

November 19, 2008 UNC's Kenan-Flagler Business School Sustainable Enterprise Chat

Anne_KFBS2010: Welcome everyone to the Sustainable Enterprise Chat. We are glad you all are able to join us today and look forward to your questions regarding sustainability. With us today representing Kenan-Flagler Business School are two students from the Class of 2009, two students from the Class of 2010, Katie Kross and Carol Seagle from the Center for Sustainable Enterprise, Jeff Fischer from the Career Management Center, and Peggy Tate from admissions. These individuals will introduce themselves and then the chat will begin.

Paula_KFBS2009: Hi, I'm Paula Luxenberg, the president of Net Impact and a 2nd-year student.

Carol_CSE_KFBS: Welcome, from Carol Seagle. I'm the Faculty Director of the Center for Sustainable Enterprise (CSE) and professor of Sustainable Enterprise and Environmental Strategy.

STEPHANIE_KFBS2010: I'm Stephanie, a first-year student, interested in social investment.

KATIE_CSE_KFBS: This is Katie Kross, executive director of the Center for Sustainable Enterprise (<http://www.cse.unc.edu>) and Kenan-Flagler alumna (MBA '04). I can answer questions about SE careers, CSE consulting, and extracurricular opportunities.

Brandon_KFBS2010: Hi Everyone. I'm Brandon and I'm a first year student here at KFBS. I'm also a dual degree student with Duke's Nicholas School of the Environment.

Kevin_KFBS2009: Hi, I am Kevin, a second year focused on the energy industry. I interned at CSE consulting this summer.

Jeff_CMC_KFBS: Hi everyone this is Jeff Fischer, the Director of Career Management Center.

Amrinder_KFBS2009: Hi Everyone! I'm a 2nd year member of the Admissions Advisory Board (AAB).

Anne_KFBS2010: Questions may begin now. Thanks

Ken A: Hello everyone. In terms of the CSE - is that a company under UNC? Also, could you tell me more about which companies and types of projects you work with through CSE consulting internships? Thanks!

KATIE_CSE_KFBS: Ken A - CSE Consulting is a program of the Center for Sustainable Enterprise. It is a competitive MBA internship in which summer interns work on real-world sustainability consulting projects. Past CSE Consulting projects have been for Bank of America, Progress Energy, Johnson & Johnson, as well as a number of startups and nonprofits.

Kevin_KFBS2009: Ken - CSE consulting projects have a pretty wide range. They all have revolved around sustainability consulting, but vary by industry. This summer, we had two in energy, one in industrial products, one in entrepreneurship, and one in local organic farming. Some big companies, some small - really just depends on the batch that Kelly puts together for the summer.

Tim B: Hey everyone. What fields do students who focus on Sustainable Enterprise usually go into after graduation?

Paula_KFBS2009: Good question, Tim B. Students here go into a range of fields involving sustainability. Some are in companies whose entire focus is sustainability (i.e. Burt's Bees, Interface, Good Capital) while others work in traditional companies where they incorporate sustainability through normal business functional areas (i.e. marketing at IBM, finance at Goldman Sachs, operations at Wal-Mart).

Deepti A: Hi everyone! Are there any projects available in the field of education?

Anne_KFBS2010: Deepti- are you asking about internship opportunities in general or projects at the Center for Sustainable Enterprise? There are numerous education internship and full time positions. Education Pioneers offers internships consulting school districts and charter schools in 5 or more cities. The Broad Residency group offers full time positions sort of as an extension of Education Pioneers. Also, you can take classes at the School of Education as a student at Kenan-Flagler. Starting in January, students will begin volunteering through Junior Achievement.

Deepti A: Anne my question was specifically for the projects at CSE.

Anne_KFBS2010: Deepti- a few years back there was a CSE consulting project with Orange County Partnership for Young Children- an educational non-profit. Just to clarify that CSE consulting is a summer internship option. In the past, there have also been practicum and STAR projects that have worked with non-profits based in the education field.

