



University of California
Berkeley
Haas School of Business

UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

SHARING INFORMATION ON PROGRESS REPORT

Inaugural Report

Haas School of Business, University of California, Berkeley

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

Letter from Rich Lyons, Dean of the Haas School of Business



June 4, 2014

Berkeley-Haas' participation in UN PRME is as much a reflection of our school's mission – to develop leaders who will redefine how we do business – as it is a realization that much work remains to be done by business schools, including our own, on the “how” of developing such leaders.

Regardless of political stripe, most experts agree that myriad societal and economic forces have us on trajectories that will, if continued as in the past, hit a wall in our children's lifetimes, if not in our own. In the United States, we continue to seek workable solutions for healthcare, social security, education, and clean energy. Globally, trends in climate change, trade imbalances, persistent poverty, limited access to clean water, and armed conflict represent even more daunting challenges.

These macro paths need bending, and much of the bending will be the work of business. We need more people, working at every level in all kinds of organizations, who have what it takes to bend these paths. For business schools around the world, this presents both a responsibility and an opportunity: We can prepare business leaders who will bend us toward sustainability, and who will use the power of markets to do so.

Berkeley-Haas has always attracted these kinds of innovative thinkers who are able to view the world through a different lens, either by giving life to new areas of business or by bending paths in traditional areas. More and more, our students seek larger societal impact right when they graduate, or even while they are still in school. We see it as our responsibility to equip each student with the tools and mindset to become an innovative leader and to make that difference, one organization at a time.

Over the past few years, Berkeley-Haas has made significant strides in this respect. We have codified a culture that values questioning the status quo and becoming stewards of something larger than ourselves. We drove these values through our admissions process. We have revamped our MBA curriculum, introducing new courses, experiential learning opportunities, and effective team building to lay the foundational skills innovative leaders need. The new knowledge created by our faculty—through ground-breaking research and a new thought-provoking case series—continues to contribute significantly to our understanding of the world, and to the positive changes that are possible.

While the progress is encouraging, we have not arrived. The work continues and we remain deeply committed to sharpening continually our understanding, our research, and educational offerings to contribute to a more prosperous, inclusive, and sustainable society for all.

We are honored to participate within the circle of UN PRME schools in advancing this important work.

Warm regards,

A handwritten signature in black ink that reads "Rich Lyons". The signature is stylized, with the first letters of the first and last names being large and prominent.

Rich Lyons

Dean

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Introduction

Even outside the realm of management studies, when people think of the University of California, Berkeley, they think “social change.” Creativity, imagination, and boldly demarcating the forefront of newer, better ideas are our parent institution’s hallmarks. Therefore, our faculty and students at Berkeley-Haas have tended to approach management education with that ethos for decades.

At the Haas School of Business, our responsibilities in management education arise from a search for integrity founded in our core principles: Question the Status Quo, Confidence without Attitude, Students Always, and Beyond Yourself. Each of these has an ethical dimension, described in more detail in the following pages; each is central to how we are organized and how we prepare our graduates to responsibly lead the enterprises of the twenty-first century.

We are proud to have adopted the United Nations’ Principles of Responsible Management Education (PRME), and to submit our first “Sharing Information on Progress” report. The purpose of this report is to summarize where Berkeley-Haas stands on the path of responsible management education and research. In this report, we outline our activities and achievements during academic year 2012–13 and identify our future objectives for remaining a leading business school in responsible management education. While the 2,300 students who are a part of our six degree programs understand and reflect our institution’s historical relationship with progress and social change, the focus of this report is only on Haas’ two-year, full-time MBA program.

The full-time MBA Program has experienced a significant transformation over the last four years, as the school has incorporated its Defining Principles ever more deeply into the learning culture and into new learning experiences the MBA program offers its students. From curriculum to case competitions, from social impact research to cross-campus collaborations, we are redefining the MBA graduate, which reflects our intention to build path-bending leaders.

Through the collaborative, school-wide process of assembling this report, we have learned a great deal about the wide range of sustainability and social impact actions that are taking place at Haas, as well as many new and exciting PRME-related activities and collaborations that are just now sprouting, taking root and growing. For example, in the process of writing this report, we launched a new Institute for Business and Social Impact (IBSI), which is described in the report’s conclusion; while IBSI was just coming into being during our reporting period, the 2012–13 academic year, it is already making a meaningful contribution.

We are still at the beginning of this process of taking stock of our current accomplishments and future challenges. In this report, we also seek to celebrate our successes to date, while contributing to the global conversation about social responsibility and environmental sustainability in management education; we envision this document becoming a roadmap toward continual improvement in these areas and the many others described here.



Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

OVERVIEW

Education is at the heart of Principle 1. Our mission is to develop innovative leaders who generate sustainable value for business and society. These kinds of leaders redefine business, identifying what's next for our markets and the world. All of our activities—from curriculum development and research to creating a home for social innovation—are shaped by this foundational mission.

The Haas School of Business is a part of a larger institution that believes that active participation and leadership in addressing the most pressing issues facing our local and global communities are central to our educational mission. This means that social responsibility must be intrinsic to our public mission and our beliefs.

Core values are also at the heart of Principle 1. Social responsibility and sustainability have been fundamental to Berkeley-Haas for decades. In 1959, long before the phrase “corporate social responsibility” came into use, the school launched a pioneering course on the social and political environment surrounding business. Developed by Earl Cheit, now Dean Emeritus, the course marked one of the earliest formal recognitions by a business school that for-profit enterprises have broad social impact and obligations. The course became a model for many other business schools, as well as the start of what is now a sweeping array of Berkeley-Haas programs at the intersection of business and society.

We launched the Center for Responsible Business in 2003 and Center for Nonprofit and Public Leadership in 2006. Today, the two centers serve as hubs of applied research and innovation and offer a broad selection of courses and opportunities for hands-on work in corporate responsibility, social entrepreneurship and social finance. These centers, along with the Energy Institute, Lester Center for Entrepreneurship, and Graduate Program in Health Management, provide valuable resources such as mentorship to students, and they have sparked social-enterprise start-ups, new strategies for sustainable business, and ground-breaking research. Our diverse collection of centers and programs (listed and described in Appendix B) exemplify the social responsibility emphasis at the heart of our work.

OUR FOUR DEFINING PRINCIPLES

The Berkeley-Haas strategic plan, adopted in 2010 after intensive discussions across the Berkeley-Haas community, is built on four Defining Principles that codify the culture that has always been part of our school:

Question the Status Quo: We champion bold ideas and raise difficult questions even when they challenge entrenched wisdom and practices.

Confidence Without Attitude: We make decisions based on evidence and analysis, which provide the confidence to act without arrogance. We lead through trust and collaboration.

Students Always: We recognize that learning is a lifelong process of personal and intellectual growth. It does not end upon earning an MBA, or at any other formal milestone.

Beyond Yourself: We strive to shape our world by leading ethically and responsibly. As stewards of our enterprises, we take the longer view in our decisions and actions. This means considering social and environmental interests as well as private interests, in decision making.

“Sustainability” in its broadest sense, spanning social as well as environmental objectives, is central to these principles. Richard Lyons, Dean of Berkeley-Haas, explains its importance in a detailed essay within the strategic plan:

“My own children will be around in 2080, and when I look at the world they will live in, what comes to mind is the word ‘unsustainabilities.’ I define this term as commercial paths we are on where a straight-line continuation is not going to work—where a straight line will hit a wall certainly in my children’s lifetimes, if not my own. There are many examples of such unsustainabilities: healthcare expenditure, energy use, public education, the economics of aging, carbon, global access to safe water, and so on. These linear paths and others need bending and the real bending will be the work of business. We need more people who can bend them, not just CEOs, but people working at every level in all kinds of organizations. In essence, we need path-bending leaders; we need innovative leaders.... This is one of those moments in history where the collective consciousness of so many human beings is aligned.”

People are looking at our planet and its ability to sustain life as we know it and thinking that we're going to hit some walls, that we're running up against some limits."

Dean Rich Lyons has been an outspoken advocate for this kind of values-driven business education as a tool to address the unsustainable trends in our society. In addition to chairing a three-day conference on sustainability hosted by The Association to Advance Collegiate Schools of Business (AACSB), he presented keynotes on the importance of path-bending leadership starting with the Graduate Management Admissions Council (GMAC) conference in November 2010. Moreover, he has written widely and been quoted often on these issues: in *The Economist* ("MBA Goes Back to School," discussing the need for path-bending leaders), *Bloomberg Businessweek* ("For Business Schools, Culture Matters," on creating a different kind of business school graduate by changing business school culture), *Financial Times* ("Dean's Column: Leading in a Complex World," a commentary on James D. Thompson's pioneering 1967 book, *Organizations in Action: Social Science Bases of Administrative Theory*), and in AACSB's magazine for business school administrators, *BizEd* ("Paths to Innovative Leadership," wherein Lyons calls for business schools to find their own best approaches to innovation).

Our Defining Principles distill and elevate the particular values and culture that have implicitly defined Berkeley-Haas for decades. They also serve to sharpen our institutional purpose and strategy going forward, spurring us to incorporate issues of sustainability and responsibility into the entire MBA experience.

A biennial survey of Haas staff measures how well we are adopting our Defining Principles into everyday practices. In 2013, 72 percent of our staff members said that Haas' mission and goals are providing them meaningful direction. Knowledge and adoption of the Defining Principles resonated loudly with our alumni as well, especially among recent graduating classes. Our most recent biennial survey of Haas alumni showed that 70 percent of those graduating in the past 10 years and 40 percent graduating prior knew about the Defining Principles and saw them as part of the Berkeley-Haas identity.

In 2012–13, we embarked on an effort to enhance the awareness and application of the principles among faculty and staff endeavors at Berkeley-Haas. We held all-staff "community town hall" meetings on each of the principles, offering a tool kit to provide examples for how managers can translate them into practice. For example, in one of these meetings Dean Rich Lyons offered specific, effective

approaches one may undertake in order to effectively "Question the Status Quo" (one of the Defining Principles), so that our own staff could feel comfortable doing so institutionally.

Our goal is for the Defining Principles to permeate every category of our activity. From the very beginning during the admissions process, applicants are asked to write essays about what the Defining Principles mean to them; the references who write their recommendations are also asked to describe the ways a given applicant fits with the principles.

Our culture, through the Defining Principles, has also become the basis for how we recognize our students, faculty and staff. For example, the "Service and Leadership" Award recognizes three to six graduating students who not only embody our Defining Principles but also have made an outstanding contribution to the MBA experience. Another example is the "Beyond Yourself" Fellow award we give at graduation to MBAs who have demonstrated a commitment to "Beyond Yourself" (a Defining Principle) by volunteering over 60 hours pro bono during their two years of the MBA program. Hours contributed must be unpaid, noncredited, and applied towards helping individuals outside of Haas (not associated with Haas clubs). In 2013, 23 graduates were recognized upon graduation for such service.

In summary, from the admissions process all the way to activity in alumni networks, our students display a sense of broader purpose, a willingness to challenge conventional wisdom, and a capacity for leadership that exemplifies our school's Defining Principles.

STUDENT-LED PROGRAMS AND ACTIVITIES

Berkeley-Haas MBA students care deeply about the world around them and, in the spirit of the Defining Principles, bring with them a desire to make the future fundamentally better through business. That quest is apparent in our thriving assortment of student-led programs and activities. Berkeley-Haas students run more than two dozen formal organizations, and some of the biggest are devoted to social responsibility and sustainability.

A full list of student clubs relevant to PRME principles is in Appendix C. Among the highlights:

Net Impact

Net Impact is a global network of students and professional leaders devoted to channeling the power of business and technology toward sustainability goals. With 150 members,

the Haas chapter of Net Impact is one of the largest and most active chapters in the United States. It serves as a central information hub at Haas for activities tied to sustainability and social impact. It hosts a wide variety of events, including the Social Impact Speaker Series, the Leading for Impact Challenge case competition, and career treks to nonprofit organizations and socially responsible businesses. In 2013, the Haas chapter was a leading participant in creating content for the annual national Net Impact conference and also achieved “gold” distinction by Net Impact headquarters. According to Net Impact headquarters, “These [silver and gold] chapters go above and beyond minimum chapter requirements to create opportunities for their members to develop business skills, meet folks who can help members define career paths, and build a community of support to change our approach to social and environmental issues.”

