HBS Social Enterprise Faculty Publications
2009 - 2010 Academic Term
(July 2009 - June 2010)

New Books

Childress, Stacey. *Transforming Public Education: Cases in Education Entrepreneurship*. Cambridge, Mass.: Harvard Education Press, 2010.

Childress, Stacey. *Transforming Public Education: Instructors Guide*. Cambridge, Mass.: Harvard Education Press, 2010.

Childress, Stacey M., Dennis Doyle, and David A. Thomas. *Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools*. Cambridge: Harvard Education Press, 2009. (Foreword by David Gergen.)

Eccles, Robert G., and Michael Krzus. *One Report: Integrated Reporting for a Sustainable Strategy*. New York: John Wiley and Sons, Inc., forthcoming.

Published Papers, Articles and Book Chapters

Austin, James E., and Alnoor Ebrahim. "Civil Society—Business Relations." In International Encyclopedia of Civil Society, edited by Helmut K. Anheier and Stefan Toepler. New York: Springer Science + Business Media, 2010.

Battilana, Julie, and Silvia Dorado. "Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations." *Academy of Management Journal* (forthcoming).

Bazerman, Max. "Barriers to Acting in Time on Energy, and Strategies for Overcoming Them." *Environment* (in press). (This is an adaptation of a paper that originally appeared in K. Gallagher, ed. *Acting in Time on Energy Policy*. Washington, DC: Brookings, 2009.)

Bohmer, Richard M.J. "Fixing Health Care on the Front Lines." *Harvard Business Review* 88, no. 4 (April 2010).

Childress, Stacey. "Moving Beyond the Conventional Wisdom of Whole-District Reform." Education Week 29, no. 3 (September 16, 2009): 30–32. (Editorial)

Childress, Stacey. "Six Lessons for Pursuing Excellence and Equity at Scale." Phi Delta Kappan 91, no. 3 (November 2009).

Ebrahim, Alnoor. "Accountability." In International Encyclopedia of Civil Society, edited by Helmut K. Anheier and Stefan Toepler. New York: Springer Science + Business Media, 2010.

Eccles, Robert G., Jr., and Michael P. Krzus. "The Future of Corporate Responsibility and Sustainability Reporting: Integration." *Ethical Corporation*, (March 15, 2010).

Herzlinger, Regina E. "Can the United States Provide Health Care for All?" *McKinsey & Company*, (May 2009).

Herzlinger, Regina E. "Health Care's Taxing Problem." *National Review Online*, (August 12, 2009).

Herzlinger, Regina E. "Limited Choices." *National Review Online*, July 9, 2009.

Kanter, Rosabeth Moss. "Think Outside the Building." *Harvard Business Review* 88, no. 3 (March 2010).

Kaplan, Robert S., and Dylan N. Miyake. "The Balanced Scorecard." *The School Administrator*, (February 2010).

King, Andrew, and Michael W. Toffel. "Self-regulatory Institutions for Solving Environmental Problems: Perspectives and Contributions from the Management Literature." Chap. 4 in *Governance for the Environment: New Perspectives*, edited by Magali Delmas and Oran Young, 98–115. Cambridge University Press, 2009.

Reid, Erin M., and Michael W. Toffel. "Responding to Public and Private Politics: Corporate Disclosure of Climate Change Strategies." *Strategic Management Journal* (forthcoming).

Working Papers (New & Revised)

Alfaro, Laura, and Andrew Charlton. "International Financial Integration and Entrepreneurial Firm Dynamics." Harvard Business School Working Paper, No. 07-012, August 2006. (Revised March 2007, March 2010. Also NBER Working Paper No. 13118.)

Ashraf, Nava, Günther Fink, and David N. Weil. "Evaluating the Effects of Large-Scale Health Interventions in Developing Countries: The Zambian Malaria Initiative." NBER Working Paper Series, No. 16069, June 2010.

Childress, Stacey. "Investing in Improvement: Strategy and Resource Allocation in Public School Districts." Harvard Business School Working Paper, No. 10-057, January 2010.

Cole, Shawn, Thomas Sampson, and Bilal Zia. "Money or Knowledge? What Drives Demand for Financial Services in Emerging Markets?" Harvard Business School Working Paper, No. 09-117, April 2009. (Revised October 2009.)

Ebrahim, Alnoor. "The Many Faces of Nonprofit Accountability." Harvard Business School Working Paper, No. 10-069, February 2010.

