

Sustainable Enterprise QUARTERLY

Reinventing Today's Business for the Challenges of Tomorrow

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Rethinking the Conventional Wisdom of Business

By Dr. Albert H. Segars

Every industry is full of legend, lore, and a lexicon that shape beliefs and ultimately decision-making. Often known as “conventional wisdom,” these beliefs often guide the production, distribution and performance measures of products and services. The problem for many businesses is that conventional wisdom often has no basis in fact.

For example, the ocean-based shipping business began losing money in the mid-1980s. Conventional wisdom led one to believe that the problem was speed: build faster ships and the economics will change. The industry followed this path, but rather than getting better, the problem grew far worse. Costs escalated dramatically and the industry was in danger of collapsing.

Ironically, the problem was in the ports not on the ocean. The industry needed to improve the turnaround of loading and unloading ships. Getting the ships to port faster only caused more ships to be waiting in the harbor causing several new problems in cost economics. The needed innovation was the container ship rather than a faster version of existing ships. This was not obvious to the industry because of the conventional wisdom that surrounded ocean travel.

For many companies, conventional wisdom is a steep roadblock in achieving more sustainable business models. Outdated beliefs about energy, waste, raw materials and markets might pose a serious threat to future viability. Yet, some businesses march forward hoping that issues such as global warming, poverty and rising energy costs represent new constraints rather than harbingers of radical business transformation. For these firms, sustainability is an operational issue rather than a prelude for drastic change. At the other extreme, there are firms that recognize the need to throw away conventional wisdom and migrate to very creative and transformational business

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from the Dean on page 5*

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models. These firms have pioneered new business models that conventional wisdom would label as “folly,” yet, these models work. An obvious question is “How can some firms recognize these new models of business while others do not?”

One obvious answer to the paradox is the role conventional wisdom plays in decision-making. Often, accepted models of business are the ones that led to the success of the company. They also play a major role in the promotion and reputation of management. In fact, many firms and their management teams simply “fall in love” with their business models. Another reason is the “leap of faith” needed for radical change as opposed to the “leap of certainty” associated with incremental change. Incremental changes through continuous improvement techniques (e.g. TQM) represent less risky business propositions. To completely rethink a product, service or business model represents additional risk and uncertainty for many managers. It may also lead to a way of doing business that is quite contrary to conventional wisdom. Therefore, it is far easier to incrementally improve rather than radically innovate.

Importantly, business models based on the concept of sustainability represent a quantum leap beyond “doing good” through philanthropy or environmental compliance. They represent new models of product and service delivery that create real value to consumers in use, social justice, and environmental respects. In other words, the consumer does not have to sacrifice environmental or social value in order to obtain consumption value. Therefore, the true “total cost of ownership” to the consumer is less.

iPod, iTunes, satellite radio: Simplicity over complexity

Concepts such as “direct to consumer” and “unbundling” characterize the model of Apple’s iTunes and iPod. Rather than being burdened by media such as CDs and the pre-packaging of songs by the recording industry, the consumer is free to download only the songs desired and collect all of them on one device. The result is distribution of media that is environmentally friendly through the reduction of magnetic storage media (CDs).



Dr. Albert H. Segars is faculty director of the Center for Sustainable Enterprise, RBC Bank Distinguished Professor and chair of strategy and entrepreneurship



The consumer is now free to sample artists and music that were not easily discovered through traditional marketing and distribution. Satellite radio is likely to take this model one step further by allowing wireless downloading of music to small devices on demand. These devices will eclipse the classic version of iPod because they will create less electronic waste. In essence, it will be a model of “media on demand” without the requirement of storage.

Importantly, these models currently share one key characteristic: simplicity. It is easy to choose, store, and manipulate the media. After all, the media is now digital rather than physical. In the future, these devices also will share another key characteristic: community. The sharing of media, information, and knowledge already is evident in the gaming sectors and in Facebook and Twitter. The marvel is that populations that were once separated by geographic and demographic barriers will be seamlessly connected. In essence the world’s underdeveloped sectors will be connected to the more developed sectors at low cost. Building models of commerce, production and distribution in such a world will require thinking that might be at odds with conventional wisdom. However, these new models will be of greater benefit to society as well as the environment. They also will lead to greater business opportunity.