International Development and Enterprise Club (IDEC)

Founded in 2005, this club brings together Berkeley-Haas students with interest in international development and aims to harness the power of business to tackle the world’s most pressing social and economic challenges. It allows students to tap into the expertise of academics and professionals across UC Berkeley, explore topics such as public health, education and telecommunications, and helps students to prepare for global careers. For example, in 2012–13, IDEC hosted a “Design for the Developing World” panel and co-organized the Social Impact Speaker Series with Haas’ Net Impact chapter.

Education Leadership Club

Some Berkeley-Haas students set out specifically to lead the future of education. This group’s events and activities are therefore centered on topics such as learning about education technology startups or enhancing results in district and charter public schools. The club’s flagship event, the Education Leadership Case Competition, focuses on having a positive impact on America’s public schools by developing innovative solutions for today’s education challenges and strong leaders for tomorrow’s education reforms (for more details see “Case and Startup Competitions” described in Principle 3, on page 14).

Haas Healthcare Association

Many Haas MBA students are passionate about healthcare. This student group, which aims to be “the healthcare hub at UC Berkeley,” hosts the annual Haas Business of Healthcare Conference, which attracts about 300 participants, as well as Hacking Health, an annual hackathon focused on developing software for health care. The students in the Haas Healthcare Association are also award-winning participants in healthcare business-case competitions around the nation.

Women in Leadership (WIL)

This organization serves as a professional resource, a social network and a forum to cultivate female leadership in business. The annual Women in Leadership conference—the longest-running conference organized by students at Berkeley-Haas—attracts more than 300 participants each year. In 2013, the conference theme strongly echoed PRME objectives: “Path-Bending Leadership: the type of leadership that helps drive business towards a better, more sustainable, healthier, and more just future.” The group also hosts a series of speaking events, social gatherings, and workshops on professional development, and organizes a day-long workshop for women who are considering applying to Berkeley-Haas.

Berkeley Energy and Resources Collaborative (BERC)

“Market driven,” “solutions oriented,” “big-picture focused,” and “business for good” are phrases that BERC member students and faculty use to describe Haas’s involvement and interest in energy, resources, and sustainability issues. This unique organization originated with Berkeley MBA students who sought to bring together students, researchers and alumni from UC Berkeley’s main energy research institutions, including the Lawrence Berkeley National Laboratory, with the aim of turning world-leading research into world-changing solutions. Today, BERC is a cross-disciplinary network of more than 3,000 people—students, alumni, faculty, and industry professionals. The group hosts over 40 events a year, including two important annual conferences: the Resources Roundtable and the Berkeley Energy Summit. It’s also home to diverse subcommunities that connect students and professionals (such as China Focus, BERC Carbon, and the Berkeley Water Group). One subgroup, BERC Innovative Solutions (BIS), convenes teams of three to five students to work on consulting projects that assess commercialization potential and strategies for new technologies.

Challenge 4 Charity (C4C)

This MBA organization pulls together charitable fundraising and volunteer efforts at nine West Coast business schools. The Berkeley-Haas chapter organizes more than a half-dozen fundraising events, including the annual Spring Charity Auction, the March Madness Bracket Challenge, and the Special Olympics Polar Plunge. C4C also organizes volunteer efforts, from a community landscaping event to tutoring programs and basketball clinics for the Special Olympics. In the 2012-13 academic year, our MBA students raised a total of over \$45,000 and contributed 1,977 volunteer hours.

Haas Social Impact Fund

This student initiative provides a solution to address the discrepancy between the average pay of a social sector internship and a traditional, for-profit assignment. Haas Social Impact Fund provides a way for MBA students to donate a portion of their summer pay to colleagues who work in the

social sector (e.g., unpaid or lower-paid roles at nonprofit organizations or new social ventures). Students contribute one day's worth of pay to a fund to subsidize socially focused internships. In 2013, the Haas Social Impact Fund provided 11 scholarships with an average value of over \$3,000 each.

KEY ACCOMPLISHMENTS IN 2012–13

Continued Building on our Cultural Foundation

We expanded our incorporation of the four Defining Principles by translating them into everyday practices and linking the work of faculty, students, staff, and alumni to the four Defining Principles. This has led to increased awareness by them.

Continued Track Record of Impact

Our talented alumni are known for immediately contributing a high level of proficiency, creativity, and innovation to the organizations they join and often found after graduation. For example, many of our 2013 MBA graduates took positions in a broad range of industries and functions during their summer internships and post-MBA careers that will have positive social and environmental impact:

- Investment Associate, New Island Capital
- Solar Leadership Program, Sun Edison
- Business Intelligence Analyst, Bill and Melinda Gates Foundation
- Consultant, Bridgespan Group
- Associate, Clinton Health Access Initiative
- Executive Program Director, Fair Trade USA
- Manager, Strategy and Scalability at Rocketship Education, Broad Residency

External Recognition of our Strengths in Social Impact and Sustainability

We are honored to have garnered a variety of top distinctions for our attentiveness to the PRME principles:

- *Princeton Review* ranked Haas #1 for green MBA programs in 2012.
- *Bloomberg Businessweek* ranked Haas #3 in sustainability in 2012.
- *US News & World Report* ranked Haas #4 in 2013 for "Top Business Schools for MBAs whose goal is to be a manager in the nonprofit or government sector."
- Net Impact's "Business as UNusual" survey ranked Haas #1 in social impact and #6 on sustainability in 2013.

FUTURE OBJECTIVE(S)

Refresh our Strategy

Developed in 2009, the current Berkeley-Haas strategic plan has led us to, and validated, the activities listed in this section. As we move forward, we recognize that in order to manage the creativity and initiative that our purpose inspires, we need to refresh and re-focus our strategic plan in order to ensure that our limited resources are directed toward the school's most impactful activities.

Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

OVERVIEW

The core competencies for which we at Haas are nationally known align remarkably well with PRME. Examples of Haas' institutional strengths include: leading research on alternative energy, excellent and pioneering training related to nonprofit management, innovative and practical solutions in healthcare, along with a decade of positive interaction with industry (and national recognition) for our corporate social responsibility and sustainability efforts.

The Berkeley-Haas curriculum both *requires*, through core courses and our applied innovation requirement, and *enables*, through a variety of electives and educational activities, MBA candidates to redefine business leadership and embrace the broader needs of a responsible and sustainable world.

Our curriculum not only exposes students to business fundamentals but also provides them with training for path-bending leadership. There is a heavy emphasis on teamwork, experiential learning and real-world problem solving, a significant portion of which is tied to social impact.

As part of their core curriculum, MBA students take a pioneering course—"Problem Finding, Problem Solving"—that provides them with the skills to identify and tackle complex challenges. MBA candidates are also required to take at least one applied innovation course. Five out of the 13 available options require students to tackle concrete projects for real organizations that address issues of sustainability or social responsibility in real organizations.

Various institutes and centers at Haas (see Appendix B for full descriptions) are instrumental in supporting these efforts. Also, a wide range of electives is explicitly aimed at driving innovation in corporate social responsibility, social entrepreneurship, nonprofit management, clean energy and healthcare. These learning opportunities have evolved from the combined efforts of passionate faculty and staff.

SOCIAL IMPACT AT THE HEART OF OUR COURSEWORK: THE MBA "CORE"

For social and environmental accountability to permeate the entire Haas curriculum, it has to start with our core courses. One example was the final exam in a recent core course on economics that was devoted entirely to China's push into the

global market for solar panels. Another was an assignment in "Data and Decision Making" that involved analyzing data on the output of wind turbines.

Further, two core courses close to the PRME agenda include:

Problem Finding, Problem Solving (PFPS): Above all, the PFPS core course reflects Berkeley-Haas' commitment to redefining business leadership. Its goal is to provide tools students can use to grapple with "wicked" problems that are both difficult to define and to solve. "Wicked" problems—whether a city's soaring crime rate or a company's struggle to adapt to revolutionary new competitors—are characterized by volatility, uncertainty, complexity and ambiguity. The course teaches students the process of listening to diverse sets of stakeholders and creative problem framing and solving. The PFPS "toolkit" helps them tackle their applied innovation courses and successfully leverage diverse teams.

Ethics and Responsibility in Business: Berkeley-Haas was one of the first business schools in the nation, back in 1959, to develop a course on business ethics and social responsibility. This required course, updated regularly to reflect new issues, provides students with the ability to anticipate, analyze, and respond to the social, ethical, and political challenges confronting leaders in the global economy.

APPLIED INNOVATION AND EXPERIENTIAL LEARNING

Berkeley-Haas MBA students must take at least one course that entails concrete and innovative problem-solving for and with real organizations. Our applied innovation courses and the teams embedded within them are typically interdisciplinary and include students not only from Haas, but also from engineering, product design, the life sciences, public policy, chemistry, law, and numerous other disciplines. Just as in the real world, in order for applied innovation teams to be successful and find solutions to the challenging problems they are tackling, they have to fully leverage the various domains of knowledge the graduate students from different programs bring to the team, while minimizing the challenges and risks that can accompany diversity of thought. In addition, many of the project teams work actively with external clients providing another platform for collective work requiring the integration of external constraints and user requirements.

To satisfy their applied innovation credit(s), students can choose among course topics spanning from corporate social responsibility to nonprofit leadership to healthcare and clean energy. Our flagship courses in these areas are:

Strategic Corporate Social Responsibility and Consulting Projects

Offered by the Center for Responsible Business, this course combines classroom teaching on the theory and practice of corporate social impact with consulting projects for corporate clients. Previous projects have covered a wide range of issues for leading corporations. Among them: working with The Dow Chemical Company to conduct a market segmentation and pricing strategy for bio-based personal care products, and recommending a strategy to Kimberly Clark Corporation to develop a world-class supply chain sustainability program. The overarching goal of the course is to train students for responsible leadership and change management while integrating sustainable practices into core business strategies of organizations.

The Haas Socially Responsible Investment Fund

Launched in 2008, this course is built around the active management of a student-run investment portfolio aimed at both social and financial returns. Haas students apply to become fund principals, and about half a dozen of them each year commit to spending a year and a half managing the fund. The goal is to identify new strategies for unlocking the hidden value of companies that emphasize social responsibility, environmental sustainability, and good governance. From its initial funding of \$1.1 million, the portfolio achieved an investment return of nearly 50 percent over its first six years. The fund has doubled in size, making it the largest student-managed fund focused on socially responsible investing. Students, who put in two to ten hours per week of work outside of the class, find that their efforts uniquely prepare them for their post MBA careers; 2012–13 student fund principal Paul Maa told *Poets & Quants*: "Most classes have set things we have to learn, but in this class we are given the flexibility to specifically choose what we want to learn."

Social Sector Solutions

Offered by the Center for Nonprofit and Public Leadership, in partnership with McKinsey & Co. and the Bridgespan Group, this course assigns MBA teams to strategic consulting projects at social enterprises and public-sector institutions. Students learn to confront complex social problems, often with severely limited organizational budgets. They also learn to work with a wide diversity of stakeholders, as well as in collaborative networks of nonprofits. In two course sections during the 2012–13 academic year, students were assigned to 17 teams and provided about 900 hours of work for each project.

Recent projects have included developing a plan to differentiate the economically struggling city of Richmond, California by making it a "hub" for fair trade and maximizing the use of the new UC Berkeley lab scheduled to be built there; shaping a nonprofit foundation's strategy to raise capital through a social-impact bond; and developing a marketing strategy to connect potential investors with social enterprises in low-income communities.

Cleantech to Market

Organized by the Energy Institute at Haas (described in greater detail below), this course creates multi-disciplinary teams of graduate students to evaluate and develop commercialization strategies for cutting-edge technologies in clean energy. The student teams typically include MBA candidates and graduate students in engineering and science. Students work alongside industry professionals and scientists, who provide advice and mentoring as well as contacts to experts. The student teams usually interview about 50 industry contacts in preparing their assessments. One project involved a new way to engineer solar cells that could increase their efficiency and reduce their cost. Another explored an advanced, clean, green, renewable biofuel for jet engines that could be produced in the United States. One team's "vibration energy harvester" powers wireless data devices while another's predictive energy-management software improves energy management in buildings.

International Business Development (IBD)

To spur engagement on global issues, this course assigns MBA students to consulting projects for international businesses and nonprofit organizations around the world. IBD places 100 full-time MBA students on 25 project teams per year. About half of the projects are for nonprofit or public sector organizations, though many for-profit projects have a positive social impact as well. Among the projects in the 2012–13 academic year: evaluation of a mentoring program at a rural eye hospital in India; a business plan for ecotourism in the Peruvian rainforest; a strategic analysis of solar power options in northern Chile; and an information and communications strategy to support a South African nonprofit that promotes HIV Virus-free living among teenagers.