Ebrahim, Alnoor, and V. Kasturi Rangan. "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance." Harvard Business School Working Paper, No. 10-099, May 2010.

Leary, Kimberlyn, James K. Sebenius, and Joshua Weiss. "Negotiating the Path of Abraham." Harvard Business School Working Paper, No. 10-049, December 2009.

Martínez-Fritscher, André, Aldo Musacchio, and Martina Viarengo. "The Great Leap Forward: The Political Economy of Education in Brazil, 1889–1930." Harvard Business School Working Paper, No. 10-075, March 2010.

Vogel, David, Michael Toffel, Diahanna Post, and Nazli Z. Uludere Aragon. "Environmental Federalism in the European Union and the United States." Harvard Business School Working Paper, No. 10-085, March 2010.

HBS Course Materials

Abdelal, Rawi E., and Jonathan Schlefer. "The Rejuvenated International Monetary Fund." Harvard Business School Note 709-050.

Alvarez, Jose, Mary Shelman, and Laura Winig. "Red Tomato: Keeping It Local." Harvard Business School Case 510-023.

Anteby, Michel, and Erin McFee. "Mina O'Reilly at Logan Airport's TSA." Harvard Business School Case 409-116.

Bartlett, Christopher A., Tarun Khanna, and Prithwiraj Choudhury. "Genzyme's CSR Dilemma: How to Play Its HAND." Harvard Business School Case 910-407.

Battilana, Julie, Thomas J. DeLong, and James Weber. "Echoing Green." Harvard Business School Case 410-013.

Bohmer, Richard. "Virginia Mason Medical Center (Abridged)." Harvard Business School Case 610-055.

Bowen, H. Kent, Alison Berkley Wagonfeld, and Courtney Purrington. "Peter Schultz at The Scripps Research Institute." Harvard Business School Case 910-408.

Chu, Michael, and Joel Segre. "A Note on Direct Selling in Developing Economies." Harvard Business School Note 310-068.

Ebrahim, Alnoor, Michael Pirson, and Patricia Mangas. "Brummer and the bracNet Investment." Harvard Business School Case 309-065.

Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Venture Philanthropy (A)." Harvard Business School Case 310-011.

Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Venture Philanthropy (B)." Harvard Business School Supplement 310-017.

Ebrahim, Alnoor, and V. Kasturi Rangan. "The Millennium Challenge Corporation and Ghana." Harvard Business School Case 310-025.

Ebrahim, Alnoor S., and Cathy Ross. "The Robin Hood Foundation." Harvard Business School Case 310-031.

Eccles, Robert G., Amy C. Edmondson, Susan Thyne, and Tiona Zuzul. "Living PlanIT." Harvard Business School Case 410-081.

Grossman, Allen, and Geoff Marietta. "Montgomery County Business Roundtable for Education." Harvard Business School Case 309-105.

Grossman, Allen, and Catherine Ross. "International AIDS Vaccine Initiative." Harvard Business School Case 310-015.

Grossman, Allen S., Thomas J. Steenburgh, Lauren Susan Mehler, and Matthew Benjamin Oppenheimer. "Planned Parenthood Federation of America in 2008." Harvard Business School Case 309-104.

Goldberg, Ray A., Djordjija Petkoski, and Kerry Herman. "Fighting Malnutrition and Hunger in the Developing World." Harvard Business School Note 909-406.

Iyer, Lakshmi, John D. Macomber, and Namrata Arora. "Dharavi: Developing Asia's Largest Slum." Harvard Business School Case 710-004.

Kanter, Rosabeth Moss. "IBM's Values and Corporate Citizenship." Harvard Business School Case 308-106.

Kaplan, Robert Steven, and Sophie Hood. "Bob Beall at the Cystic Fibrosis Foundation." Harvard Business School Case 409-107.

Khaire, Mukti, and Kathleen L. McGinn. "SEWA Trade Facilitation Center: Changing the Spool." Harvard Business School Case 810-044.

Margolis, Joshua D., Christopher Marquis, and Laura Winig. "VeeV on the Rocks?" Harvard Business School Case 410-006.

Marquis, Christopher. "Western Union: Our World, Our Family®." Harvard Business School Case 410-050.

Marquis, Christopher, V. Kasturi Rangan, and Catherine Ross. "Goldman Sachs: The 10,000 Women Initiative." Harvard Business School Case 509-042.