Lesha B: when you say sustainability consulting projects do you mean you work with businesses to becoming more sustainable in their operations or do you work with companies who are working with renewable resources? Or both?

Kevin_KFBS2009: Lesha - a bit of both. One project this summer tried to help a large, industrial product manufacturer to enter into the 'sustainability' market, but they had no idea how to effectively leverage their product line. We helped them determine what their best entree would be, and did some market sizing around it. Another project worked with a local utility to figure out how to incorporate solar power into their generation mix.

KATIE_CSE_KFBS: For clarification purposes, the Center for Sustainable Enterprise (CSE) is a part of the UNC Kenan-Flagler Business School. We support the sustainable enterprise curriculum, research, and extracurricular opportunities at Kenan-Flagler.

Jeff_CMC_KFBS: As Paula mentioned, in addition to pure sustainability jobs, students will often go to sustainability roles in large companies. For example, we are one of 3 schools that GE comes to for their renewable energy leadership program.

Ken A: Thanks everyone - great response to my CSE question.

Sarah K: Hello All. I am a prospective student interested in a Marketing concentration. In the Marketing online chat a couple of students spoke about how sustainability is and will continue to affect other areas of business. Can anyone speak to the Marketing / CSE connection?

Carol_CSE_KFBS: Sarah K. - There are courses that focus specifically on the triple bottom line (environmental, social, and financial), such as Sustainable Enterprise and Environmental Strategy. In each of these classes, we address "green" marketing and related topics. We do not have a

"Green" Marketing class per se. Additionally, we have had graduates go on to careers in marketing for green products and sustainable companies. There is also the possibility of obtaining an internship with a joint focus on marketing and sustainability.

Michael C: Hello everyone. During my visit several students mentioned the new class that Kenan-Flagler is offering, I believe it is called "the bottom of the pyramid" can someone please elaborate on the course, it sounds very interesting. Thanks

STEPHANIE_KFBS2010: Michael C., the class is called Innovation & Entrepreneurship in Developing Economies, and handles topics related to the base of the pyramid (BOP). For everyone, if you think of the world as a pyramid of population size and income, the U.S. and developed countries are the tip of pyramid (high income, small relative population) and the BOP is the large poorer population of people living in developing economies. This population has some disposable income and is a very viable market if products and services are designed to fit their needs. Companies are now starting to see this market potential.

Julie B: How much focus is there on social sustainability, and working with companies in their poverty relief efforts?

KATIE_CSE_KFBS: Julie B. - There are several MBA electives that focus on social sustainability issues: Innovation & Entrepreneurship for Emerging Markets, Social Entrepreneurship, Strategic Corporate Social Responsibility, Minority Entrepreneurship, Social Innovations Lab. Other classes focus on both social & environmental issues together (for example, Investment Strategy for Sustainability).

Paula_KFBS2009: Julie B, career options regarding poverty relief include the Acumen Fund, Population Services International, and microfinance institutions like MicroVest. One professor, Lisa Jones Christenson, focuses much of her research on poverty relief solutions like water purification.

Jeff_CMC_KFBS: Julie B, Most of the top strategy firms recruit here and students can often work on sustainability related projects there. For example, one student went to McKinsey and was able to work on a sustainability project as part of her internship.

Julie B: Cool... I want to focus my career on strategy consulting and CSR. It seems like there are a lot of resources for that.

Tim B: How many students are involved in the Net Impact club? How many focus on sustainable enterprise in their studies?

Paula_KFBS2009: Tim B, there are 250 students in Net Impact, which is 44% of the student body. We have one of the oldest and most active Net Impact chapters in the country. In fact, 45 of us just returned from the annual Net Impact conference, which was held at Wharton in Philadelphia. It was a ton of fun - not to mention chock full of great educational and networking opportunities.

Tim B: That's great. Wow.