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Cirque du Soleil: Shifting cost economics

The Ringling Brothers and Barnum Bailey Circus is an institution within the United States. Marquee entertainers, animal acts, three rings and endless concessions are all a part of the “Greatest Show on Earth.” Each of us can remember the excitement of the circus coming to town. Conventional wisdom would suggest that such a model is timeless.

Nothing could be further from the truth. Concerns from animal rights activists, higher costs of transportation and higher costs of entertainers have placed the model in jeopardy.

Enter Cirque Du Soleil. With no animal acts, no transportation costs, no marquee entertainers and a focus on employee development, Cirque has taken everything that worked for Ringling Brothers and used it against them. In essence, they have created a more profitable and sustainable model of circus-based entertainment by defying conventional logic.

The real magic of the model is that it costs less to stage a Cirque du Soleil show than it does a traditional circus show. Audiences feel their imagination is part of the show, breaking down the traditional barrier between entertainer and audience. It is a great example of how to take advantage of changing audience tastes and cost economics to build a better business model.

Aravind: Mobile and distributed healthcare

Conventional wisdom bundles the assets of a hospital. For surgery or testing, the patient must travel from his/her home to the central facility for care. In the United States, such a model is feasible due to the ease of transportation. However, in developing countries such as India this model presents major problems. In these regions, the population is enormous and most are unable to reach central medical facilities. Therefore, a serious rethinking of a hospital is required.



mobile platforms for medical assets that were once considered immobile.

Obviously, the associated business models and processes of treatment will be reinvented along with this technology. It is likely that centralized medical facilities will become more distributed contributing greatly to better treatment options and better utilization of energy resources. Banks and other businesses that once occupied large facilities are also decentralizing for better management of workforce and reduction of traffic congestion. Once again, this is a direct contradiction to conventional wisdom.

Navigating Uncertainty and Achieving Sustainable Business Models: Six Keys to Success

So, what are the secrets of the managers behind these innovative business models? Similar to many great innovators such as the Wright Brothers, Thomas Edison and Alexander Graham Bell, today's innovators follow systematic principles of innovation that separate fact from myth and legend. Here are six “keys to success” that seem evident among the best leaders and innovators.

Don't judge an idea too quickly. The best innovators do not judge a new idea too quickly, especially if the idea is at odds with conventional business models. Interestingly, the final design for the Wright Brother's “Flyer” was totally at odds with mainstream aeronautical design of the day. In fact, two leading experts in the field gave the Wrights no chance of success with their flying machine. From the perspective of sustainability, the Wright's “flyer” weighed one third less than competing designs, had one half fewer moving parts, and used one third less fuel. Overall, the design was much simpler than that of other experimenters. In fact, it was based on the operation and gear ratios of bicycles. This simplicity along with the back-

Building models of commerce, production and distribution in such a world will require thinking that might be at odds with conventional wisdom.

Aravind has pioneered the unbundling of the hospital through rethinking cataract surgery. By locating facilities throughout India and reinventing the process of cataract surgery, Aravind can treat many more patients in diverse locations. This unbundling of the hospital has led many firms such as Siemens and GE to develop

ground of the Wrights led competitors to dismiss the project. As one experimenter stated, “the lack of sophistication will doom the Wright Brothers machine, they have no place among the scientific community.” Of course, the quoted experimenter is lost to history while the Wrights will forever be identified with first flight.

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Don't run with the first idea. It is very important not to “run” with the first idea proposed. In many instances the first idea is the one closest to the conventional norm. More importantly, it may also be an idea or a business model that is not appropriate for a new business context. I saw this first hand as our own university was contemplating internet access for all students. The first idea was to “wire” any place that students might need access. Consistent with this idea, old buildings and classrooms were refurbished at tremendous expense to provide “access.” Alternative ideas were not considered because this approach was “known” and could be immediately implemented. Millions of dollars later, the wire and ports in these buildings and classrooms were largely unused. Students relied instead on wireless access, which truly was “everywhere they needed it to be.” Clear trends and technologies in wireless were on the market as this decision was being made; however, well-known approaches for networking were also in place. Sometimes it is hard to see past our favorite tools even if the signs of change are very recognizable.

