

UNITED NATIONS PRINCIPLES
FOR RESPONSIBLE MANAGEMENT
EDUCATION
SHARING INFORMATION ON
PROGRESS REPORT

2016 CRONK GATE
WILLIAM F. CRONK

Haas School of Business, University of California,
Berkeley

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



August 31, 2016

The 21st century is marked by several unsustainabilities — commercial paths we're on where a straight-line continuation is not going to work. Society is in need of path-bending leaders who can deliver innovation into our idea-driven economy and create opportunity from the major challenges facing us today. Berkeley-Haas is seizing the opportunity to shape a better future by focusing on developing these types of innovative leaders.

Berkeley-Haas' participation in UN PRME reflects our commitment to address these unsustainabilities. Furthermore, our participation in UN PRME reflects our commitment to our mission at Berkeley-Haas and our Defining Principles.

The mission of Berkeley-Haas is to develop leaders who redefine how we do business. Redefining business is no easy task. We rely upon our Defining Principles to put this ambitious mission in practice. These four principles are: *Question the Status Quo*, *Confidence without Attitude*, *Students Always*, and *Beyond Yourself*.

The six UN PRME Principles and our four Berkeley-Haas Defining Principles are of the same spirit. For example, through *Beyond Yourself*, we embrace that we shape our world by leading ethically and responsibly. As stewards of our enterprises, we take the longer view in our decisions and actions. This often means putting larger interests above our own. This is consistent with the UN PRME principle of *Purpose* to 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.

Berkeley-Haas people tend to commit themselves to larger causes that have a positive impact on the world. Therefore, our engagement with the UN PRME is a natural fit for Berkeley-Haas. In recent years, we have made significant strides. But there is so much work left to be done given the challenges we collectively face. We hope this report helps to highlight some of the work that we have done and some of the work that remains.

We are honored to be part of the circle of UN PRME schools .

Warm regards,

A handwritten signature in dark ink, appearing to read "RL Lyons".

Rich Lyons

TABLE OF CONTENTS

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

Principle 1: Purpose

- The 2016-2021 Strategic Business Plan
- Launch of Institute for Business and Social Impact (IBSI)
- Student-led Programs and Activities
- Key Accomplishments in 2015–16

Principle 2: Values

- New Courses to Evolve our Curriculum
- Focus Areas at Center for Responsible Business
- Philanthropy University
- Key Accomplishments in 2015–16

Principle 3: Method

- Patagonia Case Competition
- Berkeley-Haas Case Series
- Social Impact Fellows
- The MBA Experience: Learning Pathways
- Key Accomplishments in 2015–16

Principle 4: Research

- Faculty Awards in Responsible Management
- Cross-Campus Collaborations: Interdisciplinary Program in Development Engineering
- Key Accomplishments in 2015–16

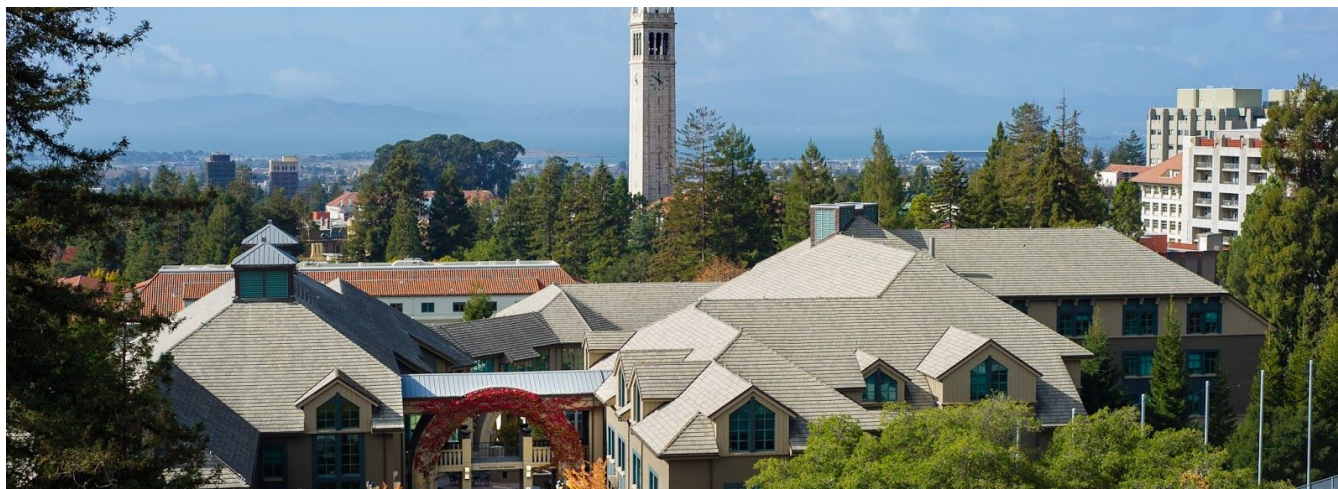
Principle 5: Partnerships

- The E2e Project Grant to Save Industry Energy and Money
- Berkeley Sustainable Business & Investment Forum
- Berkeley-Haas Green Team
- Institute for Business & Social Impact Coordinated Fellowships
- Key Accomplishments in 2015–16

Principle 6: Dialogue

- National Action Plan on Responsible Business Conduct Abroad
- Humanitarian Innovation: Sustainability and Scale
- Key Accomplishments in 2015–16

Future Objectives



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.

THE 2016-2021 STRATEGIC BUSINESS PLAN

In Spring 2015, Berkeley-Haas adopted our new Strategic Business Plan, a five-year roadmap to further our mission of developing leaders who redefine how we do business. Designed to transform strategies into actions, the plan is based on an underlying financial model that will ensure our school stays operationally strong and competitive. It builds on our deep assets: people, place, and culture.

As part of our Strategic Business Plan, we have chosen to push decision rights as far into the organization as possible. We want to be as transparent as possible about who needs to be consulted on which types of decisions, and who gets to make these decisions. By providing transparency, we hope that:

1. Decisions don't feel like they come out of the blue
2. Everyone feels like they are asked for input on decisions that matter to them
3. Decisions don't get held up while waiting for someone higher up to weigh in

4. Everyone understands that while they may provide input, the decision-maker has the final say
5. Haas leaders can make quality decisions that can be trusted

How is this new plan different from our last strategic plan, developed in 2010?

The simplest way to describe the difference is that in the 2010 plan, we focused on *what* we are about; this time, we're focusing on *how* we will get to where we want to be.