ELECTIVE COURSES THAT EMPHASIZE SOCIAL IMPACT

Berkeley-Haas has long offered a kaleidoscope of additional courses to train a new generation of leaders who are attuned to global challenges. These courses are often run by particular institutes and centers within Berkeley-Haas, but we encourage students to move between programs and mix and match offerings to fit their individual visions and goals. A full

list of elective courses relevant to PRME is included in Appendix D, "Social Impact / Sustainability-Related MBA Electives Offered in 2012-13 Academic Year."

Social Sector Leadership

The Center for Nonprofit and Public Leadership offers a wide range of courses on launching, managing and leading nonprofit organizations and multisectoral collaborations. In addition to Social Sector Solutions, its experiential-learning course, the center offers many courses on social-sector management, organization and financing. These include:

- "Social Finance"
- "Nonprofit Boards"
- "Financial Management of Nonprofit Organizations"
- "Strategic Approaches for Global Social Impact"

Sustainable Business / Corporate Social Responsibility

The Center for Responsible Business offers courses focused on the organizational, strategic and financial "mechanics" of sustainable enterprise. In addition to robust experiential learning offerings—Strategic CSR and Projects, and the Haas Socially Responsible Investment Fund—these also include the following courses:

- "Business and Natural Resources: Sustainable Use of Ecosystems"
- "Social Investing: Recent Findings in Management and Finance"
- "Women in Business"

Energy and Clean Technology

The Energy Institute, a joint venture of the Haas School of Business and the UC Energy Institute, explores the economics of energy and environmental markets. The institute's courses include a speaker series on alternative energy (profiled under Principle 6) and focus on energy policy and markets. Among them:

Energy and Environmental Markets: Drawing on the tools of economics and finance, students learn about the business and public policy issues confronting energy and environmental markets. The class investigates successful and unsuccessful strategies for entering new markets and competing in existing markets. In a departure from standard textbooks and lectures, a major component of this course is a computer-based game that simulates trading in the wholesale electricity market. Students manage energy portfolios within a range of market conditions and policy restraints.

Energy and Infrastructure Project Finance: Students learn about the commercial, legal, policy and economic issues surrounding energy infrastructure financing. The class emphasizes the multitude of ways to mobilize capital to meet the growing demand for alternative energy and clean power.

Health Management

The Graduate Program in Health Management offers a comprehensive curriculum at the intersection of business and public health. The program has deep roots in health policy, especially the challenges of delivering healthcare to low-income communities in the United States and around the world. Indeed, the program serves both MBA candidates who want to deepen their understanding of health management and those who seek dual master's degrees in business administration and public health. The program is an especially prominent example of Berkeley-Haas' goal of enabling students to design their own pathways.

Because healthcare is an inherently social enterprise that must address urgent social needs at the core of public policy, much of the health management curriculum reinforces the UN PRME principles as well as Berkeley-Haas' own emphasis on thinking "Beyond Yourself." Among the highlights:

- "Healthcare in the 21st Century"
- "Innovation in Healthcare"
- "Healthcare Finance"

KEY ACCOMPLISHMENTS IN 2012–13

Major Expansion of the Haas Socially Responsible Investment Fund (HSRIF)

Supported by a major commitment of matching funds, we have set ambitious new goals to build HSRIF assets to a total of \$5 million in 2015 and \$15 million in 2020. Currently, about a dozen students receive credit for managing a real-world portfolio of companies such as Google, Accenture, and Starbucks. The goals in expanding HSRIF are to diversify the Fund's asset classes to provide more opportunities for student learning and overall impact and to partially fund the Center for Responsible Business (CRB). A portion of the interest earned from the Fund will go toward supporting key CRB programs.

Strong Enrollment in PRME-related Electives

In the academic year 2012–13, 348 students (241 full-time MBAs and 107 graduate students from across the UC campus) took at least one of our 25 PRME-related electives (see Appendix D for a list of relevant elective courses). In the applied innovation courses cited in Principle 2 alone, our full-time MBA students completed 46 projects for client organizations.

New PRME-related Courses

In the fall of 2012 we launched a new course titled “Women in Business,” which explores the role of women as consumers in the marketplace and as decision-makers in business. We also launched a course titled “Business and Natural Resources: Sustainable Use of Ecosystems” in partnership with the College of Natural Resources at UC Berkeley, and a course on “social finance.” Finally, in fall of 2012 we expanded our experiential Social Sector Solutions course, adding a section for student projects for social enterprises (S³:SE). This course was offered in a partnership between Haas and two consulting firms, Dalberg Global Advisors and FSG. S³:SE is designed as a strategy consultation to help social enterprises achieve greater impact by addressing their most important strategic challenges with data and values-driven decision making support.

FUTURE OBJECTIVE(S)

Heightened Collaboration on Social Impact and Sustainability Curriculum

As the preceding discussion documents, Berkeley-Haas offers many courses on sustainability, corporate responsibility, social enterprise and nonprofit leadership. These courses are offered by a variety of centers and programs within the school. One of the responsibilities of the new Institute for Business and Social Impact, launched in 2013, is to work with these units to coordinate and expand course offerings on these topics, avoiding duplication and filling gaps in existing offerings. During the 2014–15 academic year, several new courses, including a “Lean Launch” entrepreneurship course for social enterprises (see Principle 3 for more information) and a new lecture series on social enterprise will be added as a result of the Institute's coordination. For more information about the mission and activities of the Institute, see the section entitled “Conclusion” on page 28 for more.

Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

OVERVIEW

As Principle 3 conveys, responsible leadership cannot be expected to grow purely out of time spent in the classroom. Students learn about critical issues there, but the capacity for responsible leadership grows out of an environment that reinforces core values and provides experience in leadership, innovation, and cross-sector collaboration.

The key is to support all the different components of learning and make sure the pieces fit together. The pieces include new teaching materials, from case studies to tools that simulate the real world; student-led organizations and initiatives to promote sustainability and responsibility; and national and international competitions and conferences to spur and test new ideas.

The overarching goal is to create a vibrant hub for bold thinking and concrete action. At Berkeley-Haas, that means getting out and taking initiative. It means finding opportunities to have a positive impact on the broader community. It means brainstorming with fellow students, faculty, and the network of alumni and other professionals who provide formal and informal mentoring and learning opportunities.

CASE AND STARTUP COMPETITIONS

Among the competition opportunities students find at Berkeley-Haas, some are new and groundbreaking, while others are the oldest and most venerable in the nation. From encouraging and rewarding socially responsible startup business plans from around the world, to granting prizes to exciting new initiatives in healthcare software, we have long sought to infuse our students with the desire to change how business is done. The Haas MBA student can put his or her practical social change ideas to the test in case competitions and startup challenges, including:

The Global Social Venture Competition (GSVC)

The largest and oldest business plan competition for social enterprise start-ups, GSVC is hosted at Berkeley-Haas each year and attracts pioneering social entrepreneurs from around the world. Developed by Haas students with the support of the Dean's Office in 1999, and with support from the Lester Center for Entrepreneurship, the GSVC has evolved into a global network that includes major business schools on every continent. In 2013, the competition evaluated a record 650 business plans from 40 nations. About 10 percent of Haas

students work on the competition, which culminates in a day-long conference that highlights the winning plans and provides expert mentoring. The 2013 winner was Faso Soap, based in Burkina Faso, which developed a scented compound for soap that repels mosquitos and reduces the spread of malaria. Runners-up included AtRium, of South Korea, which created an affordable heat absorber to protect people from cold in very poor parts of the world; and BrainControl, from Italy, which showcased a technology that allows severely disabled people to control devices around them with their minds. Organizations that have gone on to succeed after participating in GSVC include Revolution Foods, d.Light, World of Good, Ethos Water, and Kiva.

The Intel Global Challenge

This joint venture between Intel Corporation and the Lester Center for Entrepreneurship at Berkeley-Haas offers \$100,000 in prizes for new business and innovative technology ideas to help society. The competition evaluates ideas from around the world. The 2012 winners included Team Greenway Grameen Infra of India which invented an efficient, biomass-based stove that increases fuel efficiency; Nanoly Bioscience of the United States which developed a protective shield that stabilizes vaccines and eliminates the need for refrigeration, allowing vaccines to be shipped virtually anywhere; and Sustainable Agriculture Solutions of Colombia, which created sustainable farming solutions, including a fertilizer that increases efficiency by 40 percent over traditional alternatives.

Hacking Health Competition

"Hackathons" provide an opportunity for aspiring entrepreneurs to design, build, and pitch software applications to professional judges in just over a day. In partnership with Genentech and Haas Healthcare Association, the Lester Center for Entrepreneurship hosted Berkeley's Second Annual Hacking Health competition in fall 2012, describing it as "a forum for the best and brightest across campus who want to grapple with the world of digital health and come up with real solutions for this growing field." Convening professional and student coders, builders, designers, marketers, health experts and clinicians from all over the Bay Area, the competition offers \$11,000 in prizes and results in the development of tools that motivate people to stay healthy, help patients and doctors connect, make early illness predictions, and avoid costly hospital visits. The September 2012 event, which challenged students to "build apps that change lives," was

won by a team that proposed a way to track child immunizations in rural India using the most basic mobile phones. "We were targeting the more than 160,000 child deaths that occur from vaccine-preventable diseases in India with an extremely cheap solution that could function without power cords or internet connections," team member Erikh Krogh-Jespersen wrote in the *Haas Achieves* blog. "You can imagine that as an organic chemist," he added, "I have no clue what technology solutions are possible, but both Haas and this event bring these people together—and big things happen."

Leading with Impact Challenge

In 2012, the Center for Responsible Business offered two sustainability fellowships with Walmart that culminated in an internal case competition, the "Leading with Impact Challenge." With their sights set on developing a way to evaluate and improve the sustainability performance of Walmart's dairy buyers, the Haas fellows traveled to Walmart headquarters to gather information for the case study write-up. They also provided support on the rollout of Walmart's Sustainability Index which, among other things, requires buyers to set specific sustainability objectives that will be tied to their annual reviews. Ten teams of Haas MBA students competed and provided recommendations for the implementation of the rollout. The judges included executives from Walmart, the Environmental Defense Fund and Berkeley-Haas faculty.

Education Leadership Case Competition (ELCC)

The oldest MBA case competition in the United States focused on education, the ELCC connects the best practices of management with the most pressing challenges of public schools. The 2013 ELCC partnered with High Tech High (HTH) in San Diego to spread the valuable lessons learned in HTH's last decade of operation. Ten student teams from top MBA programs around the country competed, presenting innovative solutions for today's education challenges and leaders.

UC Berkeley LAUNCH Startup Competition

The UC Berkeley Startup Competition, a student initiated program since its inception in 1999, just celebrated its 15th anniversary. Founded by a pair of Berkeley-Haas MBA students, the competition embodies and showcases our deeply ingrained entrepreneurial spirit. Over 200 startups compete in four competition tracks: IT and web, life sciences, energy and cleantech, and products and services. The 2013 grand prize winner was Resido Medical, which provides

support for patients with "essential tremor," a frustrating occurrence of involuntary shaking. Resido Medical developed a small wearable device that reduces hand and wrist tremor without interfering in performance of daily activities.

TEACHING MATERIALS

The generation of new teaching methods and materials informs the development of effective methods in responsible leadership education. At Berkeley-Haas, faculty members are continuously producing new resources such as books, case studies, and analytical tools to keep up with fast-moving trends in sustainability and social responsibility. For instance, a computer game created by the Energy Institute at Haas for use in one of its electives, explores the dynamics of energy and environmental markets and the impact of regulatory policies. The simulation is used by students who form teams of seven and play the role of energy producer. Recently updated to include new climate change policies, the tool has helped many students understand how businesses participate in these markets; furthermore, PhD candidates who learned from this simulation while at Berkeley-Haas have now gone on to teach it at other leading universities around the nation.

Another teaching tool is our new Berkeley-Haas Case Series. The Berkeley-Haas Case Series extracts business lessons from unconventional management strategies and disruptive trends. With the emergence of new markets, new technologies, and new responsibilities, Berkeley-Haas cases analyze new products and services, new companies and new industries to inspire new ways of thinking in the classroom, boardroom, and beyond. The cases intentionally align with the school's mission to develop innovative leaders who drive fresh thinking at every level of their organizations. From Alphabet Energy's modular thermoelectric products that turn waste heat from engines and furnaces into useful electricity to Oncomed's new anti-cancer stem cell therapies, the case series provides educational tools that illustrate management's role generating sustainable value. See Appendix E for a list of the 2012–13 cases in this series.