Avoid following rules that don't exist. The best innovators avoid following rules that don't exist. Often a new idea is challenged with statements such as “our customers are not ready for that,” “we can't do that,” or “the competition will eat us alive.” When put to the test, many innovative managers find that these are simply rules that have no basis in fact. In the instance of iPod, many questioned the utility of storing thousands of songs on a small, mobile device.

After all, one can only listen to a limited amount of music and at \$1 per song, a customer could spend \$10,000 just filling up an iPod. Of course, these were not the salient issues. What consumers wanted was access to the music, mobility, and the capability to store any media. Interestingly, Southwest Airlines is another example of a business model that broke “phantom” boundaries. A fleet consisting of a single airline model, random seating, and hubs in unconventional places shook the industry at its core. Many executives found themselves asking “Can they do that?” The answer is “They can.”

Teams create dreams, not messiahs. The best innovators tend to rely on teams rather than a “messiah” for good ideas. After all, it is unlikely that the CEO will have the insightful experience needed for a really unique idea. Innovation and change are a contact sport. As a leader, it is important to create a context for innovative thinking as well as facilitate the development and shaping of good ideas. It is not necessarily the task of the leader to come up with the great idea. Popular media promotes the myth of the inspired leader coming up with the killer idea and then leading the company to victory. In my experience, this is almost always wrong. In practice, it is often a community of people that come up with the idea while the leader provides the context and resources for implementation. The success of the team-based concept within the microfinance movement is ample testament to the power of collaboration and cooperation in the generation of new ideas.

... [link to full article](#) ...

Alumni Spotlight:

Bonny Moellenbrock '98

Bonny Moellenbrock (MBA/MRP '98) is a pioneering woman in the field of using venture capital to affect positive change. Graduating right as the Center for Sustainable Enterprise was launching 10 years ago, she has been at the forefront of bringing her passion for the environment to her work at SJF Advisory Services, an allied non-profit organization to the venture capital fund SJF Ventures. SJF Advisory Services provides entrepreneurial, workforce and sustainability assistance services to SJF prospect and portfolio companies which are in the cleantech, technology-enhanced services and premium consumer products sectors.

Bonny credits her childhood in rural, central Pennsylvania along with reading Wendell Berry's *The Unsettling of America: Culture and Agriculture* as a teen, with her inherent awareness of the human need for connection to, and care of, the environment. Bonny pursued a degree in environmental policy while an undergrad at UNC and was active with the Student Environmental Action Coalition, particularly the student-run recycling efforts on campus.

After graduating, she worked for Orange Recycling Services, an entrepreneurial commercial recycling company.

Entrepreneurial, hands-on ventures were definitely far more appealing to Bonny than public policy, so after completing her joint MBA–MRP (master's of regional planning), she joined SJF, then known as the Sustainable Jobs Fund, in 2000. “I was compelled by its mission to use venture capital to accelerate the growth of sustainable businesses, generating both financial returns and positive environmental and economic development outcomes.”

In her current role as the executive director of SJF Advisory Services, Bonny is pursuing new initiatives including a green jobs award program to better define the term “green job” and demonstrate its reality and broad applicability, and an SJF clean-tech mentorship program out of the New York office.

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



Message from the Dean



Dear Kenan-Flagler Community,

This year we celebrate 10 years of leadership and innovation in sustainability at UNC Kenan-Flagler.

We were one of the very first schools to offer a comprehensive educational, research and outreach program in sustainable enterprise, and we have become known as leaders in this arena.

Our commitment to sustainable enterprise began in a tangible way when we founded the Kenan-Flagler Environmental Business Initiative (later renamed the Sustainable Enterprise Initiative) in 1999. We formalized it as the Center for Sustainable Enterprise (CSE) in 2001. Its mission is to provide students, executives, and organizations with education, knowledge and practice tools to become leaders and drive innovation in sustainable enterprise.