Marquis, Christopher, Kwang Y. Ryu, Philip Mirvis, and Bobbi Thomason. "SK Telecom: Pursuing Happiness through Corporate Social Responsibility." Harvard Business School Case 410-042.

McFarlan, F. Warren, and Michael R. Vitale. "From Little Things Big Things Grow: The Clontarf Foundation Program for Aboriginal Boys." Harvard Business School Case 910-402.

McGinn, Kathleen L., and Cailin B. Hammer. "Carolina for Kibera." Harvard Business School Case 910-017.

Porter, Michael E., Carolyn A. Daly, and Andrew Dervan. "The Children's Hospital of Philadelphia: Network Strategy." Harvard Business School Case 710-463.

Porter, Michael E., Scott Lee, Joseph Rhatigan, and Jim Yong Kim. "Partners in Health: HIV Care in Rwanda." Harvard Business School Case 709-474.

Rangan, V. Kasturi, and Katharine Lee. "Root Capital." Harvard Business School Case 510-035.

Rangan, V. Kasturi, and Katharine Lee. "Gilead Sciences Inc.: Access Program." Harvard Business School Case 510-029.

Sahlman, William A. "Endeavor: Creating a Global Movement for High-Impact Entrepreneurship." Harvard Business School Case 810-049.

Steenburgh, Thomas, and Alison Berkley Wagonfeld. "Nanosolar, Inc." Harvard Business School Case 510-037.

Steenburgh, Thomas, and Nnamdi Okike. "Verne Global: Building a Green Data Center in Iceland." Harvard Business School Case 509-063.

Sucher, Sandra J., Daniela Beyersdorfer, and Ane Damgaard Jensen. "Generation Investment Management." Harvard Business School Case 609-057.

Sucher, Sandra J., and Daniela Beyersdorfer. "Note on Socially Responsible Investing." Harvard Business School Note 609-060.

Toffel, Michael W., and Katharine Lee. "Sustainability at Millipore." Harvard Business School Case 610-012.

Toffel, Michael W., and Aldo Sesia Jr. "Genzyme Center (A)." Harvard Business School Case 610-008.

Tufano, Peter, and Andrea Ryan. "Blue Ocean or Stormy Waters? Buying Nix Check Cashing." Harvard Business School Case 210-012.

Vietor, Richard H. K., and Juliana Seminerio. "Note on the Global Wind Industry." Harvard Business School Note 709-005.

Watson, Noel, and Santiago Kraiselburd. "VidaGas: VillageReach—The Mozambican Foundation for Community Development Joint Venture." Harvard Business School Case 609-107.

ABSTRACTS

New Books

Childress, Stacey. *Transforming Public Education: Cases in Education Entrepreneurship*. Cambridge, Mass.: Harvard Education Press, 2010.

Based on a popular education entrepreneurship course at Harvard Business School, *Transforming Public Education* organizes 18 case studies into modules that reflect the predominant opportunities pursued by social entrepreneurs focused on public education in the United States over the last decade. The book offers an overarching framework for creating and evaluating social ventures as well as summaries of the potential for impact and the challenges in a number of opportunity areas.

Childress, Stacey. *Transforming Public Education: Instructors Guide*. Cambridge, Mass.: Harvard Education Press, 2010.

Companion teaching and module notes for *Transforming Public Education: Cases in Education Entrepreneurship*.

Childress, Stacey M., Dennis Doyle, and David A. Thomas. *Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools*. Cambridge: Harvard Education Press, 2009. (Foreword by David Gergen.)

Leading for Equity tells the compelling story of the Montgomery County (Maryland) Public Schools and its transformation—in less than a decade—into a system committed to breaking the links between race and class and academic achievement. In chapters organized around six core themes, the authors lay out the essential elements of MCPS's success. They identify key lessons other districts can draw from MCPS's experience and offer a framework for applying them. A dramatic departure from "business as usual," MCPS has won nationwide attention as a compelling model for tackling the achievement and opportunity issues that confront our nation as a whole.

Eccles, Robert G., and Michael Krzus. *One Report: Integrated Reporting for a Sustainable Strategy*. New York: John Wiley and Sons, Inc., forthcoming.