KATIE_CSE_KFBS: All - You might also be interested in UNC's Business Accelerator for Sustainable Entrepreneurship (BASE). This is a program unique to Kenan-Flagler that we have just launched

this year. It gives students the opportunity to work directly with entrepreneurs who have socially or environmentally focused startup businesses.

Ankitraheja: KATIE this a wonderful idea. It is like best of both worlds.. STARS + CSR = BASE ?

KATIE_CSE_KFBS: Ankitraheja - Similar. In both programs, students have the opportunity to work with real companies on challenging projects. In BASE, the companies are specifically early-stage companies and have a sustainable focus; in STAR, they may be later-stage companies.

Lesha B: Katie - Is BASE an extracurricular program or integral with an elective?

KATIE_CSE_KFBS: Lesha B. - BASE is a standalone program that entrepreneurs participate in. Some of the entrepreneurs then are linked with class projects; for example, one of the current BASE businesses is participating with students in the Kenan-Flagler course "Launching the Venture."

KATIE_CSE_KFBS: BASE website: <http://www.kenan-flagler.unc.edu/KI/cse/BASE/>

Ana: Hey all! You are talking about a lot of classes... Is it possible to find a list of all the electives related to the Sustainable Enterprise concentration? To look for professors and programs?

KATIE_CSE_KFBS: List of SE Courses: <http://www.kenan-flagler.unc.edu/Programs/MBA/Academics/sustainable-enterprise.cfm>.

Lesha B: Just as a general question, do you see the future of business going "green" and staying that way? As an architect, I know the built environment will continue to go in the direction, but I have had several people tell me that "going green" is just another trend both in marketing and in business. I don't agree with this statement but I am curious what other people have to say about that.

Carol_CSE_KFBS: Lesha B, At Kenan-Flagler, we believe that "going green" or the emphasis on sustainability is not a fad, but is similar to the Total Quality Movement of the 1990s. Sustainability at its core is about maintaining license to operate and functioning responsibly. Incorporating concern for the environment by using renewable resources, maximizing energy efficiency, reducing waste and designing for efficient materials use and cradle-to-cradle thinking are sound business strategies that can impart competitive advantage. I see the case for this growing stronger each year, particularly in a tight economy, when it is increasingly efficient to not be wasteful.

Jeff_CMC_KFBS: Lesha B. Building on Carol's answer - the way to understand what is real is to understand the flows of capital - ie follow the money. As we see where the smart money is going in the space, we can quickly determine the opportunities that offer the most attractive returns for companies, shareholders, employees (your human capital), and communities. we had several people go to non sustainability jobs in major companies and get staffed on sustainability projects because that is what clients needed (McKinsey and Morgan Stanley) or because it was a top corporate priority (FEDEX)

Lesha B. thanks Jeff that really helps.

Michael C: Are there any study abroad opportunities that focus on sustainable enterprises?

STEPHANIE_KFBS2010: Michael C., there are specific study abroad opportunities in SE, yes, as well as opportunities to go on exchange programs and design your course choices around sustainability. In 2009 the Brazil Global Immersion Elective (GIE) will focus on Sustainable Enterprise (will have topics like eco-tourism & urbanization). There are also student-led efforts to build service trips in the future.

Ken A: Katie - I saw that there is a wealth of great electives now available at KF's CSE and there are relatively new offerings. Do you plan any other changes or growth for the program in the next 3-5 years? Or looking even further ahead?

KATIE_CSE_KFBS: Ken A. - Absolutely. Our curriculum and program offerings are continually enhanced each year.

Paula_KFBS2009: Ken A, I chose KFBS precisely because of its long-running strength in Sustainable Enterprise. The Center for Sustainable Enterprise will be celebrating its 10th anniversary next year, so we are marking this milestone by taking an extra-careful look at the role sustainability will play at KFBS over the next 3, 5, 10 years.

Ankitraheja: A real differentiating factor from other schools. I have come across consulting projects in other schools but only Kenan Flagler has sustainable focus in consulting projects. KATIE sorry if this question has been asked before but can I club Management Consulting Concentration with Base Project.