Finally, our research publications serve as an excellent resource for generating real-world-oriented teaching materials. For example, the book *Business Models for Sustainability and Energy Efficiency* (written by Professor Omar Romero-Hernandez and Haas MBA student David Hirsch in 2013) provides an analytical tool to guide decision-makers in calculating the costs and payback periods for investment in energy efficiency.

RESPONSIBLE LEADERSHIP AND FELLOWSHIP PROGRAMS

The most powerful learning experiences for the Haas community often come from extracurricular, real-world engagements. Looking beyond for-credit experiential learning, Berkeley-Haas offers enriching noncredit opportunities for in-depth work at organizations engaged in social impact initiatives. Among them:

Berkeley Board Fellows

Organized by the Center for Nonprofit and Public Leadership, this program allows Haas students to serve as non-voting board members of nonprofit organizations. Students learn-by-doing at the highest level of an organization, gaining insight into fundamental strategic issues that NGOs face. Students are assigned to a particular committee and given a strategic issue to analyze. Nonprofit partners of this program include the Children's Council of San Francisco, Larkin Street Youth Services, Planned Parenthood, Playworks and United Way of the Bay Area.

Corporate Sustainability Fellowships

The Center for Responsible Business (CRB) awards fellowships to both first- and second-year MBAs who want to work intimately with a company to embed sustainability in their core strategies. Through CRB's Fellowship Program, students undertake in-depth, non-theoretical projects either for a stipend or for class credit. They conduct research, engage stakeholders, and work in small teams alongside senior managers from across the company, as well as with Haas faculty. The program concludes when Fellows present their recommendations to senior executives within the company.

One 2012–13 Fellowship was a climate risk assessment project for Wells Fargo. First the students estimated the financial risks and opportunities associated with climate change under a "business as usual" model; next, they projected what both minor and revolutionary changes to the company's business model might mean, including the quantified financial implications. The project made recommendations to help the company minimize or mitigate risks, increase its opportunities, and exceed shareholder expectations.

In another Fellowship example, three Haas students partnered with a team of designers, engineers, materials scientists, architects and private companies to tackle waste problems in developing countries. The interdisciplinary student team worked with thought leader Bill McDonough of the Cradle to

Cradle Institute and developed a business model for a low-cost housing solution incorporating resources locally available in Haiti.

CONFERENCES

As a hub for research and other intellectual activity influencing sustainability practices, Berkeley-Haas draws scholars and practitioners from around the world every year. Conferences play a critical role in fostering the direct encounters that spark unexpected ideas, tough-minded debates and even the seeds for bold new projects. Our students have an exceptional number of opportunities to convene with their peers and mentors on these issues.

Berkeley-Haas hosts conferences, forums and roundtables devoted to sustainability, ethics and corporate responsibility. Among those targeting our graduate students:

Resources Roundtable

Hosted annually by the Berkeley Energy Research Collaborative (BERC), a network of 3,000 UC Berkeley alumni, faculty, students and industry professionals attend. The topic in 2013 was the future of urban water.

Energy Week

Also hosted by BERC, this three-day conference is the largest student-run energy conference on the west coast. The 2013 theme was "California at the Energy Crossroads." Keynote speakers included Tom Steyer, asset manager and environmental activist; and Saul Griffith, "prodigy of intentions for the world" and co-founder of Makani Power.

Women in Leadership

The longest running student-organized conference at Berkeley-Haas, this conference attracts about 300 participants. It focuses on enabling women to reach the top tiers of business, the social sector and government. Among the 2013 speakers were Sue Gardner, Executive Director of the Wikimedia Foundation, Heidi Roizen, Venture Partner at Draper Fisher Jurvetson and Joy Chen, CEO of Yes To, Inc.

Business of Healthcare Conference

An annual conference is organized by the student club the Haas Healthcare Association. In 2013, conference panels included one on innovative solutions in global health, as well as a case competition focused on implementation of the Affordable Care Act, an event which was sponsored by Blue Shield of California.

KEY ACCOMPLISHMENTS IN 2012–13

Participation in Berkeley Board Fellows Hits a New Record

Ninety-two students from the full-time MBA class as well as other graduate programs completed our Berkeley Board Fellows program—one so popular with our students that we are in the process of rolling it out to our MBA alumni as well.

Case and Business Plan Competitions Continue to Innovate and Grow

Our first two innovative Hacking Health competitions set the groundwork for the event's ongoing success. Passion to solve difficult problems in healthcare can now be channeled into what has become a prominent fixture on the calendar at UC Berkeley, attracting attention across the Bay Area. Also, our Global Social Venture Competition added two new participating business schools in Latin America, and developed a new website.

FUTURE OBJECTIVE(S)

Continue to Evolve our PRME-related Curriculum

We are reviewing and refreshing our PRME-related electives by looking at them holistically. Our goal is to identify areas where overlap or new opportunities exist. We are adding new courses such as "Business Solutions to Global Megatrends," "Development Technology Design and Evaluation," and "Applied Impact Evaluation."

Commercialize Research through the National Science Foundation (NSF) Innovation Corp's Bay Area Node

Berkeley-Haas has had a distinct advantage in implementing PRME because of its core strength in entrepreneurship education. Now, through our partnership with the NSF, we are educating scientists on how to commercialize scientific inventions and innovations. As part of a three-year NSF grant awarded to the Lester Center and run in conjunction with The University of California at San Francisco and Stanford University, serial entrepreneur and Berkeley-Haas Lecturer Steve Blank's Lean Launchpad framework will be applied in the NSF "Innovation Corps" (I-Corps). The I-Corps program, which provides training and mentorship to early-stage science and technology teams to help them accelerate the commercialization of their technologies, will train over 90 teams per year in domains including energy, materials, biotech and software. This includes emerging partnerships with The Advanced Research Program Agency - energy (ARPA-e) and the National Institutes of Health.

Identify, Incubate and Support Pioneering Social-Enterprise Start-Ups

The Lean LaunchPad approach favors business model development over business plans, which, as Blank discovered, rarely last beyond the moment a startup meets its customers. In 2014, we will introduce a new course called "Social Lean Launch Pad" that will apply Blank's concept to the realm of social impact. The goal is to share within the social sphere the energy and innovation that Blank says typical startups bring to the marketplace: "It's worth noting that everything from the Internet, to electric cars, genomic sequencing, mobile apps, and social media were pioneered by startups, not existing companies," Blank said. "At Haas, we believe that the Lean Launchpad framework will help transform our social impact startups." Furthermore, as we write this report, Berkeley-Haas has launched the "Haas Impact Investing Network." This experiential learning program selects 15 Haas students who are organized into three teams to conduct research and due diligence on social-venture startups. This program is part of a nationwide network funded by Bridges Ventures. At the end of the program, Bridges Ventures invests \$50,000 in the winning student proposal.

Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

OVERVIEW

Our faculty scholarship and peer-reviewed research have received accolades internationally for their influence on the economic, social, political and technological forces shaping global markets today. We perform important, business-relevant, interdisciplinary research with colleagues at UC Berkeley and at other top-tier universities around the world that focuses on sustainability and social responsibility on multiple levels: effective strategies for sustainability; specific innovations and products; and the management and organizational issues facing corporations and social enterprises.

Within the fields of social impact and global sustainability, our faculty members excel at scholarly work and thought leadership. We are also a member in the Alliance for Research in Corporate Responsibility, whose mission is to advance rigorous academic research on corporate sustainability issues by providing data, tools and networking opportunities to researchers who are developing greater understanding of the opportunities and limits of policies and strategies to foster sustainable business.



A BROAD SPECTRUM OF RESEARCH

Investing in research goes hand-in-hand with a focus on our future as a society. Research related to responsible management spans a multitude of departments at Haas. We are engaged in an ongoing variety of research projects associated with responsible management (see Appendix F), and we published 17 PRME-relevant, peer-reviewed papers in the academic year 2012–13.

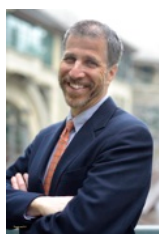
The following examples demonstrate the breadth and depth of thought on responsible business practice by the Berkeley-Haas faculty:



Solving Real Issues for Women in Business

Applicable, Data-driven Scholarship on Gender and Negotiation

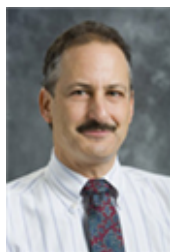
Do “ethical reasoning” and “ethical compromising” differ among men and women, asks Professor Laura Kray, founding faculty director of Berkeley-Haas’ Women’s Executive Leadership Program? How could we devise a test to generate qualitative assessments of such an inherently crucial yet difficult-to-measure phenomenon? Kray’s 2012 *Journal of Experimental Social Psychology* article evaluated responses to ethical questions such as “If I want to buy an elderly couple’s cherished home to tear it down and build something else, am I obligated to tell them, knowing that might prevent them from selling?” Her experiments found that perceived masculinity and how it intersects with negotiation beliefs affect ethical standards. “It’s not that women can’t negotiate,” Kray said in an interview with *Berkeley-Haas* magazine, “but that there are subtle messages suggesting to us that we can’t. By raising awareness about lingering gender stereotypes in business negotiations, women are licensed to pursue their goals assertively.” *Contact: Laura Kray, kray@haas.berkeley.edu*



Smart Use of Energy Through Economics

Pricing Electricity Both Fairly and to Boost Energy Efficiency

Economists agree that pricing electricity differently based on its peak usage periods makes good sense for many obvious reasons. But which models could get over the hump of regulator inertia and consumer resistance or ignorance? Professor Severin Borenstein’s paper, “Effective and Equitable Adoption of Opt-In Residential Dynamic Electricity Pricing,” published in 2013 in the *Review of Industrial Organization*, identifies an “opt-in time-varying residential pricing plan” that would achieve efficiency gains without being punitive. He writes: “Low-income households would, on average, see almost no change in their bills under time-varying pricing, while low-consumption households would see their bills decline somewhat and high-consumption households would see their bills rise.” Borenstein’s empirical investigations and simulations of electricity tariff models aim to find practical ways that pricing models can allow us to conserve more without burdening the most vulnerable. *Contact: Severin Borenstein, severinborenstein@berkeley.edu*



More Thoughtful, Effective Paths Out of Poverty

Understanding Empirically How to Bolster Better Cookstove Adoption

Over three billion poor people—mostly women and girls—must labor long hours to collect wood or other biomass to prepare food on inefficient cookstoves. Not only does indoor air pollution from their stoves lead to pneumonia, bronchitis, lung cancer, and other ailments, women cooking with wood also unwittingly deplete fragile ecosystems through deforestation, contributing to climate change. Even worse for rural women, time spent gathering wood leads to only small percentages of girls and women going to school. In “The Effect of Solar Ovens on Fuel Use, Emissions, and Health: Results from a Randomized Controlled Trial” published in 2013 in the *Journal of Development Effectiveness*, David Levine (with Theresa Beltramo) studied Senegalese villagers who switched to simple solar ovens. Their research’s directly applicable results showed that stove designers still have a lot of work to do: the appliance proposed for governmental mandatory distribution was inadequate to feed most large households. The study found that the solar cookstove in question “cannot replace the three-stone fire for the lunch meal due to complex cooking patterns with multiple stoves, cooks, and burners.” The ultimate goal of such research? Realistic healthier cooking options that female homemakers will actually adopt, potentially allowing them and their daughters to find the time in their day that they currently don’t have—time they could spend on getting a much-desired education. *Contact: David Levine, levine@haas.berkeley.edu*

These are but a few of the research initiatives published in the 2012-13 academic year; a complete list appears in Appendix F.

SPREADING IDEAS ABOUT SOCIAL IMPACT AND SUSTAINABILITY

Though scholars at Berkeley-Haas regularly publish research on social impact and sustainability in peer-reviewed academic journals as well as in books and working papers, the school also supports and promotes cutting-edge research by hosting conferences and honoring important contributions from other scholars and thought leaders. For example, Berkeley-Haas hosts various academic conferences:

Energy Camp

With a focus on the latest academic research in energy economics and their implications for policy, this annual conference attracts approximately 40 top energy economists to Berkeley-Haas each year. A topic in 2013: Unpacking the “rebound effect” of energy efficiency spurring energy consumption.