"One Report" refers to an emerging trend in business taking place throughout the world where companies are going beyond separate reports for financial and nonfinancial (e.g., corporate social responsibility or sustainability) results and integrating both into a single integrated report. At the same time, they are also leveraging the Internet to provide more detailed results to all of their stakeholders and for improving their level of dialogue and engagement with them. Providing best practice examples from companies around the world, *One Report* shows how integrated reporting adds tremendous value to the company and all of its stakeholders, including shareholders, and also ultimately contributes to a sustainable society.

Published Papers, Articles and Book Chapters

Austin, James E., and Alnoor Ebrahim. "Civil Society—Business Relations." In International Encyclopedia of Civil Society, edited by Helmut K. Anheier and Stefan Toepler. New York: Springer Science + Business Media, 2010.

Battilana, Julie, and Silvia Dorado. "Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations." ***Academy of Management Journal*** **(forthcoming).**

We explore how new types of hybrid organizations (organizations that combine institutional logics in unprecedented ways) can develop and maintain their hybrid nature in the absence of a "ready-to-wear" model for handling the tensions between the logics they combine. The results of our comparative study of two pioneering commercial microfinance organizations suggest that to be sustainable, new types of hybrid organizations need to create a common organizational identity that strikes a balance between the logics they combine. Our evidence further suggests that the crucial early levers for developing such an organizational identity among organizational members are hiring and socialization policies.

Bazerman, Max. "Barriers to Acting in Time on Energy, and Strategies for Overcoming Them." ***Environment*** **(in press). (This is an adaptation of a paper that originally appeared in K. Gallagher, ed.** ***Acting in Time on Energy Policy*****. Washington, DC: Brookings, 2009.)**

Energy policy is on everyone's mind these days. The U.S. presidential campaign focused on energy independence and exploration (drill, baby, drill), climate change, alternative fuels, even nuclear energy. But there is a serious problem endemic to America's energy challenges. Policymakers tend to do just enough to satisfy political demands but not enough to solve the real problems, and they wait too long to act. The resulting policies are overly reactive, enacted once damage is already done, and they are too often incomplete, incoherent, and ineffectual. Given the gravity of current economic, geopolitical, and environmental concerns, this is more unacceptable than ever. This important volume details this problem, making clear the unfortunate results of such short-sighted thinking, and it proposes measures to overcome this counterproductive tendency. All of the contributors to "Acting in Time on Energy Policy" are affiliated with Harvard University and rank among America's pre-eminent energy policy analysts. They tackle important questions as they pertain to specific areas of energy policy: Why are these components of energy policy so important? How would acting in time, i.e., not waiting until politics demands action, make a difference? What should our policy actually be? We need to get energy policy right this time—Gallagher and her colleagues help lead the way.

Bohmer, Richard M.J. "Fixing Health Care on the Front Lines." ***Harvard Business Review*** **88, no. 4 (April 2010).**

Childress, Stacey. "Moving Beyond the Conventional Wisdom of Whole-District Reform." ***Education Week*** **29, no. 3 (September 16, 2009): 30–32. (Editorial)**

Faced with dismal international comparisons and federal 'Race to the Top' fund pressures, school districts must take on two difficult tasks at once: raising the outcomes of top-performing students, while accelerating the learning of students who are behind. And they must find ways to do this in every school, not just in a few exemplars. Experts offer deceptively simple advice: hire great principals and teachers, make data-driven decisions, hold everyone accountable, build a strong school culture, and engage stakeholders. Districts seem to be listening: strategy documents posted on many of their web sites routinely contain some version of these five prescriptions. Yet few are delivering excellence and equity for all of their students. The Montgomery County, Md., public school system is not one of them. How did the district's leaders do it? Six lessons from their work go deeper than conventional advice and help make sense of the Montgomery County story.

Childress, Stacey. "Six Lessons for Pursuing Excellence and Equity at Scale." *Phi Delta Kappan* 91, no. 3 (November 2009).

Americans look to their public schools to perform two important tasks: preserving the nation's competitiveness in an increasingly global economy and ensuring socioeconomic mobility from one generation to the next. Disappointing international comparisons and persistent opportunity gaps for low-income and minority students have increased the country's focus on these tasks. As a result, today's educators must address two distinct performance challenges: raising the outcomes of top performing students against international benchmarks, while at the same time accelerating the learning of students who are behind so that they eventually perform at top levels, too. The job of district leaders is to create the conditions under which every school can achieve this excellence and equity for students, not just a few beacons of hope. Montgomery County Public Schools (MCPS) in Maryland has made progress on the dual dimensions of excellence and equity for its 140,000 students, about half of whom are black or Hispanic. Six lessons from the district's work cut across their implementation of conventional approaches. These lessons push beyond *what they did* to *why it worked.*

Ebrahim, Alnoor. "Accountability." In International Encyclopedia of Civil Society, edited by Helmut K. Anheier and Stefan Toepler. New York: Springer Science + Business Media, 2010.