In 2010, we codified our culture into four Defining Principles, and we defined our mission. We developed a wide-ranging strategy that resulted in many changes, including revamping parts of the MBA curriculum and setting in motion the design and funding of our new building.

The new plan takes us further down that path. It's a more detailed roadmap—a school-wide strategic business plan—with specific priorities and outcomes we can measure, and an underlying financial model. In creating it, we spent a lot of time defining our assets: what makes us special, and different from our peers? We identified gaps, and determined where we want go next.

The new plan:

- is more streamlined, with fewer strategies
- has an underlying five-year financial model
- contains goals and metrics that align with building the reputational and financial strength of our school
- provides greater accountability: each strategy tactic includes an owner, action plan, and due date

This five-year strategic business plan is a living document, and we anticipate that it will be refined over time. For now, we don't anticipate the strategies changing; however, the goals and tactics can be adjusted and refined as we go.

The plan is built around a strategic framework called Objectives, Goals, Strategies, and Tactics (OGST). Why did you choose this particular framework?

We found this structure to be particularly helpful because it forced us to tightly align all our activities—from major initiatives down to unit-level activities—with our mission.

The objective of the plan is to build the financial and operational strength of Haas to further our mission. We have defined two high-level goal areas to focus on: reputation and financial strength. To achieve our goals, we then identified four key strategies—each owned by a senior leader.

The plan tactics are organized around these four strategies. The tactics are specific actions we believe will allow us to best reach our goals within the next five years. Each tactic also has an owner, who has worked with stakeholders to incorporate them into unit-level business plans.

Aligning our daily activities with the big picture will provide focus for all of us, and create opportunities for more collaboration across units.

What's the relationship between our Defining Principles and the Strategic Business Plan?

The strategic business plan builds on our deep assets—people, place and culture—to further our school's objective. Our Defining Principles remain a core element of how we work at Haas. The principles are specifically mentioned in several tactics. For example, the Diversity Advantage tactic centers on the Beyond Yourself principle, encouraging us all to develop a global mindset and cultural dexterity.

LAUNCH OF INSTITUTE FOR BUSINESS AND SOCIAL IMPACT (IBSI)

During our previous reporting period, the 2012–13 academic year, we launched a new Institute for Business and Social Impact (IBSI), and reported on its initial and meaningful contribution. The Haas School significantly boosted its efforts to inspire creative and effective business solutions to address some of the world's most pressing problems with the launch of the institute. The institute is led by Professor Laura Tyson, economist, policy maker, and former Haas School dean.

Professor Laura Tyson's extensive public service roles include chair of the President's Council of Economic Advisers and director of the White House National Economic Council under President Bill Clinton. During her tenure as dean (1998-2001), Tyson was instrumental in renewing the Haas School's attention to teaching and researching topics around social responsibility in business that date back to the 1950s, launching several key initiatives in this area that continue to this day. She explains the intent of the institute:

"Our students are determined to make a difference in the world, but the answers are not simple or obvious. We will provide students with the tools and vision they need to design pathways to fulfilling careers so that they can help create a more prosperous, equitable, inclusive, and sustainable society."

One of the focal points of the institute is helping students define career interests in social impact. Alumni who have forged similar pathways thanks to their Haas courses and activities include Rob Kaplan, MBA 07. Kaplan started building his business case for social and environmental responsibility while at Haas, where he was on the MBA team that developed a green-marketing strategy for Fetzer Wines. Today, as director for product sustainability, he has helped put Walmart on track to meet its 2015 goal of eliminating 20 million metric tons in carbon emissions.

Research is also an important aspect of the institute's role, galvanizing the Haas faculty's thought leadership in areas ranging from corporate social responsibility and multi-sector leadership to fraud, corruption, and ethics; environmental governance; poverty; health efficacy; gender parity; and more.

The Institute is also launching an initiative on the impact of women on business and the economy. Through classes, applied research, a speakers' series, and seminars with leading executives, this program will explore strategies to foster the advancement of women in corporate management, entrepreneurship and nonprofit leadership.

Beyond its centers and programs, the institute provides a vibrant hub for collaboration with other groups at the Haas School and UC Berkeley around shared goals.

The institute now houses several of the school's current centers and programs that already provide courses, activities, and research spanning the for-profit, nonprofit, and public sectors. They include:

- **The Center for Social Sector Leadership**, which works with organizations whose mission is to improve social and environmental sustainability.
- **The Center for Responsible Business**, which integrates social and environmental goals into the business models of for-profit enterprises.
- **The Graduate Program in Health Management**, which trains students for the future of health finance, health systems, and new innovations in health care.
- **The Haas Global Social Venture Competition**, which is the world's longest-running business plan competition for developing innovative business solutions to address social and environmental challenges.
- **Pre-College Programs**, The institute supports two programs to advance the business skills and career ambitions of middle school and high school students: Boost@Berkeley-Haas and The Berkeley Business Academy for Youth (B-BAY).

Dean Rich Lyons discusses the importance of the institute:

"The social importance of what we do has always been a part of our school's DNA. The tools of business can and should be applied to bend the many unsustainable paths our world is on, such as the rising cost of health care, public education, access to clean water, carbon use, obesity, clean air, etc. Bending these paths will require the combination of skills and mindsets we aim to deliver at Berkeley-Haas. The Institute for Business and Social Impact is the next level of how we develop these path bending leaders."

The institute's impact since launch:



CAREER ADVISING PROGRAMS AND ACTIVITIES

Scores of Berkeley-Haas students and alumni are making a positive impact on the world through careers that integrate sustainable management practices. They bring a socially responsible mindset to investment banking, craft social impact strategies for global firms, and found start-ups grounded in sustainability. Over 61% of surveyed Haas Alumni, in 2013, felt that Berkeley-Haas had prepared them well to integrate social and/or environmental concerns into their work.

The Career Management Group offers a wealth of expertise, connections, insights, and resources to help MBA students focus and achieve your career goals. Its Career Advisors are dialed into every industry sector. They offer workshops and one-on-one counseling, and organize on-campus recruiting.

Opportunities that support sustainability careers include:

- **Network Job Search Team**, a six-part workshop for no more than eight full-time MBA students committed to creating sustainable social or environmental impact in their careers. NJST can help you articulate your passion or

knowledge of sustainability to potential employers, gain clarity and uncover resources for your career search and gain a supportive network of peers.

- **Berkeley-Haas CareerConnect**, an online career-advising platform that connects MBA students with alumni for one-on-one career consultation, resume critique, and/or mock interviews. It's the online way for alumni to give the next generation of Haasies the advice they wish they'd had while in school.