The Power Conference

Hosted by the Energy Institute at Haas, this annual conference is a forum for academics to test their theories with experts who know the reality of the marketplace. Approximately 200 experts attend in all—hailing from not only academia but also utility companies, regulatory agencies and energy startups—to explore the latest thinking in energy economics, clean energy and regulatory policy. Top academics present papers on energy policy and regulation, while industry executives attend in high numbers and are actively encouraged to provide a “real world” perspective.

Alliance for Research in Corporate Sustainability (ARCS) Conference

We organized and hosted the fifth annual ARCS conference at Haas in 2013, bringing together more than 100 academics and industry professionals from around the world to explore the latest research and research priorities on sustainable business practices. Presenters delivered 17 research papers on topics such as corporate “intrapreneurship for sustainability,” the effect of civil society on global labor standards, and corporate social responsibility as practiced by expanding emerging market multinationals. Also discussed were carbon markets and the many challenges of designing them well: overcoming political difficulties, setting the right caps, and measuring greenhouse gas abatement.

With the intention of sparking new, path-breaking research, Berkeley-Haas has attracted and championed scholars in the area of socially responsible investing through our Moskowitz Prize. Awarded annually since 1996, the prize identifies and rewards rigorous academic research in the field from around the world. The prize is named after Milton Moskowitz, who

established the first and most influential rankings of *Fortune* magazine’s “best companies to work for” list. Over the years, the Moskowitz Prize has come to be known for calling attention to the relationships between corporate social responsibility (CSR), investment returns and company performance. The winning paper is decided by a panel of expert judges from more than a dozen institutions based on its practical significance for socially responsible investing, the rigor of its quantitative methods, and the novelty of its results.

The winning paper of 2013, “Does Corporate Social Responsibility Lead to Superior Financial Performance? A Regression Discontinuity Approach,” by Carolyn Flammer at Canada’s Ivey School of Business, provides strong, new, empirical evidence of “a causal link between CSR and financial performance.” According to the research, investors who implement CSR can achieve not only higher shareholder value but also “improved operating performance, happier employees and strengthened stakeholder interest.”

CROSS-CAMPUS COLLABORATIONS

To pursue meaningful research and action along the six PRME principles, faculty and students must look beyond their own “silos” and develop new forms of interdisciplinary, dynamic collaboration with other departments. There are many collaborative opportunities on the Berkeley campus.

One notable example is the Center for Global Effective Action (CEGA), the University of California’s premier center for research on global development, which extends its reach not only interdepartmentally but also beyond the boundaries of the UC Berkeley campus. Founded by Berkeley-Haas professors, CEGA applies scientific tools to measure and improve outcomes in large-scale social and economic development programs in agriculture, public health, education, engineering, and the environment. CEGA holds economic analysis workshops for academics, government officials, and development professionals around the world; it also extends training opportunities to students elsewhere within the University of California, at Stanford University, and at the University of Washington. Since its founding in 2008, hundreds of graduate students who have learned from CEGA courses, workshops and projects have improved their skills in survey methods and scientific analysis.

The wealth of resources at the University of California lends itself to in-depth cross-campus partnerships. Berkeley-Haas economist and CEGA affiliate David Levine describes the importance of drawing from the knowledge of his colleagues as he focuses on research examining how industrialization has affected children in newly industrializing nations: “[As an

economist] I don't know combustion or pathogens," Levine says, "So it's crucial to work with people in public health or engineering. I learn a tremendous amount about these things from them. When it comes to getting people [in emerging markets] to buy stuff, I know this area. But when it comes to behavior change... we can tell people about germs, but that may not lead to a change in behavior. [To maximize efficiency in development work] you have to also come back to the marketing and psychology and sociology on how people make decisions."

The work of Berkeley-Haas Professor Ernesto Dal Bó is similarly collaborative across campus. A study by Dal Bó in 2012—one which attracted widespread attention, for example on the well-known "Freakonomics" website—demonstrated that levels of corruption among civil servants may go down when higher wages are offered. Dal Bó is the Director of the Berkeley Center for Economic Policy, which brings together faculty from Haas, the Charles and Louise Travers Department of Political Science, the Department of Economics and the Goldman School of Public Policy. Collaborative empirical research like this has direct policy implications and demonstrates the potential for cross-campus collaboration to make meaningful progress on the thorniest problems in global sustainable development.

The Sustainable Products and Solutions (SPS) program in our Center for Responsible Business also promotes

interdisciplinary research on PRME-related goals. The SPS program attracts faculty from across campus—ranging from business to engineering to chemistry—to examine the most difficult challenges faced by communities around the world, sustainable resources management and consumption, and sustainable supply chains. Applied research projects in the academic year 2012–13 engaged over a dozen faculty members and ranged from understanding the best drivers to promote partnerships between private corporations and local governments to the financial and social implications of gulf remediation techniques. One project example was a partnership to develop waste-to-energy technologies. A graduate student researcher from UC Berkeley's College of Engineering modeled the conversion process while faculty from the Energy and Resources group within UC Berkeley's College of Natural Resources helped analyze the environmental implications of the various technologies; Berkeley-Haas faculty then integrated the information and modeled market opportunities.

These examples of collaboration with our university peers are critical in order to broaden our thinking and explore new approaches to pressing global challenges. On a daily basis, our campus is home to many vibrant interactions that can lead to innovative, PRME-related insights and research by Haas faculty and students with other Berkeley scholars.



KEY ACCOMPLISHMENTS IN 2012–13

Conducting Research Grounded in Real Markets with Real Impact

The Energy Institute at Haas explores the economics of energy and environmental markets. Engaged for years in national debates about policies to increase efficiency, reduce carbon emissions, and improve the functioning of energy markets, the institute has been providing analysis and research to California policymakers—and California has consistently been on the leading edge of national policy trends. Faculty members testify periodically before California legislators and regulators. Severin Borenstein, Faculty Director of the institute, is on the advisory committee to the California Air Resources Board, which is responsible for California's cap-and-trade system for greenhouse gases. The January 2013 launch of the E2e Project, a joint venture between the Energy Institute and the Massachusetts Institute of Technology, expands the volume of dedicated research on the economics of energy efficiency.

Achieving a High “Impact” Rating for *California Management Review (CMR)*

CMR, our quarterly peer-reviewed business school journal received a higher “impact” rating than did any of its competitors from other business schools in an analysis by Thomson Reuters. That rating means that *CMR* articles were cited more frequently in other academic publications, demonstrating another channel through which research extends to the larger community, nationally and globally. Long a leading academic journal, *CMR*'s most recent offerings within the reporting period on PRME-related topics includes five articles in the fall 2012 edition (three on social issues and two on managing energy) and three articles on “Debating Conscious Capitalism” in the spring 2013 edition.

Launching an Innovative Research Funding Mechanism

To raise research funding rapidly and in a novel way, resourceful Berkeley-Haas professors tested a potentially important method of funding scholarship-taking place in remote parts of the world last year. In March of 2013, three Berkeley-Haas scholars initiated a remarkable new crowdfunding effort to raise money for their sustainability research in Uganda. Professor David Levine and Assistant Professors William Fuchs and Brett Green chose to bypass the traditional funding process and raise money through Indiegogo—a crowdfunding website that was co-founded by Berkeley-Haas MBAs (Danae Ringelmann and Eric Schell, both MBA '08). The group raised \$16,700 in two months—about \$10,000 of which poured in during a single weekend when the project caught the attention of the widely read Freakonomics blog. “That’s when it got exciting,” Green told a reporter last October. “We were actually surprised at how much we raised. We had 165 funders on Indiegogo, including three very generous donations from people we didn’t know.” That success led to other donations apart from those made through Indiegogo, and the creative new project ultimately met its goal of raising \$20,000 to buy solar lamps and train Ugandan sales vendors.

FUTURE OBJECTIVE(S)

Create a “Hub” for Faculty with Wide-ranging Expertise to Convene and Share Ideas

Our new Institute for Business and Social Impact will convene a meeting of faculty working on PRME-related research at the beginning of each semester and will foster the development of working groups on particular topics of interest. The first such working group will focus on the challenges and opportunities of developing responsible supply chains. Cross-disciplinary discussions, in conjunction with partnerships with faculty across campus as well as with corporate partners, will generate new levels of thought leadership for the school.

Expand Research on Women in Business

The Institute for Business and Social Impact is also developing plans to launch a “Valuing Women in Business Initiative” (WWIB) initiative to provide research and teaching on the challenges confronting women in business. A growing body of evidence shows that gender diversity improves bottom line performance, leading to more successful businesses and economies. WWIB will seek to attract top doctoral and post-doctoral students to study important gender-related questions with the long-term prospect of changing cultural attitudes about the fixedness of gender roles in business.

Principle 5: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

OVERVIEW

Berkeley-Haas thrives on social-impact partnerships with business leaders. These partnerships range from venture capitalists and Silicon Valley entrepreneurs to leaders of nonprofit organizations and Fortune 500 industrial firms.

Our partnerships with business occur in many different forms. In some instances our partners play a critical role as teachers or advisors. For example, in our Strategic Corporate Social Responsibility and Projects course, MBA teams typically carry out sustainable consulting projects for for-profit clients such as Levi Strauss & Co., Tesla or ING. In our Social Sector Solutions course, student teams provide consulting to nonprofit organizations, with consultants from McKinsey & Company providing mentorship to project teams and sharing in the teaching. Our PRME-related Centers and Institutes (see Appendix B) are guided by professionals who serve on our multiple advisory boards.

A different avenue of partnerships comes through conferences and speaker series on sustainability and social responsibility (see Appendix G for details). Business leaders are almost always among the speakers, often tackling pressing social and environmental issues with a variety of students, social-sector leaders and academic experts.

In many instances, our partnerships also provide critical financial support for special programs related to PRME at Haas. Genentech, for instance, supports our annual Healthcare Hackathon, operated by the Graduate Program in Health Management. Likewise, Intel Corporation sponsors the Intel Global Challenge, a prize competition to identify path-bending new technologies that benefit society. Additionally, we have a longstanding partnership with The Dow Chemical

Company, which has funded a portion of our Global Social Venture Competition and Sustainable Products and Solutions program, hosted the Dow Sustainability Innovation Student Challenge Award at UC Berkeley, provided advice through board service, helped us to develop a new course and more.

Perhaps the most important interactions with business and financial leaders are the ones that are the most difficult to quantify: the ongoing conversation that takes place between faculty and students and Berkeley-Haas' vast network of industry contacts. That network includes Silicon Valley entrepreneurs and venture capitalists, many of whom are Berkeley-Haas alumni; corporate executives in almost every industry; investment bankers; and institutional investors, including those who specialize in social finance and impact investing.

It is a two-way and even a multi-way conversation. Berkeley-Haas students and faculty look to industry professionals for real-world expertise and practical support. Corporate leaders look to Berkeley-Haas students for a source of talented future executives and to faculty members for in-depth perspective. Venture capitalists look to Berkeley-Haas as a source of entrepreneurial investment opportunities and path-bending new ideas.

Last but not least, many business partners who are themselves alumni of Berkeley-Haas continue to embrace the values of social and environmental sustainability. Examples include the Senior Director of sustainability and philanthropy at Autodesk and a Program Officer at the Skoll Foundation, who both participated in our "Professionals in Residence" series to offer students career guidance.

KEY ACCOMPLISHMENTS IN 2012–13

Partnerships with Concrete Results

Haas students expect to take their projects beyond the classroom immediately, whether this entails the client putting their suggestions into practice or extending internship and fellowship opportunities to deepen the partnerships. For example, in spring of 2013, a cross-disciplinary student team engaged with the United Nations Global Compact (UNGC) U.S. Network. The team sought to refine the organization's value proposition, expand its membership and partnership engagement levels, and evaluate its governance model. One of the MBA students from the team eventually proposed to the UNGC a new funding mechanism; as a result, the Steering Committee of the U.S. Network formed a nonprofit organization that could grow the network and better support and engage its participants. Since the student project's completion, our Center for Responsible Business, as the Secretariat to the UNGC's U.S. Network, is supporting the transition to being a nonprofit entity which involves analyzing potential funding streams, recommending proposed funding levels for signatories in 2014, securing a pro bono law firm to manage the filing of documentation, and managing the process of recruiting board members for the newly-formed entity.

Heightened Dialogue with Business Leaders on Sustainability

A powerful forum for dialogue already mentioned in Principle 4, was created during the Haas-hosted Fifth Annual Conference of the Alliance for Research on Corporate Sustainability (ARCS). The first day of the conference, the "ARCS Forum," was exclusively focused on bringing corporate practitioners and academics together. The Forum featured candid discussions by industry executives about strategies to make sustainability commitments "stick" and addressed the importance of corporate "intrapreneurship" in making that happen. Panelists included executives from major corporations, among them Autodesk, SAP, Dow Chemical, New Forests, and Levi Strauss.