Even as we have been honored as a pioneer in this field, we have continued to innovate:

- CSE Consulting, award-winning internship program that's the only one of its kind and which provides students with real-world sustainability consulting experience
- Business Accelerator for Sustainable Entrepreneurship, one of the first sustainable business incubators
- Sustainable Business Career Fair, now in its 12th year
- Sustainable Venture Capital Investment Competition, the only MBA competition of its kind
- Global Immersion Elective in Latin America focusing on sustainable enterprise

I'm excited to announce our first Sustainability Immersion Course, modeled on the highly successful Leadership Immersion. It will bring together a range

of learning approaches to create a capstone experience for students who are passionate about sustainability. It will be open to a limited number of second-year MBA students in Mod 4. Professor Lisa Jones Christensen will lead the course with support from a range of people in the Kenan-Flagler community and beyond.

As we move forward, we've restructured the CSE to add additional capacity to the team and even better align its work with the School's strategic priorities. We will continue to build on that strong history as a school and with the leadership of our Center for Sustainable Enterprise:

- Al Segars is returning to his role as faculty director.
- Jessica Thomas is leading operations.
- Kelly Boone is leading business engagement.
- Carol Seagle is leading research.
- Tracy Triggs-Matthews is leading student engagement.
- We will conduct an international search for a chaired professorship in the area of sustainability.

The CSE's strategic priorities in its three focus areas are:

- Education: Mainstream sustainability and integrate it throughout the curriculum
- Practice: Build corporate and community partnerships to expand experiential learning
- Knowledge: Expand CSE's knowledge base and make UNC Kenan-Flagler the go-to place for teaching tools and resources on sustainability

The CSE's work is important. It exemplifies our core values and differentiates us from other top schools. I want to thank the CSE team for their commitment to excellence and hope you will join in the anniversary events this year.

Best regards,

James W. Dean Jr.
Dean, UNC Kenan-Flagler

CSE Achievements

- 1999** Created Environmental Business Initiative
Hosted Greening of Industry Network Conference
- 2000** Hosted first annual [Sustainable Enterprise Career Fair](#)
[MBA Sustainable Enterprise Concentration](#)
- 2001** Formed [Center for Sustainable Enterprise \(CSE\)](#)
Hosted annual national Net Impact Conference
Launched Base of the Pyramid (BOP) Learning Laboratory
Launched [CSE Mentoring Program](#)
- 2002** Hosted the Sustainable Enterprise Academy
Held first annual Careers in Sustainability Forum
- 2003** Created Southeast Asia Global Immersion Elective for MBAs
- 2006** Founded the [Sustainable Venture Capital Investment Competition](#)
Received 2006 NC Sustainability Award for Innovative Initiatives for one-of-a-kind [CSE Consulting Program](#)
- 2008** Launched [CSE Knowledge Bank](#)
- 2009** Launched [BASE](#) (UNC's Business Accelerator for Sustainable Entrepreneurship)
- 2010** Launching Sustainability Immersion Course, modeled on the highly successful Leadership Immersion
Celebrating CSE's 10 years of innovation and leadership in sustainable enterprise

NC Local & Regional Events

October 8–9

[Growing North Carolina's Green Energy Economy](#)
Charlotte, NC

Oct 8, 15, 29 & Nov 5
[What's the Big Idea?](#)

[Global Climate Change: Challenges and Options in North Carolina and Beyond](#)
Chapel Hill, NC

October 23

[The Green Business Forum](#)
NC Biotechnology Center,
Durham, NC

November 11

[Sustainable North Carolina Awards](#)
Raleigh, NC

Jan 14–16

[Solar Fuels and Energy Storage. The Unmet Needs](#)
UNC Campus

May 16–18, 2010

[National Green Building Conference](#)
Raleigh, NC

Global Events Calendar

October 27–29

["Best practice in carbon footprinting and applied LCA" symposium](#)

Haus der Wirtschaft, Stuttgart

November 5–6

[Sustainability & Social Responsibility Conference](#)
Adelphi, MD

November 7–9

[Opportunity Green Business Conference](#)
Los Angeles, CA

November 18

[Green Awards 2009](#)
London, England

March 2–4, 2010

[5th Annual Sustainable Opportunities Summit & Expo](#)
Denver, Colo.