KEY ACCOMPLISHMENTS IN 2015–16

Refreshed our Strategies to Fully Deliver on our Mission

The Haas Dean's Office implemented a new 2016-2021 Strategic Business Plan to further our school's mission of developing leaders who redefine how we do business. The plan promotes Haas's four Defining Principles – Question the Status Quo, Confidence Without Attitude, Students Always and Beyond Yourself – that align with and inform the entire MBA experience.

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 2016 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.

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:

- *The Financial Times* ranked Haas #1 for CSR and ethics in 2014 (up from #2 in 2013).
- *US News & World Report* ranked Haas #4 in 2016 for “Top Business Schools for MBAs whose goal is to be a manager in the nonprofit or government sector”.

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.

NEW COURSES TO EVOLVE OUR CURRICULUM

Business and Human Rights

Professor Faris Natour developed courses on business and human rights offered at the undergraduate level beginning in 2014, and offered at the MBA level with the title Managing Business and Human Rights, beginning fall 2016. We support the incorporation of human rights teaching in more business courses at Berkeley-Haas as a future goal.

The courses are designed to provide students with an understanding of the basic structure of the human rights framework and how human rights concerns are impacted by—and potentially impact—corporate interests. Students leave the course with a solid understanding of the various ways in which companies manage human rights issues, and the considerations involved in developing a socially responsible approach to business.

UC Berkeley Summer Abroad: Business Innovation for Sustainability (Geneva, Switzerland)

As corporations have grown in influence, concerns over their impact on people and the planet have also grown – pushing sustainability, social responsibility, and the wider impact of business into the spotlight. Yet business is also a source of economic growth, innovation, and positive impact. Students in the program:

- Develop models for gauging the impact of business decisions on the environment, workers, vendors, and communities
- Hear firsthand from a variety of executives and NGO

This undergraduate program, lead by Haas professor Dave Rochlin, explores the interdependency by looking at what drives innovation in business, exploring the issues of sustainability, labor, stakeholder responsibility and impact from a business perspective, and assessing those same issues from the NGO and governmental perspective.

Social Lean Launchpad

Taught by Professors Jorge Calderon and Ben Mangan, this course utilizes the Lean Launchpad and the Social Blueprint Business Design methodologies to frame the integral insights, strategies and practices that distinguish social ventures. It strives to create the conditions where students become Social Venture designers, founders and leaders. In ten weeks, students work in interdisciplinary teams at an accelerated pace to practice the steps integral to starting a social venture. Personal and organizational leadership is emphasized through every stage of the process.

Large Scale Social Change

Haas students have repeatedly demonstrated their desire for opportunities to engage in healthy discussions about meaningful social issues. There has been a growing need for a class that provides the frameworks and tools necessary to usher in positive, large-scale social change. History is packed with examples of this social change in action, from Indian independence to marriage equality. Behind many of these advancements lies a social movement: collective action by ordinary people working outside existing institutional frameworks toward a common goal, with the intent to disrupt the status

quo. Graduate students interested in creating large-scale impact often take courses on leading and managing individual institutions. Yet much large-scale social change occurs extra-institutionally, beyond the purview of individual businesses, governments, and social sector organizations. In this course, students move beyond the walls of traditional institutions and society, building an understanding of the key levers available to those seeking to create major social change: Rising business leaders also have much to learn from social movements. As the line between businesses and social movements continues to blur, leaders from each sphere will increasingly stand to learn from one another. This course will teach all of students to think big, look beyond traditional institutional change, and challenge themselves as they learn to apply different levers to myriad issues and constituencies. It will help them appreciate and understand how movements around the world have mobilized and, crucially, how they might contribute to large-scale social change in our future.

FOCUS AREAS AT CENTER FOR RESPONSIBLE BUSINESS

At the Center for Responsible Business at Berkeley-Haas (CRB) We use the words "sustainable" and "sustainability" in the broadest sense to include social, environmental, and economic considerations. This allows us to explore a wide array of issues, while retaining the flexibility to focus resources and attention for maximum impact. In 2015-16 we selected focus areas from among the many issues related to sustainable and responsible business to allow us to target resources, to build on our strengths as part of UC Berkeley, and to tackle issues that interest our students and partners. Activities related to our focus areas include: course development, dialogue, research, and alumni engagement.

Our current focus areas include:

- **Sustainable Investment & Finance Initiative** Sustainable finance is the practice of creating both economic and social value through financial models, products, and markets that endure over time.
- **Human Rights & Business Initiative** From poor safety standards and working conditions in global supply chains to protecting the privacy of internet users, businesses are increasingly expected to address human rights issues in their operations and business relationships.
- **Sustainable Food** There is a food revolution underway, with innovation occurring at every stage of the food system. We explore opportunities related to sustainable and ethical food in the business setting and encourage multi-dimensional research and wide-ranging debate. We bring to the table noted researchers, motivated graduate students, and companies working to create the future of sustainable food businesses.
- **Sustainable Supply Chains** Consumers now more and expect more responsible and sustainable practices from companies. At the same time supply chains are ever more complex and global. Our Sustainable Solutions Research Program helps companies tackle the most challenging aspects of their supply chains through case studies, competitions, and forums.

Human Rights & Business Initiative

We launched the Human Rights and Business Initiative in 2015-16 combines existing and new courses with cutting-edge research and outreach programs to help companies devise their own human rights strategies. For many companies, consumers, and non-governmental organizations, human rights lead the sustainable business agenda. There are many aspects to the challenge—from human trafficking and modern slavery in global supply chains to Internet privacy and free speech— and the solutions require a multi-faceted approach. The CRB is engaged in:

- *Teaching:* We offer courses on business and human rights and support the incorporation of human rights teaching into the Berkeley-Haas curriculum. Campus-wide, human rights-focused courses and activities examine the role of business in solving these global problems.
- *Research:* In association with the SSRP, our case studies and research projects are designed to lead to actionable outcomes, shaping management practice on human rights, and enabling businesses, investors, and civil society to address the impact business has on human rights. We also are a resource for Sustainable Investment & Finance activities.
- *Collaboration:* The world's most pressing business and human rights challenges are too big for any single actor to address alone. Our role as a convener and venue for dialogue and collaboration among business and human rights practitioners and our faculty and students.

Sustainable Investment & Finance Initiative

The CRB provides world-class teaching, research, and events for both sustainable finance and sustainable investing. We have an opportunity and an obligation to teach, practice, and research finance differently.