FUTURE OBJECTIVE(S)

Build on Existing Partnerships

Expand relationships with major corporate partners by increasing touch points and engagement within these complex organizations. Examples may include extending our engagement into a new division of a multinational conglomerate, or perhaps building out existing relationships—for example, possibly extending our seasoned relationship with The Dow Chemical Company to its Energy Finance group.

Expand Partnerships into New Dimensions

To diversify our impact as well as the range of stakeholders involved in the school, we aim to establish ten new partnerships with younger, rapidly growing organizations that are questioning the status quo, such as Revolution Foods, a Haas alum-founded company that is disrupting the current school food system by providing new healthy meal options for students. In addition to tapping into UC Berkeley's strength in social enterprise in order to connect with and grow these entities, we also aim to build out relationships with NGOs in order to increase our multisectoral reach.

Principle 6: Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

OVERVIEW

Dialogue is about more than talking and lecturing to the rest of the world. It is at least as much about listening, fostering the exchange of ideas, sparking debate, and creating an environment where it is not only possible, but also natural to question the status quo, one of our Defining Principles.

"Questioning the status quo," says Berkeley-Haas Professor David Levine, "means noticing when there are stakeholders who are losing. [Students must be] comfortable raising [social issues] with others and making the arguments for each side."

Dialogue allows us, as an educational institution, to better understand what we can give to society and the next generation of leaders. In our role as a hub for the generation, discussion, and dissemination of ideas, we engage in dialogue to test and share those ideas against the data and experience of experts in the working world.

Berkeley-Haas actively fosters dialogue at all levels and with many different communities. We host conferences and speaker series, attracting business innovators and practitioners of sustainable business and social enterprise. We also have a number of blogs that serve as a forum for discussion on everything from energy to nonprofit management to our Center for Responsible Business blog whose PRME-related emphasis is there right in its internet domain name: redefiningbusiness.org.

Furthermore, our faculty and administrators participate in national and international forums. They engage on many levels with business groups, civil society organizations, and the public sector. They participate in legislative and policy debates, often voicing strong views. They work with partners around the world to develop new strategies for urgent social and environmental problems.

SPEAKER SERIES

Events and theme-based speaker series serve as a way for diverse stakeholders to convene, share experiences, debate and test ideas. In some instances, students are able to follow up with speakers through lunch and dinner sessions as well as in one-on-one meetings. Some of them are part of for-credit courses, but many are open to the broader Berkeley

community and to the public. Among those that are particularly relevant to the PRME principles:

Alternative Energy Speaker Series

Offered by the Energy Institute, this for-credit course focuses on a different topic each week in order to provide a view into energy sustainability from many perspectives: renewable energy, such as from solar, wind, and geothermal sources; smart grids; energy storage and efficiency; electric vehicles; biofuels; and venture capital and other financing.

Schwab Charitable Philanthropy Series

Offered by the Center for Nonprofit and Public Leadership, this series brings global leaders to campus who are working to achieve social impact. Speakers in the fall of 2012 included Jim Schorr, a co-founder of Net Impact and the national chair of the Social Enterprise Alliance (who is also a Berkeley-Haas senior fellow in social entrepreneurship), and Anshu Gupta, Founder and CEO of Goonj.org and "social entrepreneur of the year" according to the Schwab Foundation.

Peterson Series

Offered by the Center for Responsible Business, this series explores emerging areas within the fields of corporate responsibility and sustainability. In the 2012–13 academic year, the theme was "The Enterprise of the Future." Event topics ranged from an overview of global "mega-forces" that will change the world and affect businesses in the next 20 years to creating systemic change to adapt to those uncertainties. Speakers included Sarah Severn, Nike's Director of Stakeholder Mobilization; architect, author and thought leader Bill McDonough; and Lord Michael Hastings, Global Head of Citizenship for KPMG International, to name a few.

Social Impact Speaker Series

Organized by the Center for Nonprofit and Public Leadership and Center for Responsible Business in partnership with our MBA Net Impact chapter, this series brings together leading practitioners and innovators for the social sector to share their insights with students, faculty, alumni, and the public in a series of twelve two-hour lectures. The 2012 series included a session on social impact investing, featuring executives from four investment funds, and a session on careers in corporate social responsibility that featured executives from Intel and Pacific Gas & Electric.

Dean's Speaker Series

In the fall of 2012, Haas alumnus Patrick Awuah spoke in our Dean's Speaker Series about the bold, innovative leadership he has exhibited in his home country of Ghana. After working at Microsoft, Awuah enrolled in our MBA program and turned his idea for Africa's first private, secular, liberal arts college in Africa into a project within Haas' International Business Development course. Today, outside Accra, 600 students study at Ashesi University, for which Awuah raised \$10 million in philanthropic gifts. Although many African professionals leave the continent for work, nearly all Ashesi graduates remain. Additionally, in the spring of 2013, Khan Academy founder Salman Khan—whose simple YouTube tutorials to help young children with homework exploded into a “one-world schoolhouse” with 3,900 lessons viewed more than 230 million times—was invited to speak to a Berkeley-Haas audience of more than 400 people. Khan shared the story of Khan Academy and his insights on the future of online education, including the concepts of blended learning and Massive Open Online Courses. Khan's talk has received well over 70,000 views on Haas' YouTube channel since his visit; his entrepreneurial spirit and groundbreaking approach to education serve as apt examples of the type of path-bending leaders that are invited to speak at Berkeley-Haas.

A complete list of speaker series talks appears in Appendix G.

ONLINE OUTREACH AND ENGAGEMENT

Another forum of dialogue in which Haas participates is blogging. Blogs serve an important role in public discussion at large. For example, the Energy Institute's blog is the best in its class, regularly read not only nationally but worldwide; titled the “Energy Economics Exchange: Research that Informs Business and Public Policy” (online at: energyathaas.wordpress.com), the blog is read by energy policy experts who want to keep up with their field's latest thinking, backed up with empirical support. When our blogs are cross-posted or noted in the media, we thereby share our game-changing ideas and foster dialogue among all kinds of stakeholders.

Complex research and academic excellence distributed in publications and leading journals are understandably important, but there is nothing esoteric or obscure about the intellectual leadership of Haas faculty. Direct, meaningful dialogue via insightful blog posts and the responses they elicit is another way in which we bring the responsible management education practiced within our walls outside to the global community.

Another voice that can spark dialogue and debate related to global social responsibility and sustainability is that of our own students. In fall of 2012, The Center for Responsible Business

(CRB) revamped the functionality and design of its “Redefining Business” blog, with its sights set on creating a vehicle for Haas MBAs to express their views and refine their skills as thought leaders. A blogging contest for MBA students was announced, and the CRB mentored the entrants as needed. The result: students placed nearly two posts per month that year, with some garnering the attention of outside media (for instance, two writers became “contributors” on the new Greenbiz.com Blog, “Generation S: Voices from B-School”). One such post, entitled “My Visit to Bentonville: Inside the World's Biggest Supply Chain,” sums up critical lessons learned by a student as she visits the world's largest retailer.

The Center for Nonprofit and Public Leadership's blog—titled “Social Impact at Haas” (online at: businesssocialimpact.wordpress.com)—covers issues such as global poverty alleviation and social impact investing. To give one example, in the fall of 2012, the blog spotlighted Nicole Ballin (MBA '10), who left a career in operations management at UBS and DeutscheBank to study microfinance at Haas, eventually co-founding UpEnergy, where she is COO. UpEnergy is a social enterprise that makes clean energy technologies such as water purification tools and solar lights available to more people in East Africa and Central America. The blog brought to its readers news and images of Nicole's flagship carbon cookstove distribution project in Uganda, along with her thoughtful personal experiences about what it's like to work as an MBA who is trying to solve larger social issues.

ENGAGEMENT ON THE ROLE OF MANAGEMENT EDUCATION

Encouraging constant learning and an environment open to new ideas, debate and dialogue are important to us; our own organizational practices can and should serve as an example of the values and attitudes we wish to convey to our students (e.g., Students Always, Question the Status Quo).

One of the best ways to put such values into practice is through the voices of our own faculty and staff. As discussed in Principle 1, starting at the highest levels Berkeley-Haas is engaging others about the role of business education in empowering leaders to address social and environmental challenges. In March 2013, Berkeley-Haas hosted the International Conference of the Association of Global Management Studies. Dean Rich Lyons delivered the keynote address, highlighting the importance of a global perspective and of redefining business leadership. In June 2013, Lyons chaired a three-day conference on sustainability by the Association to Advance Collegiate Schools of Business.

Within the educational community, it is clear where Berkeley-Haas stands on the issues. “Businesses that ignore the broader social and environmental context in which they operate are likely to pay a price,” wrote Professor and former Dean Laura Tyson recently, in an essay for *Project Syndicate*, rebutting arguments by some experts that business schools

should focus only on maximizing shareholder value. The price for that approach, she warned, would be in “reputational damage and loss of brand value, falling sales, difficulties in recruiting talent, lower worker productivity, corruption, tougher government regulation, or an increase in climate-change-related costs.”

KEY ACCOMPLISHMENTS IN 2012–13

Participation in Critical National and Global Discussions

As mentioned in Principle 5, the Center for Responsible Business (CRB) at Berkeley-Haas has been named Secretariat for the United States Network of the United Nations Global Compact (UNGC). In this role, the CRB provides ongoing strategic advice including recommendations around the UNGC’s value proposition, membership expansion and engagement, governance and partnerships.

Third-Party Recognition for Social Media Reach

Coinciding with the expansion of our audiences through targeted blogs and other social media, we are honored to have placed fourth overall in Onlinembapage.com’s 2013 ranking of the top 100 most social media–friendly MBA programs. Our main Berkeley-Haas YouTube channel, with hundreds of videos, was ranked in the top 10, and our Facebook and Twitter feed the top five. Prolific Twitter user Dean Rich Lyons is also known for his candid and thought-provoking communication style; with over 6,000 followers, he has been cited as a “Dean worth following on Twitter.”

FUTURE OBJECTIVE(S)

Engage with Others Schools around the PRME Principles

The PRME principles are very much aligned with our school’s culture and vision to develop path-bending leaders. Implementing PRME and sharing our reports with others will allow us to generate discussions and debates about Haas’ progress in achieving this vision. Through our outreach and participation in this process, we hope to inspire new schools to commit to the PRME principles as well.

Continue Developing and Amplifying Thought Leadership That Encompasses Social and Environmental Issues

We aim to continue leading nationally and internationally in generating both scholarship and thought leadership that advances sustainable social, environmental and economic progress. More specifically one of our goals is to increase thought leadership by producing at least 10 new publications between this report and the next one. Another goal is to publicly share the semester-long conversations that take place among leaders within the social impact space, during our Social Impact Speaker Series. By sharing the thought leadership of speakers who hail from the public, private, philanthropic and nonprofit sectors across domestic and international organizations, we aim to showcase the role that MBAs can play in driving social innovation.

Conclusion

Our first PRME report is intended to portray Berkeley-Haas as we see and experience it: a vibrant community with a measurable investment in social responsibility and a commitment to creating a better world. We have documented in one place, for the first time, the bustle of activity around sustainability and social impact that takes place on a daily, weekly and annual basis at Berkeley-Haas. As we aim to embody our Defining Principles—Question the Status Quo, Confidence without Attitude, Students Always, and Beyond Yourself—we continue to grow an institutional culture that is uniquely Berkeley.

Driving our commitment to responsible business education and social impact in the months and years going forward will be not only the goals outlined in the preceding sections of this report but also the work of our new Institute for Business and Social Impact (IBSI). Directed by Laura D. Tyson, Berkeley-Haas professor of economics and former Berkeley-Haas dean, and composed of programs and activities already deeply engaged in social impact, IBSI was formed in November 2013 as a means to elevate the visibility and importance of social impact and sustainability at Haas.

Based on the belief that solving complex societal problems requires “path-bending” leadership across all sectors—for-profit businesses, nonprofit corporations, social enterprises and the public sector—the Institute brings together existing programs and activities in the areas of sustainability, responsible business, healthcare and nonprofit leadership. “Social impact is defined by the goal, not the modality,” explains Tyson. “Until now, much of the focus has been on specific channels of activity: nonprofits and social enterprise; corporate philanthropy and corporate social responsibility; and social impact investing. But complex global problems, such as climate change and poverty, require collaboration and innovation across many fronts.”

