow you. You may need to sell or bring in a CEO,” he said.

“I’m encouraging us to reach out to the entrepreneurial community and help address problems that entrepreneurs face.”

*UNC Kenan-Flagler Business School Dean,
James W. Dean, Jr.*





Notes from the Field

Faculty & Student Projects

President Obama announced his intent to nominate **Robert Adler**, strategy/entrepreneurship professor, to the Consumer Product Safety Commission. Extensive media coverage of the announcement included the *Los Angeles Times*, Associated Press, *MarketWatch*, *Bloomberg*, *United Press International*, *The New York Times*, *The Washington Post*, *Chicago Tribune*, *Consumer Reports* and numerous news web sites and blogs.

The *Rocky Mount Telegram* quoted **Jim Johnson**, Urban Investment Strategies Center director and strategy/entrepreneur professor, in "[Homeless residents work to keep shelter open.](#)" (May 2)

Carolina Parent featured the Center for Sustainable Enterprise's **Business Accelerator for Sustainable Entrepreneurship (B.A.S.E.)** in "Business Advocate for Environmental and Social Practices." (Spring '09)

The Herald-Sun announced a talk by Strategic Measures CEO Jonathan Estes, which was hosted by the **Center for Sustainable Enterprise**, in "'Smart Green' author to speak." (March 15) *The Carrboro Citizen* announced it in "[Sustainable business speech.](#)" (March 12)

The Daily Tar Heel quoted **Carol Seagle**, **Center for Sustainable Enterprise** faculty director and strategy/entrepreneurship professor, and cited the **Business Accelerator for Sustainable Entrepreneurship** in "[Grads prep for green jobs.](#)" (March 20)

Triangle Business Journal featured the work of **Jim Johnson**, strategy/entrepreneurship professor and Urban Investment Strategies Center director, to create the Union Independent School in Durham in "[Union Baptist, UNC building national model school for at-risk youth.](#)" (April 10) *The Rocky Mount Telegram* quoted him in "[Homeless residents work to keep shelter open.](#)" (May 2)

Cincinnati.com quoted strategy/entrepreneurship professor **Lisa Jones Christensen** in "P&G: Doing good is good business." (April 24)

The Financial Mail of Africa quoted strategy/entrepreneurship professor **Graham Sinclair** in "[Should it be enforced?](#)" (April 10)

The Herald-Sun quoted organizational behavior professor **Adam Grant** about the work of MBA students in the new Leadership Immersion course to raise funds for the Make-A-Wish Foundation in "Business students grant wishes." (April 11)

The Herald-Sun featured speeches at UNC Kenan-Flagler by Habitat for Humanity International CEO Jonathan T.M. Reckford in "Habitat CEO to speak" (April 1) and Burt's Bees president and CEO John Replogle in "Burt's Bees CEO to Speak at UNC." (April 13)

True/Slant featured two blogs about the Center for Sustainable Enterprise's **Business Accelerator for Sustainable Entrepreneurship (BASE)** in "[Hatching Triple-Bottom-Line Startups](#)" (April 20) and "[Where's the \(Local\) Beef?](#)" (April 21).

WRAL.com featured MBA Class of 2009 members **Andrew Pearson**, **Elin Szymanowski**, **Tom Birchard**, **Diana Selezanu** and **Lewelyn D'Souza**, and pictured the UNC Kenan-Flagler team that won first place at the Venture Capital Investment Competition (VCIC) in "[UNC-CH's Kenan-Flagler team takes home first in Venture Capital Investment Competition.](#)" (April 20) *FinChannel.com* also featured the VCIC in "[Success for Oxford MBAs.](#)" (April 25)

The Carrboro Citizen featured **Sindura Citineni** (MBA '04), who started Hunger Lunch at UNC and, with the help of the Carolina Challenge, expanded it to other campuses as Nourish International in "[From Hunger Lunch to Nourish International.](#)" (April 9)

The Herald-Sun featured 'Green Plus' businesses. The 'Green Plus' business plan was developed by the Center for Sustainable Enterprise "[Green Plus' Businesses Recognized.](#)" (June 22)

Business Week quoted Aparna Narang (MBA '02) in "[MBA Tales: Searching for Work in a Recession](#)" by Geoff Gloeckler. (June 15)

NC Local & Regional Events

July 28-31
[Green Building Basics Workshops & Residential Green Building Program Orientations](#)
Raleigh, NC

Sept. 9
[The 5th Annual GreenNC Tradeshow for the North Carolina Building Industry](#)
Raleigh Convention Center
Raleigh, NC