March 18–19

[Ethical Sourcing Forum – North America 2010](#)
NY, NY

CSE Program News

The Center for Sustainable Enterprise recently launched a new website. Visit www.cse.unc.edu for the latest information on CSE events, programs, resources and to learn more about the CSE team:

- Al Segars – Faculty Director
- Jessica Thomas – Managing Director
- Carol Seagle – Director of Research
- Kelly Boone – Director of Business Engagement
- Tracy Triggs-Matthews – Director of Student Engagement
- Anna Koltchagova – BASE Program Manager
- Caroline Hejazi – BASE Graduate Student Associate
- Beverly Howarth – Administrative Assistant

Kelly Boone, CSE director of business engagement, has been nominated for the 2009 Sustainable North Carolina Champion Award, which recognizes

“individuals whose efforts are advancing sustainable ‘triple bottom line’ approaches in our state’s businesses and institutions.”

Visit the [Sustainable NC Awards](#) site to post examples of how Kelly exceeds the award criteria of “creative leadership, sustained effort, and peer recognition.”



The Center for Sustainable Enterprise hosted a welcome lunch attended by students, faculty and staff to kick-off the Center’s 10-year anniversary celebration, introduce the CSE’s leadership team and to discuss the CSE’s strategic priorities, programs and opportunities for student engagement, on Sept. 17.

Ellen Weinreb of Sustainability Recruiting discussed “The Mission Driven Job Search” on Sept. 21. The CSE, MBA Career Management Center and the MBA Net Impact Club sponsored the event, which 50 students attended.



UNC Kenan-Flagler adjunct professor Kellie McElhaney and Matt Kistler, senior vice president of sustainability at Wal-Mart Stores, Inc., spoke at the first CSE Leaders in Sustainability Series, Sept. 25. McElhaney and Kistler discussed the future of sustainability, trends and consumer behavior, and the roles that executives play in their companies. Around 200 students and community members attended. Earlier in the day, 12 second-year MBA students had the privilege of hearing Lessons of Experience from Kistler and 30 Net Impact members conducted a brown bag discussion with him. Visit the [UNC Kenan-Flagler blog](#) for a post by Joel Thomas (MBA ’11).

CSE’s Business Accelerator for Sustainable Entrepreneurship (BASE) presented a workshop on “HR & Staffing” lead by Beth Ritter, at Burt’s Bees, June 9.

BASE hosted a legal clinic in partnership with NC LEAP and the Midway Business Center, July 22.

BASE hosted a “Sustainable Business Practices” workshop lead by Bonny Moellenbrock (’98) of SJF Advisory Services and Beth Richardson (MBA ’08) of B-Lab at Counter Culture Coffee, Aug. 6.

BASE hosted a workshop on “Access to Funding” led by Henry McKoy of Fourth Sector Financial and Brian Schneiderman of Self-Help, Sept. 30.

News from Around the World

Backpacker magazine's latest Zero Impact Challenge calls for hiking boots that have the lowest footprint. The latest challenge called for high-performance backpacking boots with low CO² emissions. Five companies – **Hi-Tec, La Sportiva, Oboz, Patagonia and Wolverine** – answered the call and have turned in their boots, which will be tested by backpackers carrying 30 pound packs throughout the Northeast, Northwest and desert.

Starbucks launched a [pilot recycling program](#) in seven New York stores last week that could help the company move toward its goal of making all of its coffee cups recyclable by 2012. Three billion Starbucks coffee cups end up in landfills every year, in large part because they can't be composted or recycled in most communities because of a thin polyethylene plastic coating that prevents liquid leakage. Results will be announced in November.

Ford Motor Co. and researchers at the **University of Liverpool** are developing a [car ignition system](#) that swaps spark plugs for a laser beam to start vehicles while generating fewer greenhouse gas emissions.