Funded by initial contributions of \$1.1 million, the Institute’s mission is to inspire and empower members of the Berkeley-Haas community to develop innovative solutions to urgent social and environmental problems. IBSI will serve as a place for faculty with wide-ranging expertise to convene and share ideas. The institute brings together 18 tenure-track and five

professional faculty, as well as a large set of lecturers with wide-ranging expertise, are sharing ideas and collaborating to attack some of the critical problems of our time. Paul Gertler and David Levine are pioneering the use of randomized experiments for testing strategies to improve health and reduce poverty. Psychology professor Laura Kray, founding director of the Women’s Executive Leadership Program, is serving the world’s pressing need for more women leaders. As Director of the Center for Nonprofit and Public Leadership, Nora Silver is researching multi-sector leadership and cross-sector collaborations. Kellie McElhaney, founding Faculty Director of the Center for Responsible Business and winner of the Earl F. Cheit Award for excellence in teaching in 2012–13, is sharing her expertise in corporate social responsibility with Haas students and other business innovators. Adair Morse is a leading researcher on corporate ethics and corruption. Lucas Davis, faculty affiliate in the Energy Institute at Haas, offers perspective as an economist who focuses on energy and environmental markets. Leif Nelson researches the behavioral dynamics of generosity, human judgment and decision making, and consumer well-being. For a full picture of all IBSI faculty members and the work that they are doing, visit the IBSI website. The Institute blog will regularly feature the work of these Haas faculty and of UC Berkeley faculty whose scholarship can bring about real changes in corporations and other enterprises.

Unifying our PRME-related initiatives under IBSI gives Berkeley-Haas an emphasis on social impact that, we hope, will lead to more great ideas, projects, and effective ways to address major social and environmental challenges. Yet the role of Berkeley-Haas in sustainability and social impact is not solely driven through one center or institute. Instead it is infused in the activities of our students, faculty, and staff across the school. To that end, we march forward in our mission to redefine the business graduate, delivering to the marketplace graduates who will pass down the cooperative, team-oriented environment that the school fosters. This ensures that our efforts are not only top-down but also bottom-up, as we seek to attract students who take initiative while they are here and later become leaders who contribute within the community and positively influence business and society.

FINAL WORDS

Even as we submit this report, we are still discovering the best process for adopting and promoting the PRME principles. We hope others can find in this report an opportunity to learn from what we have discovered to be effective practices, just as we have learned from other reporting institutions throughout the process of compiling and refining this report.

As we can continue to make progress along the path set out

by the UN PRME initiative, Berkeley-Haas will constitute a strong actor in the movement toward systemic change in schools and management-related institutions. By fulfilling our commitment to this reporting process, we hope to further engage with the learning community of partnering institutions seeking to meet the goals of the PRME initiative. We look forward to collaborating with the international PRME community and sharing new ideas and best practices with our fellow university management educators around the world.



Appendices

APPENDIX A

HAAS SCHOOL OF BUSINESS FACT SHEET AND FTMBA RANKINGS

Founded: 1898; the oldest business school at a public institution in the United States

Dean: Richard K. Lyons

Student Enrollment: approximately 2,300 students in six degree programs: a BS in business (two years), three MBA programs (Full-time, Evening & Weekend, and Executive), a Master in Financial Engineering (MFE), and a Ph.D.

Alumni: 36,000 alumni around the world

Notable Alumni Have...

- Led major corporations: Joe Jimenez, Shantanu Narayen, Bob Lutz, Paul Otellini
- Founded entrepreneurial startups: Indiegogo, Revolution Foods, Google Earth, ZipRealty
- Created path-bending nonbusiness organizations: FairTrade USA, Ashesi University

Nobel Laureates:

- Oliver Williamson, 2009 Nobel Prize in Economic Sciences
- John Harsanyi, 1994 Nobel Prize in Economic Sciences

NUMBER OF STUDENTS PER INCOMING "CLASS" (FULL-TIME MBA ONLY)

Graduating Class of 2013		Graduating Class of 2014	
Enrolled Students	236	Enrolled Students	240
Women	29%	Women	33%
U.S. Minority Students	43%	U.S. Minority Students	34%
International Students	37%	International Students	37%
Countries Represented	38	Countries Represented	38

BERKELEY-HAAS FULL-TIME MBA RANKINGS

Publication	2012	2013
<i>US News & World Report</i>	#7	#7
<i>Financial Times</i>	#14 in the world #7 among U.S. Schools	#12 in the world #7 among U.S. Schools
<i>Bloomberg Businessweek</i>	#13	N/A
<i>Forbes</i>	N/A	#14
<i>Economist</i>	#6	#3
<i>Hispanic Business</i>	#2	#2

APPENDIX B

PRME-RELATED CENTERS AND PROGRAMS

The Center for Nonprofit and Public Leadership educates leaders to create tangible social impact. The center has created a real-world learning environment where students advise social ventures on strategic initiatives, work with faculty on applied research, and team up to develop social enterprises of their own. Students thereby learn that social impact is an integral part of professional and personal success.

The Graduate Program in Health Management offers a wide range of courses to analyze the future of healthcare: health finance, health systems and new innovations in healthcare delivery, information systems, and medical devices. The program serves both MBA students and students working toward a dual MBA with a Master's in Public Health.

Energy Institute @Haas is a joint venture of the Haas School of Business and the UC Energy Institute that brings together research and curricular programs on energy business, policy and technology commercialization. The goal of EI @ Haas is to bridge the gap between the frontiers of economic and scientific energy research and the marketplace.

The Center for Responsible Business is dedicated to redefining business for a sustainable future. Building on over a decade of research, teaching and industry engagement, the CRB is an "action tank" that brings together students, company leaders and faculty to: learn a new way of business, connect with business innovators, and lead the enterprise of the future. CRB focuses on academic courses, experiential learning and applied research. Students work with CRB partner organizations to develop strategies that increase business value and tackle pressing social needs or environmental concerns.

The Lester Center for Entrepreneurship is an internationally recognized program at the hub of UC Berkeley and the Bay Area's collaborative, multidisciplinary startup community. The center focuses on teaching entrepreneurship and in scholarly research on innovation to realize the Berkeley-Haas mission to "redefine how we do business." The mission of the Lester Center is to train business leaders to drive positive, disruptive change to society by building scalable enterprises.

APPENDIX C

RELEVANT MBA STUDENT CLUBS

PRME RELATED

BERKELEY ENTREPRENEURS ASSOCIATION (BEA)

The Berkeley Entrepreneurs Association helps equip its members with the skills, network, support, and knowledge necessary to launch or grow a venture. Its member base includes both current and aspiring entrepreneurs, as well as those who are simply interested in learning more about the space. The club works closely with UC Berkeley's Lester Center for Entrepreneurship and SkyDeck (a UC Berkeley startup accelerator and technology entrepreneurship center), as well as with other clubs and organizations across campus that are dedicated to advancing entrepreneurship at UC Berkeley.

BERKELEY ENERGY & RESOURCES COLLABORATIVE (BERC)

The Berkeley Energy & Resources Collaborative (BERC) is a multidisciplinary network of UC Berkeley students, alumni, faculty, industry professionals, and advisors who seek to turn world-leading research into world-changing solutions by tackling tough and timely energy and environmental challenges.

THE BERKELEY SOLUTIONS GROUP (BSG)

The Berkeley Solutions Group (BSG), sponsored by the Lester Center for Entrepreneurship, offers current MBA students the opportunity to join project teams in providing consulting services to public, private, and nonprofit organizations in various industries with a presence in the Bay Area. BSG members provide assistance to these organizations on a short-term basis with projects typically spanning approximately four to six weeks.

CHALLENGE 4 CHARITY (C4C)

The MBA Challenge for Charity is a nonprofit organization that draws on the talents, energy, and resources of MBA students from nine West Coast business schools to develop business leaders with a lifelong commitment to community involvement and social responsibility. C4C at Haas involves volunteering events, bowling and basketball clinics with Special Olympics and tutoring underprivileged students. Fundraising events include Haas-oween, No Shave November and the annual C4C Charity Auction.

EDUCATION LEADERSHIP CLUB

This club runs the annual Education Leadership Case Competition, bringing together teams from top business schools to present solutions to imminent education issues. Their mission is to inform, support and connect people interested in the education field. They do this by promoting several events and activities that cover topics as broad as education technology startups to district and charter public schools.

HAAS HEALTHCARE ASSOCIATION (HHA)

A student-run organization of MBA candidates and other UC Berkeley graduates focusing on the business of healthcare, HHA aims to be the healthcare hub at UC Berkeley, helping students strengthen their depth and breadth of knowledge and experience in the industry. HHA helps students advance their careers in healthcare by providing education on a wide range of healthcare topics and fostering lifelong connections between their peers and industry professionals.

INTERNATIONAL DEVELOPMENT & ENTERPRISE CLUB (IDEC)

IDEC brings together a network of students with deep interests in international development and sectors that include public health, information technology, energy, education and agriculture.

NET IMPACT CLUB

The mission of the Berkeley-Haas Net Impact chapter is to inspire, educate, and equip students to use the power of business to create a more socially and environmentally sustainable world. Berkeley-Haas Net Impact members are often engaged in co-creating the annual three-day Net Impact Conference hosted by Net Impact headquarters, which attracts 3,000 doers and thinkers from business schools around the world.

DIVERSITY RELATED

ASIA BUSINESS CLUB

Asia Business Club caters to students hailing from or otherwise interested in countries throughout the Asian region. The club strives to go beyond social activities and spearhead professionally value-adding projects reflective of the monumental importance of Asia in global business.

BLACK BUSINESS STUDENTS ASSOCIATION (BBSA)

The Black Business Students Association (BBSA) is committed to enriching the academic, professional and social experience of Haas students from and interested in the African Diaspora. BBSA's mission is to foster professional and leadership development, academic excellence and community involvement.

EUROPEAN BUSINESS CLUB

The European Business Club aims to enrich the Berkeley-Haas experience for both Europeans and non-Europeans through the promotion of European culture and connections. The Club acts as an informational resource for incoming and prospective European students; promotes European awareness among non-European classmates; creates European career opportunities for all Haas students; and builds a strong network of European alumni.

HAAS CHRISTIAN FELLOWSHIP

The Haas Christian Fellowship exists to support Christian believers in the integration of faith and business.

HAAS VETERANS CLUB

The Haas Veterans Club was founded in 2008 to serve U.S. and international military veterans in the Berkeley MBA community. Club membership is open to veterans, students pursuing careers in the defense industry, and anyone interested in learning more about military service.

JEWISH BUSINESS CLUB

The Jewish Business Club serves as a resource to develop and enrich an active and welcoming Jewish community at Haas.

LATIN AMERICAN AND HISPANIC BUSINESS ASSOCIATION (LAHBA)

With nearly 100 members, LAHBA is one of the largest student-run organizations at Haas. The organization's goal is to serve as a unifying force for Latino and Hispanic students, as an aid for successful careers for its members, and as a contributor to the local Latino community.

Q@HAAS

Q@Haas serves the lesbian, gay, bisexual and transgender (LGBT) community at the Haas School of Business. Q@Haas aims to enhance the professional and personal development of LGBT students at Haas and increase LGBT visibility within the larger Haas community, ensuring Haas remains an open and inclusive environment.

WOMEN IN LEADERSHIP (WIL)

Female leaders comprise an integral part of the Haas community. The Women in Leadership club is a professional resource, a social network and a vehicle to cultivate stronger female leaders in business. WIL's mission is to serve the entire Haas community through a series of professional, educational, and social events designed to enhance the understanding and appreciation of women's roles in business while equipping WIL members to achieve success.