KATIE_CSE_KFBS: Ankitraheja - Yes, you have a lot of flexibility. Many of our students complete the Sustainable Enterprise concentration in addition to a career concentration like Management Consulting or Finance. Students of any concentration can get involved with BASE if interested.

Jessica M: Sorry that I'm late. I'd love to hear student perspectives on what has been the most interesting coursework or extracurricular activity you have been involved in.

Paula_KFBS2009: Jessica M, I'm taking Carol Seagle's Environmental Strategy class right now, and it's fantastic. She provides fantastic readings and case studies on how a wide variety of companies are using sustainability to increase profitability and their competitive advantage.

Brandon_KFBS2010: Jessica M. - Speaking to the extracurricular activities, the Net Impact club sponsored careers in sustainability forum a few weeks ago. As well, Net Impact and CSE have sponsored several sustainability-related incredible speakers, including Gary Hirshberg and Kellie McElhaney. There also opportunities to green the school or to work on practicum projects with local sustainable businesses.

STEPHANIE_KFBS2010: Jessica, welcome. I was able to participate in an extracurricular internship during my first semester at KFBS with GAIN (Global Alliance for Improved Nutrition, a nonprofit public-private sector convener) on a consulting project. I worked with an adjunct professor and learned a lot about malnutrition and big global nutrition players like Nestle and Danone. My work will be presented soon to the GAIN Board and possibly implemented in 2009. This was a great experience, both in personal education and experience.

Paula_KFBS2009: Jessica M, another fantastic course was Strategic Corporate Social Responsibility, taught by Kelly McElhaney. She's the founder of the Center for Responsible Business at Berkeley's Haas School of Business, and she travels to Chapel Hill once a year to teach a weekend course. She was fantastic - one of the best classes I've ever had!

Ken A: Does the CSE consulting program focus specifically on businesses in North Carolina, or are they open to other regions?

KATIE_CSE_KFB: Ken A. - We have projects with both local and multinational organizations.

Kevin_KFBS2009: Ken - this past summer, most of the projects were in the region, but this is not a limitation of the program. One of the companies was based out of Minnesota, but had a local office. We do most of our work remotely (i.e. from the Kenan institute), so there is nothing preventing CSE from working with clients outside the immediate area. We have at least three in-person meetings with each client, but otherwise, it is done remotely.

Carol_CSE_KFBS: Ken A, and others, As the Director of the Center for Sustainable Enterprise, let me add that we are committed to maintaining and enhancing Kenan-Flagler's reputation as a thought leader and offering rich experiential learning opportunities to our students. We regularly review our course and extra-curricular offerings and look for opportunities to innovate. BASE is an example of a program we added during this past year. Building on the combined strengths of KFBS in Sustainability and Entrepreneurship, BASE, the Business Accelerator for Sustainable Enterprise, offers students the opportunity to work with start-ups and put into practice the skills learned through the MBA program.

Ankitraheja: Oh no I have submitted my application to Kenan Flagler without clicking Sustainable Enterprise Enrichment. Now I realize my folly. Sustainable Enterprise Enrichment is great program. Glad I know it now.

Carol_CSE_KFBS: You do not have to declare your concentration ahead of time. The concentration is built by taking a set number of sustainability-related courses.

Vale: Are there opportunities to work with social entrepreneurs in developing countries? I've read a bit about Professor Christensen's work -- just wondering if there are opportunities for students to get involved.

KATIE_CSE_KFBS: Vale - Yes. In the past, we have had several MBA students travel to Thailand to work with local entrepreneurs in a tsunami relief program through the Kenan Institute Asia (affiliated with Kenan-Flagler). Kenan-Flagler also has new partnerships in Africa that will give students an opportunity to work with local communities and businesses. These are just a few examples.

Jessica M: Do more students get involved in sustainability projects than get jobs in sustainable enterprise (even if through a for-profit consulting company)? Job placement is important to me, so I'm interested in how students build that into their MBA.