- *Teaching:* Coursework includes the Haas Socially Responsible Investment Fund (HSRIF), the first and only student-managed investment fund of its scale within a leading business school focused on both social and financial returns.
- *Research:* The CRB awards two research prizes, both of which are the first and only global awards in this space. The Moskowitz Prize for Socially Responsible Investing recognizes outstanding quantitative work on socially responsible investing.
- *Events:* Founded in 2015 in partnership with the Berkeley Law School, the Berkeley Sustainable Business and Investment Forum, is a finance innovation forum, bringing together leaders in the corporate and investment space.

PHILANTHROPY UNIVERSITY

The Haas School of Business entered into a cooperative arrangement with Philanthropy U, which provides free online training to thousands of people and organizations working to achieve social good. Philanthropy U is a new, nonprofit entity that is the concept developer and sponsor of Philanthropy University. More than 100,000 people globally have enrolled in less than three weeks for the initial seven courses.

Berkeley-Haas incubated Philanthropy University, a free educational non-degree granting initiative, with the first of seven non-credit/degree courses covering key skills such as fundraising, strategic planning, and scaling for impact offered, beginning September 2015.

Berkeley-Haas is playing a crucial role in the creation of Philanthropy University, which focuses on how to perform social sector work for measurable impact. Berkeley-Haas will also certify that students have met course requirements by awarding a statement of accomplishment and a certificate of completion in social sector leadership to those who complete all seven classes.

The Institute for Business & Social Impact (IBSI) and the Center for Social Sector Leadership (CSSL) at Berkeley-Haas lead these efforts. The Philanthropy University initiative was envisioned by His Excellency Amr Al-Dabbagh, chairman and CEO of Al-Dabbagh Group, a global business based in Saudi Arabia. He founded Philanthropy U as part of the company's giving activities.

In addition to Philanthropy University, three other strategic philanthropic efforts comprise the giving of the Al-Dabbagh Group, including Stars Foundation, a UK-registered charity supporting disadvantaged children around the world; the Philanthropreneurship Forum, an annual multi-sector gathering focused on the next generation of best practices in philanthropy; and Game Changing Initiatives, programs that align the Group's companies' community engagement activities with its philanthropic vision in a scalable, impactful, sustainable and game-changing nature.

Teaching will be team-based and focused on experiential learning, enabled by the social learning platform NovoEd, which is designed to promote vibrant online learning communities. The goal is to reach and teach hundreds of thousands of NGO leaders, whose work will benefit 100 million people globally by 2020. Professor Laura Tyson explained:

"The Philanthropy University initiative offers leaders in the social sector opportunities to strengthen their skills and grow their network of peers and mentors, ultimately increasing collaboration and efficiency and leading to a greater impact in the world. Berkeley-Haas is proud to spearhead this new effort to achieve new levels of success in social impact."

Berkeley-Haas will provide faculty to teach some courses, as well as source faculty from other top universities, and integrate the program with IBSI's Global Social Venture Competition (GSVC). Instructors include Shashi Buluswar, lecturer at Berkeley-Haas; Jessica Jackley, co-founder of kiva.org; Erik Simanis of Cornell University and Paul Brest, dean emeritus, Stanford University and chair of Philanthropy University's Curriculum Committee.

Starting in late 2016, all participants will have access to share their work online, using an open innovation platform, based on the concept of Berkeley-Haas professor Henry Chesbrough, PhD 97, named one of the Top 50 Thinkers in the world by global rankers at Thinkers 50.

KEY ACCOMPLISHMENTS IN 2015–16

Launching the Human Rights & Business Initiative

The Center for Responsible Business launched the Human Rights & Business Initiative. The initiative combines existing and new courses with cutting-edge research and outreach programs to help companies devise their own human rights strategies. The new initiative reflects a worldwide shift in responsibility for human rights, traditionally viewed as solely a government's responsibility.

Founding Philanthropy University

Philanthropy University is a global initiative with a tremendous goal: providing free online education to social change-makers working to make the world a better place. Through free, dynamic online courses, Philanthropy University arms leaders in the social sector with the tools they need to grow their knowledge -- and their impact. Within one month of its launch, Philanthropy U had attracted more than 200,000 students from 150 countries. Philanthropy University is powered by Berkeley-Haas. Our faculty will assist in shaping the curricula, teach courses, source faculty from other top universities and integrate our Global Social Venture Competition with this initiative.

New PRME-related Courses

In the spring of 2014 we launched a new course titled "Human Rights and Business," which explores how human rights concerns are impacted by corporate interests

Principle 3: Method

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

PATAGONIA CASE COMPETITION

In 2015-16 we launched the Patagonia Case Competition, which seeks to redefine the relationship between business and a healthy planet. Berkeley-Haas invited graduate students from interdisciplinary backgrounds across the US to help address a current issue that the outdoor industry faces - the tension between building the best product while causing the least amount of environmental harm. In the first round of competition, interdisciplinary teams submit solutions to a case developed by the Berkeley-Haas Case Series and Patagonia. Senior leaders from Patagonia review all submissions and select finalists to present their solutions to Patagonia executives in person at Berkeley-Haas. The competition's final round took place at the Haas School of Business in Berkeley, California, where eight finalist teams competed for prize money and a trip to Patagonia headquarters to surf and meet with executives. Patagonia aims to implement the winning proposal as part of their business strategy.

BERKELEY-HAAS CASE SERIES

The Berkeley-Haas Case Series is a collection of business case studies written by the faculty of the Haas School of Business at the University of California, Berkeley. Our series provides unique insights for today's most pressing business decisions. With additional content being added each month, it is an exceptional resource for educators and managers seeking to bridge the gap between academic research and business practice. A selection of sustainability-minded cases from 2014-15 and 2015-16 include:

Patagonia: Driving Sustainable Innovation by Embracing Tensions

This case examines the tensions that arise when Patagonia simultaneously pursues the dual sustainability and quality objectives embedded within its mission statement.

Single Stop USA: Scaling the Model

This case examines one non-profit's aim to reduce poverty nationwide by connecting low income families to a variety of critical services, ranging from low-cost health care and nutrition plans to education and financial aid.

Fair Trade USA: Scaling for Impact

This case highlights the key challenges facing this established social organization, a leading third-party certifier of fair trade products. Established in 1998, Fair Trade sought to use market-based approaches to creating lasting social change.

Revolution Foods: Expansion into the CPG Market

This case describes one company's decision to expand its brand into the mainstream consumer sphere. Previously, the organization had found early success in producing award-winning healthy school lunches.