APPENDIX D

SOCIAL IMPACT / SUSTAINABILITY-RELATED MBA ELECTIVES OFFERED IN 2012-13 ACADEMIC YEAR

During this reporting period 348 students (107 non-Haas graduate students and 241 or roughly half of our full-time MBA students) took *at least one* of the following 25 PRME-related electives:

Fall 2012 Electives		Instructor(s)
1	Social Sector Solutions for Social Enterprises	Don Howard and Nora Silver
2	Nonprofit Boards	Lynne LaMarca Heinrich
3	Strategic Management of Nonprofit Organizations	Colin Boyle
4	Social Investing and Recent Findings in Management and Finance	Lloyd Kurtz
5	Women in Business	Kellie McElhaney
6	Haas Socially Responsible Investment Fund	Nadja Guenster
7	Social Finance	Jennifer Walske
8	Cleantech to Market	Beverly Alexander
9	Healthcare in the 21st Century	Kristi Raube
10	Advanced Social Sector Solutions	Don Howard and Nora Silver
Spring 2013 Electives		Instructor(s)
1	Social Sector Solutions: Nonprofit Consulting Projects	Paul Jansen and Nora Silver
2	Nonprofit Boards	Paul Jansen
3	Financial Management of Nonprofit Organizations	Brent Copen
4	Strategic Approaches for Global Social Impact	Shashi Buluswar
5	Business and Natural Resources: Sustainable Use of Ecosystems	Federico Castillo and Omar Romero-Hernandez
6	Strategic Corporate Social Responsibility and Consulting Projects	Omar Romero-Hernandez
7	Haas Socially Responsible Investment Fund	Nadja Guenster
8	Healthcare Finance	Jeffrey Ford
9	Innovation in Healthcare	Jeffrey Rideout and Lisa Suennen
10	Energy and Environmental Markets	Severin Borenstein
11	Business Strategies for Emerging Markets	Flavio Feferman
12	Energy and Infrastructure Project Finance (Part 1)	Allan Marks
13	Energy and Infrastructure Project Finance (Part 2)	Sheldon Kimber
14	Environmental Management & Public Policy	David Vogel
15	Applied Impact Evaluation	Paul Gertler

APPENDIX E

BERKELEY-HAAS CASES RELEVANT TO PRME

Alexander, Beverly, Adam Boscoe, Mason Cabot, Philip Dawsey, Luc Emmanuel Barreau, and Russell Griffith. "Alphabet Energy." August 1, 2012: 1-12. Haas School of Business, University of California, Berkeley.

Chesbrough, Henry W. "GE's Ecomagination Challenge: An Experiment in Open Innovation." August 1, 2012: 1-17. Haas School of Business, University of California, Berkeley.

Hermalin, Benjamin E. "Name Your Poisson: A Case of Fishy Decision-making." May 1, 2013: 1-3. Haas School of Business, University of California, Berkeley.

Lasky, Larry. "OncoMed Pharmaceuticals: Novel Anti-Cancer Stem Cell Therapeutics." August 1, 2012: 1-12. Haas School of Business, University of California, Berkeley.

_____. "Proteolix: A "Me-Too" Success." August 1, 2012: 1-17. Haas School of Business, University of California, Berkeley.

Romero-Hernandez, Omar, Tony Kingsbury, Sergio Romero, and Celeste Lindsay. "Han Solar and the Green Supply Chain." August 1, 2012: 1-12. Haas School of Business, University of California, Berkeley.

Schroth, Holly A. "Coach McKeever: Unorthodox Leadership Lessons from the Pool." January 4, 2013: 1-9. Haas School of Business, University of California, Berkeley.

APPENDIX F RESEARCH LIST

RESEARCH*

Baca-Motes, Katie, Amber Brown, Ayelet Gneezy, Elizabeth A. Keenan, and Leif D. Nelson. "Commitment and Behavior Change: Evidence from the Field." *Journal of Consumer Research* 39, (2013): 1070-1084.

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APPENDIX G

PRME-RELATED SPEAKER SERIES 2012-13

1. Peterson Series (noncredit)

Each semester, the Center for Responsible Business partners with thought leaders from both the Haas School of Business and the UC Berkeley campus at large to bring a series of events around a topic of corporate responsibility or sustainability. Relevant events in 2012-13:

- *Global Sustainability Megaforces: What You Need to Know* (Mark Lee, Executive Director of SustainAbility and Chris Coulter, President of GlobeScan)
- *Film screening of Fixing the Future* (with discussion led by with Beth Haiken, Vice President of Corporate Citizenship and Communications at Waypoint Homes)
- *Leading Systems Change Featuring Nike* (Sarah Severn, Director of Stakeholder Mobilization at Nike)
- *Conscious Capitalism and the Evolution of Corporate Responsibility Salon* (Kellie McElhaney (moderator), John C. Whitehead Fellow in Corporate Responsibility at Berkeley-Haas and Jeff Klein, Director of Conscious Capitalism, Inc.)
- *The Upcycle: Beyond Sustainability—Designing for Abundance* (William McDonough, sustainable product designer and author of *Cradle to Cradle*)

2. Dean's Speaker Series (noncredit)

The Dean's Speaker Series brings to Haas distinguished individuals who are leaders of business and other organizations. Relevant events in 2012-13:

- Salman Khan, Founder, Khan Academy
- Patrick Awuah, MBA '99, Founder, Ashesi University

3. Energy Institute Seminar Series (noncredit)

The Energy Institute at Haas offers an informal bi-weekly seminar series where energy researchers present their work in progress.

Fall 2012 Seminars:

- *How Cheap is Cheap Natural Gas? Characterizing the Effects of Hydraulic Fracturing on Electricity Production* (Jacob LaRiviere, University of Tennessee, Paper joint with Scott Holladay and Michael Price, University of Tennessee)
- *The Role of Inventories and Speculative Trading in the Global Market for Crude Oil* (Lutz Kilian, University of Michigan)
- *Why Are Residential PV Prices in Germany So Much Lower Than in the United States? A Scoping Analysis* (Joachim Seel, Lawrence Berkeley National Laboratory, Paper joint with Galen Barbose and Ryan Wiser)
- *The Causal Effect of Environmental Catastrophe on Long-Run Economic Growth* (Sol Hsiang, Princeton University, Paper joint with Amir S. Jina, Columbia University)
- *Corporate Incentives and Nuclear Safety* (Catie Hausman, University of California, Berkeley)
- *The Effect of a Mandatory Time-of-Use Pricing Reform on Residential Electricity Use* (Joint with UCB Agricultural and Resource Economics David Rapson, University of California, Davis.)
- *Efficiency and Environmental Impacts of Electricity Restructuring on Coal-fired Power Plants* (Harrison Fell, Colorado School of Mines)

Spring 2013 Seminars:

- *A Spatial Approach to Energy Economics* (Scott Taylor, University of Calgary, Paper joint with Juan Moreno Cruz, Georgia Institute of Technology)
- *Limits to Limiting Greenhouse Gases: Intertemporal Leakage, Spatial Leakage, and Negative Leakage* (Steve Salant, University of Michigan, Paper joint with Carolyn Fischer, Resources for the Future)
- *The Competitive Effects of Transmission Infrastructure in the Indian Electricity Market* (Nick Ryan, Massachusetts Institute of Technology)
- *When Does Regulation Distort Costs? Lessons from Fuel Procurement in U.S. Electricity Generation* (Steve Cicala, Harvard University)
- *Green Expectations: Current Effects of Anticipated Carbon Pricing* (Derek Lemoine, University of Arizona)

Summer 2013 Seminars:

- *The Marginal Internality: Experimental Evidence on Preferences for Energy Efficiency Programs* (Hunt Allcott, New York University, Paper joint with Dmitry Taubinsky, Harvard Business School)
- *Using Dynamic Electricity Pricing to Address Energy Crises: Evidence from Randomized Field Experiments* (Koichiro Ito, Stanford University, Paper joint with Takanori Ida, Kyoto University and Makoto Tanaka, National Graduate Institute for Policy Studies)
- *Energy Leapfrogging* (Arthur van Benthem, University of Pennsylvania)
- *Testing for Market Efficiency with Transactions Costs: An Application to Convergence Bidding in Wholesale Electricity Markets* (Frank Wolak, Stanford University)

4. Schwab Charitable Philanthropy Speaker Series (noncredit)

The Center for Nonprofit and Public Leadership hosts the Schwab Charitable Philanthropy Speakers Series, bringing together Haas students, alumni, and philanthropic leaders to tackle cutting-edge social impact issues and best practices. A list of events and speakers for the Schwab Charitable series in 2012-13 includes:

- *Hybrid Business Models: Profit with Purpose* (moderated by Jim Schorr; panelists: Michael Hannigan, President and Co-Founder of Give Something Back, Andy Fyfe Community Development at B Lab)
- *Social Impact Consulting Career Panel* (Colin Boyle (moderator), Deputy Director of UCSF Global Health Sciences; Jacquelyn Hadley, Partner at The Bridgespan Group, Rachel Cuevas Rouda, Senior Consultant at LFA Group, Tim Carlberg, Project Leader at Dalberg Global Development Advisors, Leigh Fiske, Senior Consultant at FSG)
- *From Potential to Action: Bringing Social Impact Bonds to the US* (Laura Callanan, Haas Scholar in Residence, Carla Javits, President of REDF)
- *Social Entrepreneur of the Year* (Anshu Gupta, Founder of Goonj.org)

5. Social Impact Speaker Series (for credit course)

The Social Impact Speaker Series is designed to introduce students to the many forms and industries in which social impact is central. The purpose of the course is to allow students to learn about trends and innovations across sectors and in diverse industries, all focused on social impact. Speakers for fall 2012 were:

- *Social Impact Innovation: Ingredients for Successful Social Impact and Breakthrough* (Nora Silver (moderator), Director of Center for Nonprofit and Public Leadership; Shashi Buluswar, Executive Director, LBL Institute of Transformative Technologies; Jon Pittman Vice President of Corporate Strategy, Autodesk, Inc.)
- *Impact Investing: Socially Responsible Investing and Investing in Social Enterprise* (Roland Vandemeer (moderator) Equilibrium Capital; Allan Kelley, Managing Director, SJF Ventures; Maya Chorengel, Co-Founder, Elevar Equity; Ayesha Wagle, Senior Vice President, MicroCredit Enterprises)
- *Access to Finance: Expanding Access to Financial Services to Underserved Communities* (Esther Park (moderator), Founder and President, Commons Stock; Bob Graham, Founder and CFO, NamasteDirect; Chinwe Onyeagoro, Founder and CEO, Fundwell)
- *Food and Farming: Sustainable Agriculture and Food Systems* (Jennifer Walske (moderator), Director of Social Entrepreneurship at the Lester Center for Entrepreneurship)
- *Education Reform: Innovation Both in and outside the System* (Nithin Iyengar (moderator), The Bridgespan Group; Liam Garland, Executive Director, Bay Area Education Pioneers; Amy Fowler, Senior Director of Secondary Programs and Student Services, Aspire Public Schools; Ingrid Roberson, Alameda County Office of Education)
- *Social Entrepreneurship: Insights for Launching and Growing Social Ventures* (Jennifer Walske (moderator), Director of Social Entrepreneurship at the Lester Center for Entrepreneurship; Roxanne Miller Portfolio Director, REDF; Lee Miller, CEO, Evergreen Lodge)
- *Corporate Social Responsibility: Careers and Social Impact from the Corporate Perspective* (Jo Mackness (moderator), Executive Director, Center for Responsible Business; Luke Filose, NGO Marketing and Engagement Manager, EMPG at Intel; Christopher Benjamin, Senior Manager, Corporate Sustainability at PG&E; Rachel Yeager, Manager at Business for Social Responsibility)
- *Resource Development: Strategies and Skills in Fundraising, Development, and Capital Campaign* (Diane Solinger, Manager of Employee Social Responsibility, Google; Cathy Brown, Executive Director, Leukemia & Lymphoma Society)

- *Marketing: Successful Marketing Campaigns That Promote Responsible Products* (Kellie McElhaney (moderator), John C. Whitehead Fellow in Corporate Responsibility at Berkeley-Haas; Michael Kaliski, Founder/CEO at Good Planet Media; Leslie Hernandez, Product Marketing Manager at Google.org; Julia Ponce, Brand Manager at Clorox)
- *Environmental Sustainability: How Partnerships are Driving Environmental Sustainability* (Pedro Viera, Vice President of Science and Ratings at Good Guide; Dave Sherman, Partner at Blu Skye; Monifa Porter, Director of Product Management, Devices and Controls at OPOWER; Shahram Javey, Founder and CEO of Aquacue)
- *Politics and Organizing: Electoral and Advocacy Campaigns, Plus the Technology Tools That Support Them* (Nicole Derse, Co-Founder and Principal of 50+1 Strategies; Jeff Coleman, Vice President of Business Development at Organizer; Becky Bond, Political Director, CREDO Mobile)
- *Social Impact Careers: Making the Most of Your Time at Haas and Planning your Future* (Jennifer Walske (moderator), Director of Social Entrepreneurship at the Lester Center for Entrepreneurship; Anne Marie Burgoyne, Portfolio Director at Draper Richards Kaplan Foundation; Jonathan Lewis, Founder/CEO at Opportunity Collaboration)



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