Paula_KFBS200: Jessica M, there has been a huge initiative this year to help all students at KFBS land the job of their dreams. Net Impact, the Career Management Center, and the Center for

Sustainable Enterprise are all working very closely together to ensure that any student who wants a position that involves sustainability can get one. One of the Associate Directors at the Career Management Center attended the Net Impact conference last week, and the Director of the CMC attended the DC Green Festival 2 weeks ago.

Paula_KFBS2009: Jessica M, one activity that I've found extremely helpful is Net Impact's TASC Force. (TASC stands for Teams Achieving Sustainable Careers.) There are groups of 5-6 students, a mix of 1st and 2nd years, who meet every 2 weeks to provide support, networking, and accountability throughout the career search process.

Jessica M: Thanks, Paula. I've heard great things about Kenan-Flagler's NetImpact, and I can see why there's all the talk.

KATIE_CSE_KFBS: Jessica M. - Some of our students choose to pursue careers that are specifically dedicated to a sustainability-related role; others choose to take a "traditional" MBA position and get involved with sustainability initiatives from there. For instance, we have alumni at IBM, Intel, and McKinsey who have integrated their sustainability interests in a traditional corporate role.

Ken A: Earlier, we talked about the NetImpact participation - was that 44% of the entire MBA class or just the CSE program students?

Paula_KFBS2009: Ken A, that's 44% of the entire MBA class - 250 students out of a total of 560 at KFBS.

Jessica M: Katie, I used to live in Africa. Are there opportunities to get involved with the new partnerships through CSE?

KATIE_CSE_KFBS: Jessica M. - The Africa initiative is a school-wide part of the Kenan-Flagler Business School. It is not isolated to CSE. But, yes, there will be opportunities to get involved either way.

Caroline C: Is there opportunity to learn about developing green industry?

Carol_CSE_KFBS: Caroline, just for clarification, what do you mean by "green industry"? In the Environmental Strategy class, the principles we discuss are applicable to a wide range of industries. I try to funnel information specific to the interests of specific students...for example, we focused on greening supply chain and design for the environment.

Caroline C: Yes, the example of greening the supply chain is one of my interests.

Carol_CSE_KFBS: Caroline, for the students who told me they are interested in something specific, like supply chain, I try to give them additional readings and point out additional resources so these individuals can learn more about that topic. We also have a discussion board so students who want to dive more deeply into a specific topic can continue these conversations outside of class and it is a great way for students to share expertise and new information.

Ken A: Also, can you talk about which companies CSE students interned with last summer?

Kevin_KFBS2009: Ken - CSEc worked with Progress Energy (utility), Advanced Energy (green building consulting firm), a pair of entrepreneurs working on a sustainable industrial park idea, Rockwell Automation (industrial products), and a consortium of local pork growers.

Ken A: Oh, I meant all the students in the CSE program, not just the CSE Consulting students in particular - can you talk about what companies students go to for internships from the overall CSE program?

Paula_KFBS2009: Ken A, an example of internships that students interested in sustainability held this past summer includes GE Wind Energy, Novozymes, B Corporation, Burt's Bees, Good Capital, ShoreBank, FedEx Kinko's, SJF Ventures, and Scientific Properties.

Ankitraheja: May I know when will transcript of this chat be available?

Peggy T: Ankitraheja, the transcript for this chat will be posted within two weeks.

Ankitraheja: Thanks Peggy. Any CSE initiatives happening in India also?

Anne_KFBS2010: Ankitraheja- currently there are not any specific CSE projects in India, but students can always propose practicum projects. I am going on a Global Immersion Elective (GIE) to India this Spring Break and you can also participate in study abroad programs there.

Ankitraheja: Oh nice to know.

Ana: One last question, approximately what percentage of the class recruits for consulting in sustainability?