Castlight Health: Disrupting the Healthcare Industry

This award-winning case study examines SF-based Castlight Health, a company that aims to boost transparency and efficiency within the healthcare industry through the use of innovative reference-based pricing tools.

Fish Friendly Farming: Water, Wine, and Fish -- Sustainable Agriculture for a Thirsty World

This case explores the impact of one environmental program's mission to promote sustainable water practices in California vineyards.

UCSF Diabetes Center: Catalyzing Collaborative Innovation

Diabetes remains one of the most prevalent diseases. This case reveals how a research team at UCSF has paved the way in developing new and innovative solutions to address the epidemic.

Annie's: Growing Organically

This case provides an example of how an effective marketing strategy allowed this innovative food company to expand rapidly into new product categories.

SOCIAL IMPACT FELLOWS

A top investor from the Omidyar Network, a world renowned restaurateur, the founding CEO of the Republic of Tea, and a faculty director at the University of San Francisco's School of Management were among the inaugural group of Social Impact Fellows, chosen by the Institute for Business & Social Impact (IBSI) at Haas.

The six fellows will spend time on campus throughout the year, serving as mentors to students, speaking on panels, attending special events, and providing their expertise to programs, centers, and the faculty. Their presence on campus will allow students to go beyond case studies to benefit directly from the fellows' council -- on successes and failures.

Haas Prof. and IBSI Director Laura Tyson, IBSI Associate Director Kristi Raube, Robert Strand, Executive Director of the Center for Responsible Business, and Ben Mangan, Executive Director of the Center for Nonprofit and Public Leadership, chose the inaugural group.

The fellows will also contribute to thought leadership of the Institute and its blog. The institute's goal over time is to build an ecosystem that includes social impact fellows, students, alumni, and faculty -- all tapped to continually improve how the institute trains leaders to achieve social impact.

"These fellows share one thing is common: they are changing the world with their deep and meaningful work connected to social impact and we are honored to welcome them to Haas," Tyson says. "As the fellows become actively engaged on campus this year we expect that they will create great new conversations, and strengthen their relationships with the Institute and with Haas."

Berkeley-Haas Social Impact Fellows, 2015-16:

- **Jorge M. Calderon** founded and currently serves as the managing director of Impact Strategy Advisors (ISA), an impact management and investment consulting firm. He is a lecturer at Berkeley-Haas, where he developed the Social Lean LaunchPad curriculum, and is the faculty director for the Global Social Venture Competition (GSVC).

- **Paula Goldman** is the global head of impact investing at Omidyar Network, where she leads a team that seeks to advance the impact investing industry. She earned a PhD from Harvard University, a Master's in Public Affairs from Princeton, and a BA with highest honors from UC Berkeley.
- **Claus Meyer** is a world-renowned restaurateur and cookbook author. He co-founded Noma in Copenhagen, which holds two Michelin stars and has been named the world's best restaurant for four out of the past five years. He is an associate professor in the Department of Food Science at the University of Copenhagen and adjunct professor at the Copenhagen Business School.
- **William B. Rosenzweig** is co-founder/managing partner at Physic Ventures, the first venture capital firm dedicated to investing in keeping people healthy. He is founding CEO of The Republic of Tea, and an investor in, among others, Odwalla, Stonyfield Farms, LeapFrog, Revolution Foods, and Yummly. Rosenzweig has taught MBA courses at Berkeley-Haas since 1999.
- **Kat Taylor** is CEO of Beneficial State Bank, a community development financial institution that brings banking to low-income communities in an economically and environmentally sustainable manner. She is the founding director of TomKat Ranch Educational Foundation (TKREF) dedicated to sustainable food production through ranching, tours, research, and school lunch and garden programs. Taylor graduated from Harvard College and earned a JD/MBA from Stanford.
- **Jennifer Walske** is the faculty director of the Master in Global Entrepreneurial Management at the University of San Francisco's School of Management. She is on the advisory board for Better Ventures, Haas Impact Investing Network, and the Global Social Venture Competition. She holds a doctorate in business administration from Boston University, an MBA from Santa Clara University, and a BA from UC Santa Barbara.

THE MBA EXPERIENCE: LEARNING PATHWAYS

Through its programs in corporate responsibility, nonprofit leadership and social entrepreneurship, the Institute for Business and Social Impact offers Berkeley MBA students a rich toolkit to design their own strategies for fostering a better world. IBSI has developed curriculum and career pathways for students that directly link to sustainability and social impact careers.

Students can expect intensive coursework in management and leadership from the Center for Social Sector Leadership, the Center for Responsible Business and the Graduate Program in Health Management and other areas of study at Berkeley-Haas. They can then explore career paths in a rich diversity of areas.

- **Corporate Responsibility & Sustainability:** Redefining business to drive social and economic impact
- **Social Sector Leadership:** Training leaders to achieve social impact across sectors
- **Health Management:** Leading organizations with the mission of improving the population's health.
- **Social Entrepreneurship:** Promoting innovative solutions to social challenges
- **Impact & Responsible Investing:** Investing to create social impact beyond financial return
- **General Exploration:** Incorporating social impact principles into every organization

KEY ACCOMPLISHMENTS IN 2015–16

Launch of Berkeley-Haas Social Impact Fellows

Built the framework for an ecosystem that includes social impact fellows, students, alumni, and faculty -- all tapped to continually improve how the institute trains leaders to achieve social impact.

Case and Business Plan Competitions Continue to Innovate and Grow

Published 8 sustainability-minded cases to provide educational tools that illustrate management's role generating sustainable value. These case studies are move sustainability further into the mainstream of business education.

Continued to Evolve our PRME-related Curriculum

Developed MBA learning pathways for social and environmental impact. These pathways employ PRME-related electives as part of a holistic strategy to promote career paths for MBA students that foster a better world.

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.



FACULTY AWARDS IN RESPONSIBLE MANAGEMENT

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, and continued to publish PRME-relevant, peer-reviewed papers in the academic year 2015–16.