Eccles, Robert G., Jr., and Michael P. Krzus. "The Future of Corporate Responsibility and Sustainability Reporting: Integration." *Ethical Corporation*, (March 15, 2010).

Herzlinger, Regina E. "Can the United States Provide Health Care for All?" *McKinsey & Company*, May 2009.

Herzlinger, Regina E. "Health Care's Taxing Problem." *National Review Online*, August 12, 2009.

Herzlinger, Regina E. "Limited Choices." *National Review Online*, July 9, 2009.

Kanter, Rosabeth Moss. "Think Outside the Building." *Harvard Business Review* 88, no. 3 (March 2010).

Thinking outside the box is a popular metaphor for creativity. But recent major systemic challenges (the financial crisis, health care reform, and climate change, among others) require new ideas significantly bigger than a mere box. The greatest future breakthroughs will come from leaders who encourage thinking outside a whole building full of boxes.

Kaplan, Robert S., and Dylan N. Miyake. "The Balanced Scorecard." ***The School Administrator*****, February 2010.**

King, Andrew, and Michael W. Toffel. "Self-regulatory Institutions for Solving Environmental Problems: Perspectives and Contributions from the Management Literature." Chap. 4 in ***Governance for the Environment: New Perspectives*****, edited by Magali Delmas and Oran Young, 98–115. Cambridge University Press, 2009.**

Scholars of management have long considered how institutions can help resolve market imperfections and thereby improve human welfare. Most previous research has emphasized the use of for-profit firms. Such institutions cannot effectively address many environmental problems, however, because environmental problems often transcend firm boundaries. As a result, management scholars have begun to explore the use of more distributed institutional forms. In this article, we review the emerging scholarship on the formation and function of self-regulatory institutions.

Reid, Erin M., and Michael W. Toffel. "Responding to Public and Private Politics: Corporate Disclosure of Climate Change Strategies." ***Strategic Management Journal*** **(forthcoming).**

The challenges associated with climate change will require governments, citizens, and firms to work collaboratively to reduce greenhouse gas emissions, a task that requires information on companies' emissions levels, risks, and reduction opportunities. This paper explores the conditions under which firms participate in this endeavor. Building on theories of how social activists inspire changes in organizational norms, beliefs, and practices, we hypothesize that shareholder actions and regulatory threats are likely to prime firms to adopt practices consistent with the aims of a broader social movement. We find empirical evidence of direct and spillover effects. In the domain of private politics, shareholder resolutions filed against it and others in its industry increase a firm's propensity to engage in practices consistent with the aims of the related social movement. Similarly, in the realm of public politics, threats of state regulations targeted at a firm's industry as well as regulations targeted at other industries increase the likelihood that the firm will engage in such practices. These findings extend existing theory by showing that both activist groups and government actors can spur changes in organizational practices, and that challenges mounted against a single firm and an industry can inspire both firm and field-level changes.

Working Papers (New & Revised)

Alfaro, Laura, and Andrew Charlton. "International Financial Integration and Entrepreneurial Firm Dynamics." Harvard Business School Working Paper, No. 07-012, August 2006. (Revised March 2007, March 2010. Also NBER Working Paper No. 13118.)

We explore the relation between international financial integration and the level of entrepreneurial activity in a country. We use a unique firm-level data set in a broad sample of developed and developing countries, which enables us to present both cross-country and industry-level evidence. We find a positive robust correlation between de jure and de facto measures of international financial integration and proxies for entrepreneurial activity such as entry, size, and skewness of the firm-size distribution. We then explore potential channels through which foreign capital may encourage entrepreneurship. We find that entrepreneurial activity is higher in industries that have a large share of foreign firms in vertically linked industries. Second, we find that entrepreneurial activity in industries that are more reliant on external finance is disproportionately affected by international financial integration.

Ashraf, Nava, Günther Fink, and David N. Weil. "Evaluating the Effects of Large-Scale Health Interventions in Developing Countries: The Zambian Malaria Initiative." NBER Working Paper Series, No. 16069, June 2010.