California will fund the largest energy efficiency effort in the U.S. State regulators have approved plans by **Pacific Gas & Electric, Southern California Edison, San Diego Gas & Electric and Southern California Gas** to provide \$3.1 billion in consumer rebates, retrofits and other [efficiency programs](#) over the next three years — the largest utility energy efficiency effort of its kind in the country, according to the Natural Resources Defense Council.

The leadership of **Apple Inc.** released an update of its recent

environmental accomplishments. The centerpiece is a summary of a [lifecycle assessment](#) of greenhouse gas (GHG) emissions associated with all of its products.

The **Pew Center** has closely studied leading companies to try to identify key attributes that separate the most efficient companies from the rest of the pack. The research effort aims to document best practices in internal operations, the supply chain, products and services, and cross-cutting issues that can be emulated by other companies seeking to develop new and stronger efficiency strategies. A final report will be published in March 2010, but this week Pew launched a [web portal](#) that highlights preliminary findings, and provides links to a host of additional corporate energy efficiency resources. The portal also features a comprehensive, searchable database of energy efficiency measures undertaken by the companies in the Pew Center's Business Environmental Leadership Council.

A new scorecard slated for release this month rates different types of plastics based on their lifecycle impacts and hazards in an effort to advance sustainable raw material choices, greener chemistry and closed loop systems. [The Plastic Scorecard](#) was produced by non-profit group **Clean Production Action**.

CHF International is implementing a \$104 million infrastructure development program, focused on promoting stability through job creation and infrastructure enhancement in five of Haiti's most volatile urban centers. [CHF and the private sector](#) have created a series of imaginative and innovative public private partnerships focused on economic development efforts that highlight and harness demand-driven employment to spur long term economic growth.

Student Spotlight:

Emily Martin (UNC MBA/Duke MEM '11) is taking what some people might consider mutually exclusive entities and bringing them together. First, she is pursuing both a Master's in Environmental Management and an MBA. Second, the two schools where she is studying: Duke and UNC represent very different shades of blue.

Emily's background is perfectly suited for exploring the space between business and the environment. She always has been concerned with resource use and conservation starting with the dolphin-safe tuna crisis which piqued her interest in the marine sciences. After reading David Suzuki's *Sustainability within a Generation*, Emily became very interested in how to address the problems of resource use and consumption in America. She decided to pursue a major of her own design at Harvard University: environmental conservation. She stayed at Harvard, serving as a Program Manager in the Sustainability Office. It was there she discovered that financial

Emily Martin '11

policy and incentives could make or break a sustainability initiative's chance for success. That experience led her to search for more opportunities in the environmental management sector as well as seek ways to further her business management skills.



The decision to come to UNC Kenan-Flagler was an easy one for Emily. "I came back for my MBA as well as a master's of environmental management (MEM) from Duke so that I could toe the line between environmental management (traditionally the realm of non-profits) and the business community. It's critical to have professionals trained in both fields, and, personally, it was important for me to have both degrees in order to be credible in both communities. UNC Kenan-Flagler stood out to me for its

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

Notes from the Field

Faculty & Student Projects

UNC-Chapel Hill has implemented a new [campus-wide energy policy](#) to decrease energy use by reducing the amount of air conditioning and heating used in buildings. The University expects a savings of \$4-\$5 million per year in energy costs.

UNC's School of Journalism and Mass Communication has launched [Powering a Nation](#), an experimental multimedia news website that explores U.S. energy use and its relationship to the country's demographics. The stories are presented as feature articles, multimedia documentaries, motion graphics, blogs and games.

The Campus Greening Committee for Kenan-Flagler took 1st place in the United States in the Net Impact National Green Challenge. Congratulations to Emily Martin, the Greening Committee members and the faculty and staff that supported the team.