The following examples of faculty awards demonstrate our accomplishments in responsible business practice by the Berkeley-Haas faculty:



Fischer Black Prize Awarded for Research on Behavioral Corporate Finance Award Noted the Originality and Creativity of Professor Malmendier's Research

Berkeley-Haas Finance Professor Ulrike Malmendier was awarded the 2013 Fischer Black Prize from the American Finance Association, which honors the top finance scholar under the age of 40 years old. The prize was established in 2002 in honor of Fischer Black, who was a co-inventor, along with Myron

Scholes, of the Nobel-prize winning Black-Scholes-Merton Options-Pricing Model. The prize is modeled after the Fields Medal in mathematics and the Clark Medal in economics. One of Malmendier's recent research papers, "Depression Babies: Do Macroeconomic Experiences Affect Risk-Taking?" published in the Quarterly Journal of Economics in 2011 with co-author Stefan Nagel of Stanford, is representative of the originality and creativity of her research. The paper shows that groups of people who have experienced macroeconomic shocks such as low market returns, for example, tend to take less risk later in their lives, and vice versa. Another research paper, "Paying Not to Go to the Gym," published in the American Economic Review in 2006 and co-authored with Berkeley Economics Professor Stefano DellaVigna, shows that people with monthly gym memberships tend to use their membership far too infrequently to justify the monthly dues – paying per visit would be much cheaper. Regardless, they tend to stay enrolled rather than cancelling it.

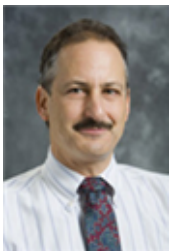


The prestigious Brattle Prize Awarded for Psychology-Induced Methods to Improve Disclosure on Consumer Borrowing Products

[First Prize Paper: Marianne Bertrand and Adair Morse](#)

Haas Professor Adair Morse won the first place Brattle Prize in 2012. The prize is awarded annually by the Brattle Group, an economic and financial experts consultancy, for outstanding papers in the field of corporate finance published in the Journal of Finance. Morse's paper, "Information Disclosure, Cognitive Biases and Payday Borrowing," was co-authored by Marianne Bertrand of the University of Chicago's

Booth School of Business. The authors assert that individuals who borrow quick cash from payday lenders may not use this service optimally because they may not fully understand the product or because they have biases about their own behavior, such as their ability to pay back a loan quickly. The study showed that disclosing more information on the accumulation of fees over time from using payday loans impacts borrowing decisions. Getting consumers to think about the broader implications of payday loans, in particular to adding up of costs over time, they found, reduced the amount of borrowing by about 11 percent in a four-month window following exposure to the new information.



Research Competition Win to Study Federal OSHA Effectiveness

[Haas School Economist David Levine Won Coalition for Evidence-Based Policy Competition](#)

Haas School economist David Levine and his research team were one of three winners of the Random Controlled Trials competition sponsored by the Coalition for Evidence-Based Policy. This win in 2014 provided the researchers with a \$96,000 grant to help conduct a new study, "The Effects of OSHA Inspections: Results from a Natural Field Experiment." The research team includes Michael W. Toffel, associate professor of business administration at Harvard Business School, and Matthew S. Johnson, a PhD candidate in the economics department at Boston University. Levine, the Eugene E. and Catherine M. Trefethen Professor at the Haas School, and his team seek to determine if inspections by the federal Occupational Safety and Health Administration (OSHA) are effective in promoting safe workplace practices. By using a sample of some 29,000 business establishments eligible for a randomized inspection, the study will test whether being randomly chosen for inspection affects the business' subsequent injury rates and also business outcomes such as workplace survival and employment over a multi-year period.

CROSS-CAMPUS COLLABORATIONS: INTERDISCIPLINARY PROGRAM IN DEVELOPMENT ENGINEERING

AS REPORTED BY ALEXANDER BARREIRA AND CHLOEE WEINER

A new campus program aims to provide students with interdisciplinary training to tailor their innovations to serve developing countries. In 2014, the department of civil and environmental engineering is administering an interdisciplinary program for doctoral students that will prepare them to implement and evaluate technological solutions to problems faced by low-income economies. The program — Designated Emphasis in Development Engineering — allows students to work with departments including business, economics and public health. The emphasis is open to students who are researching technology's application toward addressing the needs of people living in poverty.

"There are no real problems that are just economics problems or mechanical engineering problems or psychology problems," said David Levine, a professor at the Haas School of Business who teaches one of the program's main courses. "Real problems about safe water or education or whatever else are always vaster than any single discipline." The program is a way to equip students with skills from social fields such as working with communities to tailor technology to their specific needs, according to Temina Madon, executive director of the Center for Effective Global Action, which is supporting the new emphasis.

Through the program, which requires two core courses and three electives, students will receive an emphasis in development engineering, which is the equivalent of a Ph.D. minor.

The program is a collaboration among the Blum Center for Developing Economies and a host of other campus departments, including the Haas School of Business and the College of Natural Resources. Part of the program's funding comes from a \$20 million donation in 2012 to UC Berkeley from the U.S. Agency for International Development to address pressing global issues.

KEY ACCOMPLISHMENTS IN 2015–16

Conducting Research Grounded in Real Markets with Real Impact

The three awards in responsible business practice highlighted in this report, the Fischer Black Prize, the Brattle Prize, and the Coalition for Evidence-Based Policy sponsored competition demonstrate real impact in PRME-related research. Cross-disciplinary discussions, in conjunction with partnerships with faculty have generated new levels of thought leadership for the school.

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

The Interdisciplinary Program in Development Engineering is an example of how cross-disciplinary discussions, in conjunction with partnerships with faculty across campus as well as with corporate partners, generated a new program for the school. This program focuses on the challenges and opportunities for innovations to serve developing countries.

Principle 5: Partnerships

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.



THE E2E PROJECT GRANT TO SAVE INDUSTRY ENERGY AND MONEY

The E2e Project (E2e), a joint initiative of the University of California, Berkeley, Massachusetts Institute of Technology, and University of Chicago, partnered with Lightapp Technologies in 2015 to receive a \$5 million research grant from the California Energy Commission (CEC) to conduct the largest demonstration and evaluation of an innovative energy monitoring system for industrial facilities. The project will provide industrial customers and policymakers data-based evidence on whether advanced energy monitoring is a cost-effective approach to save energy and reduce greenhouse gas emissions.

The grant was awarded as part of the CEC's Electric Program Investment Charge (EPIC) program, an ambitious effort to develop and demonstrate the next generation of energy technologies to address California's clean energy goals.

BERKELEY SUSTAINABLE BUSINESS & INVESTMENT FORUM

Finance—the act of allocating capital to individuals and businesses so they can make productive use out of it—creates social value. Sustainable finance is the practice of creating economic and social value through financial models, products, and markets that endure and prosper over time.