Sept. 14-16
[Conference: 2nd International Conference on Forests and Water in a Changing Environment](#)
Raleigh, NC

Global Events Calendar

July 8-11
[International Interdisciplinary Conference on the Environment](#)
Daytona Beach, FL

July 27-Aug. 1
[Sustainable Energy Conference](#)
Lafayette College, Easton, PA

Sept. 20-23
[Greening of the Campus VIII: Embracing Change](#)
Indianapolis, IN

Oct. 6
[Women's Network for a Sustainable Future \(WNSF\)](#)
[Businesswomen's Sustainability Leadership Summit](#)
New York, NY

Nov. 11-13
[Greenbuild](#)
Phoenix, AZ

Nov. 13-14
[2009 Net Impact North America Conference](#)
The Johnson School, Cornell University, Ithaca, NY

Nov. 19-20
[2009 International Journal of Neighbourhood Renewal Annual Conference and Awards Ceremony](#)
London

Mr. McKoy Goes to Washington

by Henry McKoy, BSBA '95

On Saturday morning around 11:30 a.m., as I prepared to coach my children's 8-and-under recreation basketball game, I received a call from a number that I did not recognize. When I answered the call, to my surprise, it was someone calling on behalf of the White House and the Office of POTUS (President of the United States) stating that the President was hosting a small meeting at the White House and requesting my presence with a few others.

I did not know anything other than that the topic of the meeting was going to be about "Green Jobs and Investing." But of course, they could have told me that it was going to be about "Green Eggs and Ham" and I (along with Sam I Am) would have been there!

I am happy to report that I cleared security (thank goodness speeding tickets are not a federal offense). There were about 25 individuals from the private sector invited to the meeting who represented business and investors from across the United States. Oklahoma, New York, California and Atlanta were some of the places represented, along with me proudly talking up North Carolina.

The White House administration was interested in hearing what it would take to really bring more private investment dollars into the green and sustainable business sectors. President Obama wanted to know what we thought it would take to grow our economy on the foundation of green business with the connected and critical goal of simultaneously making sure those gains reached all levels of society. In other words, how do we make sure that all members of society benefit from these opportunities? Many of you know this is my passion.

President Obama made some major announcements related to his \$150 billion commitment to green investments over the next 10 years: several billion dollars will go to universities for centers of excellence around energy independence; extending the investment tax credit to 10 years; and zero capital gains tax on investment in small businesses.

He asked us for our support in this vision (so it was part PR) as they stated that his administration wanted us as thought

leaders to understand his goal of leading a country that truly valued people, planet and profits in how it operated, ensuring that all had a prosperous future.

The second piece of it was even more exciting. Having created a new office within the White House just one week earlier (ours was the first gathering related to that new office) specifically to serve as a Special Advisor to his office in how to connect the green opportunity to green jobs and community development and poverty reduction (anything that lifts people up), he wanted us to begin thinking about ways that the White House can be leveraged towards those goals and they wanted us to bring forth bold action and vision on how to do that in a way that connected the public and private sectors in that goal.

I don't know about the other two dozen folks, but I was ready for the charge and certainly look forward to going back to the White House with bold ideas.

President Obama spent about 40 minutes with us and it was an honor to be invited into the room with him. He shook hands at the end, we were allowed to engage in some quick small talk about who we were and what we did, and then he was gone.

I had the chance to sit on the front row of the meeting and thanks to my wife (who felt the need to send her metallic PINK digital camera with me) was able to take some pictures of the President. Unfortunately, the President was rushing off to make a major announcement about the financial bailout plan afterwards, so there was no time to take pictures WITH him.

I know that many of you wanted to know of my experience, so I wanted to share it with you. But what I wanted to share more with you is what I took from the meeting and from the experience. What I took from my Washington trip and Presidential meeting is that North Carolina has a tremendous opportunity to be a leader in this expanding green economy. I have always known that, and for folks who have been listening to me for the longest time know of my commitment to wanting North Carolina to take that role.

... [link to more about Mr. McKoy](#) ...

CSE Program News



Farewell to Katie Kross

The Kenan-Flagler and CSE community would like to wish a heartfelt farewell to Katie Kross, CSE executive director for the last five years. Katie is a 2004 graduate of our MBA

Program and has been a passionate advocate for Sustainable Enterprise at Kenan-Flagler since her student days. She deserves enormous credit for building programs and activities that benefit faculty, students, alums and community members and have earned us global recognition for excellence in the field. Katie is going to have a chance to apply her strengths in program building at Duke, where she will be the associate director of the Corporate Sustainability Initiative. We would like to thank Katie for her years of service and dedication to the CSE and UNC Kenan-Flagler community.