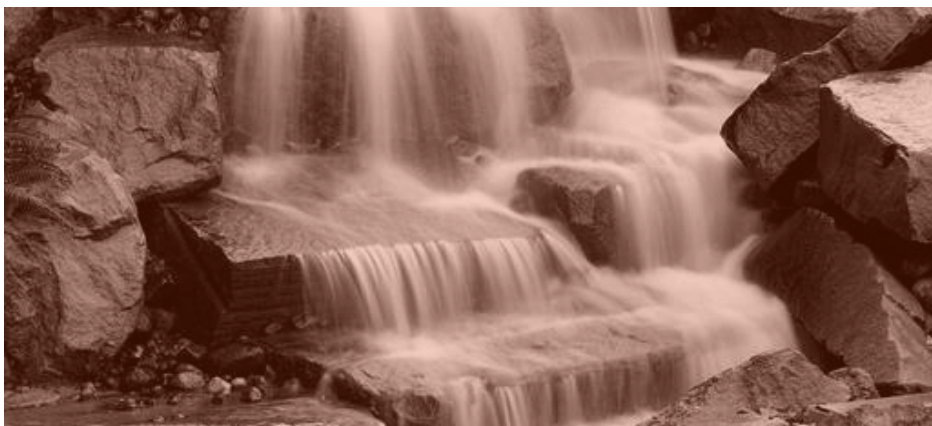
The News & Observer featured a story about the 2009 Climate Corps Fellows in "Business Interns After the New Green." (June 21) UNC Kenan-Flagler second year students Lindsay McCombs and Sachin Kapasi were 2009 Climate Corps Fellows.

Riley Life, launched by Chris Bingham (Evening MBA '09), is the first company in Durham, NC, ever honored with the achievement of [Green Plus Certification](#).

CSE's role in developing the Green Plus certification is mentioned in the American Chamber of Commerce Executives (ACCE) News article "[ACCE Announces Green Plus™ Partnership to Help Small Businesses Meet New Challenges.](#)"

The nationally broadcast program "**The State of Things**" featured Andrew Kassoy, who co-founded a new type of business that aims to benefit society and shareholders, and Beth Richardson (MBA '08) in "B-Corporations," (July 21). Richardson discussed her work to establish the standards by which [B-Corporations](#) are measured and the organization's partnership with CSE's Business Accelerator for Sustainable Entrepreneurship (BASE).

UNC's WaterSHED (Water, Sanitation and Hygiene Enterprise Development) program was started in 2007 by a team including Tom Outlaw (EMBA '08) and with support from Mark Sobsey (School of Public Health) and Lisa Jones Christensen (UNC Kenan-Flagler). It has evolved into a \$17.5 million program funded by USAID. It has offices in Bangkok, Phnom Penh and Ho Chi Minh City, and works with six public and private sector partners across three countries (Cambodia, Laos and Vietnam). Recently, WaterSHED's field partners were assisted by six current UNC graduate students, three UNC alumni and two UNC professors, representing three of UNC's flagship schools (public health, business and regional planning).



Resources

[Southern Growth Policies Board — A Conversation on Southern Energy](#)

Report produced by the Southern Growth Policies Board. 2009 Report on the Future of the South. A project of the Southern Technology Council.

[51 Great Sites For Corporate Social Responsibility and Sustainability](#)

FastCompany featuring 10 top sites on CSR, 10 top blogs on CSR, 31 resource websites and 20 recommendations for people to follow on twitter.

[Investing for Social & Environmental Impact, A Design for Catalyzing an Emerging Industry](#)

Report by the Monitor Institute examines the emergence and evolution of impact investing and includes profiles of a wide range of impact investors and a blueprint of initiatives to catalyze the industry.

[Green-Collar Jobs: Realizing the Promise](#)

An in-depth look at how the Pacific Northwest can continue to benefit from energy efficiency projects – and how those successes can apply anywhere in the country.

[Walmart's Supplier Sustainability Assessment](#)

The Sustainability Assessment is the first of three phases of Walmart's Sustainability Index project. This tool offers an in-depth look at the 15 questions Walmart is asking of all its suppliers.

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

This report summarizes the science and the impacts of climate change on the United States.

[Report: Korea Is Leaving U.S. Behind in Green IT](#)

This report, from the Information Technology & Innovation Foundation, explores the ways that South Korea is embracing green IT strategies, and how the U.S. and other countries can benefit from their experiences.