Inaugurated in 2015, the Berkeley Sustainable Investment Forum focuses on the evolving concepts of risk management, capital allocation, and sustainable business practices with a focus on long-term value creation. It is a collaboration among the Center for Responsible Business, the Center for Law, Business and the Economy at Berkeley Law School, and our corporate partners. Our inaugural corporate sponsors include PepsiCo, Visa Inc., and PricewaterhouseCoopers LLP.

BERKELEY-HAAS GREEN TEAM

The Haas Green Team focuses on sustainability initiatives in partnership with Berkeley-Haas leadership and the greater UC Berkeley community. Our members volunteer their time towards a two-fold mission: 1) to assist Berkeley-Haas in becoming a model of sustainable operations, and 2) to inspire its staff, students, and faculty to incorporate green practices into their offices, homes, and communities. The Haas School of Business Green Team was formed in 2012 and is made up of staff members from all Haas departments and MBA students. Jo Mackness, Chief Operating Officer, and Gerardo Campos, Facilities Manager, serve as the Green Team's sponsors. Danner Doud-Martin, Program Coordinator at CSSL, and Kate Alper, Program Manager at CRB, were the Green Team leaders in 2015-16.

Accomplishments

- The Haas School of Business is one of the greenest departments on campus. We received our UC Berkeley Green Department Re-certification in July 2015 backed by Haas programs to foster greener operations and a lower environmental footprint. The efforts of Berkeley-Haas are matched only by the Tang Center.
- Some of our green initiatives include reducing our energy use by using watt-saving energy strips in staff offices, offering composting throughout all of our buildings, operating a ReUSE station, reusing existing furniture, installing low-flow aerators, organizing a virtual food drive, and drafting a strategic green plan.
- Haas was given special recognition by the Office of Sustainability for our numerous green events that foster engagement and educate staff, faculty, and students.
- In June 2015, Berkeley-Haas became a UC Berkeley Zero Waste Event Facility with the goal of achieving 75% waste diversion by 2017. All events at Haas offer both recycling and composting services. Berkeley-Haas is also become a Zero Waste Facility with composting and recycling in all areas of the building.
- In the effort to move the lever, the Haas Green Team develops yearly goals that we partner with the Haas facilities team and senior management to achieve.

INSTITUTE FOR BUSINESS & SOCIAL IMPACT COORDINATED FELLOWSHIPS

In 2015-16, the Institute for Business & Social Impact (IBSI) brought together four major Haas School centers and programs to train leaders to build a more equitable, inclusive, and sustainable society. Three major fellowships are associated with IBSI: Jacobs Foundation Fellowship, Spivack Social Impact Fellowship, and Center for Responsible Business (CRB)

Fellowships. These fellowships utilize a common application for evaluation and candidate selection that is coordinated by IBSI. Applicants may apply for any combination of the IBSI coordinated fellowships (including all).

Required Personal Statement: In 750 words or less, please tell us about your past experiences and future aspirations to utilize business to develop innovative solutions to urgent social and environmental challenges. The successful applicant will closely review the fellowship descriptions below and carefully tailor their responses based upon the fellowship(s) that best matches their interests. Applicants must also upload their resumes to their application after hitting the submit button.

Jacobs Foundation Fellowship

The Jacobs Foundation Fellowships of \$180,000 awarded to individuals pursuing a career in social impact, with special focus on the challenges of successful economic development for bottom-of-the-pyramid producers in emerging market economies. The successful applicant will effectively convey their experience, demonstrated leadership, and innovation in an area such as education, health, or rural/agricultural development in Africa or other developing economies. Additionally, the successful applicants will effectively describe their entrepreneurial vision for interlinking business with social impact. A minimum of 3-5 years of work experience is required. Preference will be given to students who can speak French and have experience working or volunteering in Africa, especially West Africa.

In Fall 2015, the first-ever Jacobs Fellows started their MBAs at Berkeley-Haas. The idea fellowship supports talented students who will become future opinion leaders and decision makers able to move between the corporate, public and nonprofit sectors. With applicants coming from diverse backgrounds and fields, the Jacobs Fellowship supports MBA students focused on social impact, nonprofit leadership, and social innovation.

Spivack Social Impact Fellowship

The Spivack Social Impact Fellowship of \$60,000 will be used to support MBA students at the Haas School of Business demonstrating experience and pursuing a career in social impact. Preference will be given to candidates who demonstrate interests in issues of social entrepreneurship, innovation, economic empathy, social impact in the supply chain for consumer/home products, and the living wage. The successful applicants will consider how they are redefining business to be more equitable, empathetic and effective - and how they hope to further develop this approach after completing their MBA at Haas.

Center for Responsible Business - CRB Fellowship

The Center for Responsible Business Fellowship of \$20,000 is awarded to students who best demonstrate their commitment to responsible and sustainable business and their desire to engage with and support the Center for Responsible Business at Berkeley-Haas. Each year, one candidate is selected earning the title "CRB Fellow." This individual serves as a point person between the Center for Responsible Business and the Haas student body and receives an automatic placement on the CRB Student Advisory Board to help set the agenda for the CRB. The successful applicants will best consider how the Center for Responsible Business will support their aspirations and how they intend to further the mission of the CRB to "develop leaders who redefine business for a sustainable future." Finalists will be asked to be available for an interview via Skype, "BlueJeans", or in person.

KEY ACCOMPLISHMENTS IN 2015–16

Build on Existing Partnerships

Expanded relationships with major corporate partners including PepsiCo, Visa Inc., and PricewaterhouseCoopers LLP through the inaugural Berkeley Sustainable Business & Investment Forum. This forum focuses on long-term value creation, and in our first year we brought together professors from across UC Berkeley, business leaders, and investors to develop evidence-based ideas for stabilizing and prudently regulating capital markets and financial institutions. This forum increased our touch points with complex organizations by engaging with multinational conglomerates on real-world sustainability issues.

Expand Partnerships into New Dimensions

To diversify our impact as well as the range of stakeholders involved in the school, we implemented social impact fellowships in conjunction with our generous partners: The Jacobs Foundation, alumnus Allan Spivack, and CRB Senior Advisory Board Member Scott Pinkus.

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.

NATIONAL ACTION PLAN ON RESPONSIBLE BUSINESS CONDUCT ABROAD

Promoting responsible business conduct by U.S. companies abroad was the focus of a meeting co-hosted Feb. 6, 2015 by the Center for Responsible Business (CRB), the U.S. Network of the United Nations Global Compact, and White House officials.

CRB, through the event, contributed to the U.S. National Action Plan (NAP) on Responsible Business Conduct Abroad, created by President Obama in September 2014.