A team from New York University's Stern School of Business won the **4th annual Sustainable Venture Capital Investment Competition (SVCIC)** hosted by UNC Kenan-Flagler March 27-28. The SVCIC is the only MBA competition in which students evaluate business plans that incorporate financial profitability, environmental integrity and social equity from entrepreneurs actively seeking venture capital funding.

The Center for Sustainable Enterprise was pleased to co-host Jonathan Reckford, CEO of Habitat for Humanity, April 2. Reckford spoke about leadership to an audience of around 100 MBA students and community members.

The Center for Sustainable Enterprise co-hosted John Replogle, president and CEO of Burt's Bees on April 22. Replogle spoke as part of the Dean's Speaker Series to an audience of around 400 MBA students and community members about Corporate Social Responsibility.

The Center for Sustainable Enterprise's BASE program hosted a Speed Networking event for Sustainable Entrepreneurs on May 28. The event brought together 80 entrepreneurs, students, investors and service providers for a structured and interactive networking event.

Kenan-Flagler students took 2nd place at the Leeds/Net Impact national case competition. Team members were Elizabeth Paxton, Troy Hannemann, Tom Birchard and Andrew Pearson.

News from around the World

The [S&P US Carbon Efficient Index](#) will track approximately 350 companies chosen for their carbon efficiency. The index weightings will be partly based on carbon scores and partly on rules designed to ensure the new index tracks the S&P 500 as closely as possible.

The [Electronic Take Back Coalition](#) has stated that the digital TV transition may literally create tons of E-Waste.

A new [Ipsos Marketing](#) study suggests green packaging for food products is in and convenient packaging is out for consumers. The food itself should include fresh ingredients and deliver health benefits.

LeapFrog raises \$44 million for the world's first [microinsurance fund](#). The fund aims to invest in businesses that will bring insurance and financial services to 25 million low-income people in Africa and Asia.

In response to the Pakistan conflict that has displaced more than 2.5 million people, about half of whom are children, Procter & Gamble (NYSE: PG) and World Vision will provide more than 11 million liters of clean drinking water. In addition, because of the magnitude of this crisis and the importance of Pakistan to its business, P&G through the Children's Safe Drinking Water Program, the signature

program of P&G's Live, Learn and Thrive Cause, will also partner with Pakistani humanitarian groups including [Project HOPE](#) to provide a total of 25 million liters of purified water.

Beijing's bid to boost the solar energy sector could draw more than \$10 billion in private funding for projects and put China on track to become a [leading market for solar equipment](#) in the next three years.

Carbon Disclosure Project and Markit said they will launch a family of [investment indices tracking](#) the performance of companies with robust carbon management strategies. Meanwhile, a new index that tracks leaders in sustainability reporting was unveiled by NASDAQ and CRD Analytics.

[Guidelines for climate-friendly food choices](#) developed by the Swedish authorities recommend citizens to reduce their meat and rice consumption as a way of reducing greenhouse gas emissions.

[Continental Airlines](#) (NYSE: CAL) announced that the biofuel blend tested in a January demonstration flight performed as well as or better than traditional jet fuel.



Student Spotlight:

Dan Sowder, MBA 2010

Before starting his summer internship with Duke Energy, Dan Sowder (MBA 2010) spent time supporting an international defense exercise somewhere in Southeast Asia. From Naval Officer to sustainability advocate, Dan's journey has taken him all over the world with his latest stop being Kenan-Flagler Business School here in Chapel Hill. It was during his career as a nuclear submarine officer in the U.S. Navy that Dan first encountered the triple-bottom-line approach to solving an economic problem.

"While I was stationed in Europe, my job involved finding ways to use military partnerships to create long-term stability in historically unstable parts of the world," Dan said. "For one assignment, I travelled to the recently independent Balkan country of Montenegro. After years of warfare and economic stagnation, Montenegrins were rebuilding their economy and looking around the world at other free-market economies for examples. It was clear to them that a free-market economy was the most effective and fastest way to improve their people's quality of life. But there were risks involved: could the pristine Adriatic coast remain a draw for tourists despite rapid

free-market development? Could viable industries be established that provide jobs and livelihoods in their country without exploiting the workforce? The world offered few good examples of developing economies that had achieved a balance between economic success and social equity and environmental conservation. It was clear that businesses would provide the economic engine for advancement, but it was uncertain what the cost would be."

"Understanding the Montenegrin perspective really helped me see how businesses- not governments or militaries- are the most effective at improving people's quality of life, but they must do so in a responsible manner that takes into account profits, social equality and environmental conservation. Without these types of businesses, Montenegro and the rest of the world will not achieve the long-term prosperity that we all deserve."