Paula_KFBS2009: Ana, we don't have numbers specifically on sustainability consulting, but we do have many alumni in highly reputable consulting firms - both those devoted wholly to sustainability as well as traditional firms.

KATIE_CSE_KFBS: To add something to the conversation about careers - Kenan-Flagler students interested in sustainable enterprise are interested in a wide range of disciplines and career functions. Some include: corporate sustainability strategy, socially responsible investing, renewable energy marketing and project development, green building, corporate social responsibility, economic/community development, clean tech venture capital, social entrepreneurship, international development, and green or social marketing.

Anne_KFBS2010: We have 10 minutes left in the chat, so please begin to finalize your questions.

Jessica M: Kenan-Flagler is renown for quantifying more in business than others thought possible. Has this filtered over to the Sustainable Enterprise program?

Carol_CSE_KFBS: Jessica, are you asking about developing and critiquing methods for quantification and certification? This is an interest of some of our research faculty.

Jessica M: Carol, sure! That and more. I'm just wondering where quantification has impacted the sustainable enterprise component of Kenan-Flagler.

Carol_CSE_KFBS: Jessica, as part of an MBA program recognized for this strength, the education students receive across the curriculum builds their quantitative skills and ability to apply and develop appropriate metrics and frameworks.

Jessica M: Thanks Carol. What researchers and courses might apply this to sustainable enterprises and social responsibility?

Carol_CSE_KFBS: To the best of my knowledge, this is something integrated across the curriculum and included to some degree in each course.

Caroline C: I would like to learn more about developing green products. Can you connect me to the appropriate discussion boards?

Carol_CSE_KFBS: Caroline, the discussion board I referred to is for 2nd yr MBA students enrolled in my class. However, you may be interested in looking at a new publication by HBR about marketing to the green consumer.

Paula_KFBS2009: Caroline, unfortunately you can't access the discussion board Carol mentioned without being enrolled in her class. However, I'd recommend checking out <http://www.coopamerica.org> and <http://www.greenfestivals.org> to get an idea of the types of innovative green products that are out there.

Caroline C: Thank you for the links.

Ankitraheja: These chats are wonderful. After attending Management Consulting Chat and Sustainable Enterprise Enrichment Chat I do feel enriched. Thanks Kenan Flagler to help us understand our aspirations better.

Ken A: Are there any resources or publications you recommend reviewing over the next several months to better prepare ourselves for the CSE program?

KATIE_CSE_KFBS: Ken A. & others interested - We publish an e-newsletter called "Sustainable Enterprise Quarterly." To subscribe or read past issues, visit: <http://www.kenan-flagler.unc.edu/ki/cse/newnewsletters.cfm>.

Paula_KFBS2009: Ken A, my favourite sustainable business magazine is Fast Company. I highly recommend it!

Ken A: Great thanks Paula! Also, thanks for the reminder of the quarterly newsletter, Katie. I enjoyed the most recent issue, and I will continue looking for more in the future.

Ken A: For students wanting to have dual concentrations in both MGT consulting and CSE, do we have to prioritize electives? Or is there enough room in the schedule to take all classes in both concentrations? I am just considering what (if anything) we might have to give up to also have a second concentration in MC.

STEPHANIE_KFBS2010: The consulting concentration requirement is pretty flexible; it requires a frameworks course, a STAR project (consulting project for a real company) and then mostly

electives. It's very easy to in general choose electives in sustainability and many other areas that meet individual preferences.

Anne_KFBS2010: Final questions please...we need to wrap up in 2 minutes.

Ken A: what first started the CSE at UNC?

KATIE_CSE_KFBS: Ken A. - You can read about the history of the Kenan-Flagler sustainable enterprise program on our website here: <http://www.kenan-flagler.unc.edu/KI/cse/newhistory.cfm>.

Anne_KFBS2010: Thank you all for joining in the chat today. You all had great questions. If you have any further questions please email mba_info@unc.edu.

Peggy T: Thanks to all of you for your participation on our chat today.