The meeting was part of a series in which White House administration officials heard from academics, companies, labor unions, and non-governmental organizations interested in holding U.S. businesses and their partners accountable internationally — and promoting the protection and respect of the environment and human rights.

Planned concurrent breakout sessions centered on three themes: data privacy and freedom of expression in the information technology sector, responsible supply chains abroad, and responsible investment.

The half-day event was the second in a cross-country dialogue that began at New York University's Stern Center for Business and Human Rights in December 2014. Additional events took place at the University of Oklahoma College of Law, and in Washington D.C., co-hosted by the International Corporate Accountability Roundtable and the Global Business Initiative on Human Rights.

HUMANITARIAN INNOVATION: SUSTAINABILITY AND SCALE

The Human Rights and Business Initiative at the Center for Responsible Business, CITRIS, Article One Advisors, and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) hosted a public symposium in 2016 to bring together leading technology experts, researchers and humanitarian actors to explore how emerging technologies are used to support humanitarian action, human rights and social change. The event was funded by the United States Agency for International Development, Office of Foreign Disaster Assistance.

Panelists explored the game-changing potential of innovative tools and practices in humanitarian contexts, the role of business, and how new partnerships are leading to better outcomes for millions of people affected by conflict and natural disaster around the world.

KEY ACCOMPLISHMENTS IN 2015–16

Participation in Critical National and Global Discussions

The Center for Responsible Business (CRB) at Berkeley-Haas built upon its role as the Secretariat for the United States Network of the United Nations Global Compact (UNGC) by engaging with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to host a public symposium on humanitarian innovation in 2015. Our work hosting the National Action Plan on Responsible Business Conduct Abroad with the U.S. Network of the United Nations Global Compact and White House officials, further illustrates our commitment to foster sustainability-minded dialogue on a global scale. 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.

Future Objectives

Further Execute our Berkeley-Haas Strategy

The Berkeley-Haas strategic plan represents the strategic application of our Berkeley-Haas Defining Principles: *Question the Status Quo*, *Confidence without Attitude*, *Students Always*, and *Beyond Yourself*. The six UN PRME Principles and our four Berkeley-Haas Defining Principles are of the same spirit. Through the continued execution of our strategic plan, we directly support **Principle 1: Purpose** and **Principle 2: Values**.

Bolster Global Social Ventures Competition (GSVC)

Founded at Berkeley-Haas in 1999, GSVC empowers the next generation of social entrepreneurs by providing them with mentoring, exposure, and prizes to transform their ideas into ventures that address the world's most pressing challenges. We seek to build upon the solid foundation of GSVC and bolster the associated activities. Through this, we directly support **Principle 1: Purpose** and **Principle 2: Values**.

Grow Patagonia Case Competition

Launched at Berkeley-Haas in 2016, this one-of-a-kind case competition redefines the relationship between business and a healthy planet. Interdisciplinary teams of graduate students from across U.S. universities tackle the interconnected business and sustainability aspects of a current, real-life sustainability issue facing the outdoor gear retailer Patagonia. Through this competition we directly support **Principle 2: Values**, **Principle 3: Method**, **Principle 5: Partnerships** and **Principle 6: Dialogue**.

Cultivate the Berkeley Social Impact Fellows Program

Established in 2014, this program brings global leaders in sustainability and social impact from industry, nonprofit, and public sectors to Berkeley-Haas to engage with our students and faculty about the challenges and opportunities associated with sustainability and social responsibility. Through this program we directly support **Principle 1: Purpose**, **Principle 2: Values**, and **Principle 6: Dialogue**.

Elevate Philanthropy University

Philanthropy University is a global initiative with a bold goal: providing free online education to millions of social change-makers working to make the world a better place. Through free, dynamic online courses, Philanthropy University arm leaders in the social sector with the tools they need to grow their knowledge, increase their capacity, and scale their impact. Philanthropy University is powered by Berkeley-Haas. Our thought leadership team informs the pedagogy, defines the curricula, and sources instructors from top universities and social impact organizations around the globe. Through this we directly support **Principle 1: Purpose**, **Principle 2: Values**, and **Principle 3: Method**.

Build the Human Rights & Business Initiative

Launched in 2015, at Berkeley-Haas, the Human Rights & Business Initiative represents a holistic approach to address many aspects of human rights challenges business touches by drawing upon the strengths of the University of California-Berkeley. This initiative is comprised of three interrelated activities: 1) *Teaching*, through the offering of innovative curriculum for managing human rights challenges in business; 2) *Research*, through case studies and research projects; and 3) *Collaboration*, whereby we serve as a convener and venue for dialogue and collaboration among business and human rights practitioners and our faculty and students. Through this we directly support **Principle 1: Purpose**, **Principle 2: Values**, **Principle 3: Method**, **Principle 4: Research**, **Principle 5: Partnerships**, and **Principle 6: Dialogue**.

Publish Responsible Management Cases

Authoring sustainability-minded case studies for adoption in Berkeley-Haas courses and universities throughout the world helps move sustainability and social responsibility considerations further into the mainstream. Working with the

Berkeley-Haas Case Series, we develop and publish case studies suitable for inclusion into the general business school curriculum. Through this we directly support **Principle 2: Values**, **Principle 3: Method**, and **Principle 4: Research**.

Foster Responsible Management Education Courses

Berkeley-Haas holds a number of standalone courses dedicated to topics closely related to responsible management education. These courses include, but are not limited to, such titles as: Socially Responsible Investing, Haas Socially Responsible Investment Fund (HSRIF), Social Lean Launchpad, Social Impact Metrics, Large Scale Social Change, Social Impact Speaker Series, Strategic & Sustainable Business Solutions, and Managing Human Rights in Business. This directly supports **Principle 2: Values** and **Principle 3: Method**.

Encourage Dialogue on Sustainability & Social Responsibility Challenges & Opportunities Responsible

Berkeley-Haas holds a number of sustainability and social responsibility minded speaker series that include the longstanding Peterson Speaker Series. Through this we directly support **Principle 6: Dialogue**.

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” (VWIB) 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. VWIB will seek to attract top doctoral and postdoctoral students to study important gender-related questions with the long-term prospect of changing cultural attitudes about the fixedness of gender roles in business. Through this we directly support **Principle 4: Research**.

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. Through this we directly support **Principle 6: Dialogue**.





CONTACT

Eva Visscher-Simon, Program and Marketing Manager
Center for Responsible Business
Haas School of Business
545 Student Services Bldg. #1900
Berkeley, CA 94720-1900