... [link to more about Dan](#) ...

CSE Year In Review

The Center for Sustainable Enterprise and the Sustainable Enterprise program at UNC Kenan-Flagler had a banner year in 2008-09, marked by exciting initiatives, skyrocketing student engagement and extended community outreach. Highlights of our year included the following accomplishments:

Brought thought leaders to campus as CSE distinguished speakers: Muhammad Yunus, Steven Phillips (ExxonMobil), Jonathan Reckford (Habitat), John Replogle (Burt's Bees), Adam Lowry (Method), Gary Hirshberg (Stonyfield Farms) spoke on campus.

- Collective attendance of 1,950.
- Speakers made time for "conversation hour" gatherings with small groups of MBA students.
- CSE also helped bring a Green Jobs Panel to campus for Earth Day: Dr. James H. Johnson, Joseph James, Larry Shirley and Dr. John Hardin.

Further enhanced the Sustainable Enterprise course offerings and enrollment.

- Enrollment in SE courses totaled 668 seats.
- Increased SE electives from 13 to 19.
- New electives: Global Immersion Elective to Brazil focused on Sustainability, Sustainability Consulting, Innovation and Entrepreneurship in Developing Countries, Environmental Strategy, Social Innovations Lab.
- Offered first SE course to BSBA's: Sustainable Enterprise and Social Entrepreneurship.

Extended the reach of the MBA Sustainable Enterprise concentration

- 56 students graduated with the SE Concentration, a 24% increase from last year.
- 19% of the MBA Class of 2009 graduated with the SE Concentration.

Developed executive education program on Sustainable Business

- With Executive Development program staff, developed and marketed additional enrollment executive education program, "Becoming Green: Effective Sustainability Strategies for You and Your Organization."

Launched a major initiative: BASE, the UNC Business Accelerator for Sustainable Entrepreneurship

- Received grant funding from CEI Innovations Fund and Z. Smith Reynolds Foundation for full-scale phase program launch.
- Over 55 entrepreneurs applied for 20 spots in the full scale phase.
- Enrolled 21 paid BASE members.
- Hosted monthly workshops and networking events since January 2009 launch serving an average of over 100 participants.

Extended reach of MBA enrichment activities related to Sustainable Enterprise

- Sponsored 43 Kenan-Flagler MBA students to attend the 2008 Net Impact national conference.
- Connected 38 MBA students with mentors through the CSE Mentoring program.
- Sponsored the 4th annual Sustainable Venture Capital Investment Competition (SVCIC).

Hosted largest-ever annual Sustainable Enterprise Career Fair

- 10th annual SE Career Fair.
- Attracted the highest number of participating organizations (38) and participating students (over 250).
- Offered in partnership with Duke.

Developed award-winning sustainability case studies.

- CSE faculty and staff wrote two sustainability cases that won 2nd place in the 2008 Oikos Case Writing Competition and 4th place in the 2009 Oikos Case Writing Competition.

Thanks to professors Carol Seagle, Al Segars, Lisa Jones Christensen, John Lott, Luther Hodges and Jim Johnson; staff members Katie Kross, Tracy Triggs-Matthews, Kelly Boone and Jessica Thomas; and student interns Caroline Kleinhappel Mateus Hejazi, Elizabeth Paxton, Patrick Crawford, Majed Ardati, Emily Martin, Michael Alden and Sumeth Suwanpusaporn; and the many other faculty and students who worked with our Center this year!

Resources

[Sustainable Enterprise Report, 2nd Ed.](#)

Report, co-produced by Deloitte and Kyoto Publishing, contains peer-reviewed white papers and case studies on the latest trends and issues in corporate responsibility and sustainability.

[Water Scarcity and Climate Change: Growing Risks for Businesses and Investors](#)

Report from the Ceres investor group identifies water-related risks specific to eight key sectors including energy and high-tech.

[Measuring Corporate Impact on Ecosystems: A Comprehensive Review of New Tools](#)

Report from Business for Social Responsibility reviews the emerging tools companies can use to measure their impact on ecosystems.

[Reclaiming Transparency in a Changing Climate](#)

Report from Ceres, the Environmental Defense Fund and the Center for Energy and Environmental Security looks at how many companies are reporting climate-related risks in their annual reports.

[The Clean Energy Economy](#)

Report from the Pew Charitable Trusts provides the first-ever hard count across the 50 states of the actual jobs, companies and venture capital investments that supply the clean energy economy.

[Global Climate Change Impacts in the United States](#)

Report on climate change impacts published by a federal government cross-agency group to integrate science research on climate change.