Since 2003, Zambia has been engaged in a large-scale, centrally coordinated national anti-malaria campaign which has become a model in sub-Saharan Africa. This paper aims at quantifying the individual and macro level benefits of this campaign, which involved mass distribution of insecticide treated mosquito nets, intermittent preventive treatment for pregnant women, indoor residual spraying, rapid diagnostic tests, and artemisinin-based combination therapy. We discuss the timing and regional coverage of the program and critically review the available health and program rollout data. To estimate the health benefits associated with the program rollout, we use both population based morbidity measures from the Demographic and Health Surveys and health facility based mortality data as reported in the national Health Management Information System. While we find rather robust correlations between the rollout of bed nets and subsequent improvements in our health measures, the link between regional spraying and individual level health appears rather weak in the data.

Childress, Stacey. "Investing in Improvement: Strategy and Resource Allocation in Public School Districts." Harvard Business School Working Paper, No. 10-057, January 2010.

This working paper offers concrete examples of improved productivity and efficiencies at the district level, drawing from the author's experience working with districts and developing such case studies for Harvard Business School. Childress makes the point that given the rarity of the strategic approaches to resource allocation, district leaders need more guidance and tools to help them make better decisions and manage the consequences, particularly when they are under enormous fiscal pressure.

Cole, Shawn, Thomas Sampson, and Bilal Zia. "Money or Knowledge? What Drives Demand for Financial Services in Emerging Markets?" Harvard Business School Working Paper, No. 09-117, April 2009. (Revised October 2009.)

Why is demand for formal financial services low in emerging markets? One view argues that limited cognitive ability and financial literacy stifle demand. A second view argues that demand is rationally low, because formal financial services are expensive and of relatively low value to the poor. This paper uses original surveys and a field experiment to distinguish between two competing answers to this question. Using original survey data from India and Indonesia, we first show that financial literacy is a powerful predictor of demand for financial services. To test the relative importance of literacy and price, we implement a field experiment, offering randomly selected unbanked households financial literacy education, crossed with small financial incentives (ranging from U.S. $3 to $14) to open bank savings accounts. We find that the financial literacy program has no effect on the likelihood of opening a bank savings account in the full sample, but do find modest effects for uneducated and financially illiterate households. In contrast, small subsidy payments have a large effect on the likelihood of opening a savings account. These payments are more than two times more cost-effective than the financial literacy training.

Ebrahim, Alnoor. "The Many Faces of Nonprofit Accountability." Harvard Business School Working Paper, No. 10-069, February 2010.

What does it mean for a nonprofit organization to be accountable? Nonprofit leaders tend to pay attention to accountability once a problem of trust arises—a scandal in the sector or in their own organization, questions from citizens or donors who want to know if their money is being well spent, or pressure from regulators to demonstrate that they are serving a public purpose and thus merit tax-exempt status. Amid this clamor for accountability, it is tempting to accept the popular view that more accountability is better. But is it feasible, or even desirable, for nonprofit organizations to be accountable to everyone for everything? The challenge for leadership and management is to prioritize among competing accountability demands. This involves deciding both to whom and for what they owe accountability. This paper provides an overview of the accountability pressures facing nonprofit leaders and examines several mechanisms available to them: disclosures, performance evaluations, self-regulation, participation, and adaptive learning. Nonprofit leaders must adapt any such mechanisms to suit their organization—be it a membership-based organization, a service-delivery nonprofit, or an advocacy network. More crucially, they need to pay greater attention to strategy-driven forms of accountability that can help them to achieve their missions.

Ebrahim, Alnoor, and V. Kasturi Rangan. "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance." Harvard Business School Working Paper, No. 10-099, May 2010.

Leaders of organizations in the social sector are under growing pressure to demonstrate their impacts on pressing societal problems such as global poverty. We review the debates around performance and impact, drawing on three literatures: strategic philanthropy, nonprofit management, and international development. We then develop a contingency framework for measuring results, suggesting that some organizations should measure long-term impacts, while others should focus on shorter-term outputs and outcomes. In closing, we discuss the implications of our analysis for future research on performance management.

Leary, Kimberlyn, James K. Sebenius, and Joshua Weiss. "Negotiating the Path of Abraham." Harvard Business School Working Paper, No. 10-049, December 2009.

In the face of daunting barriers, the Abraham Path Initiative envisions uncovering and revitalizing a route of cultural tourism that follows the path of Abraham and his family some 4,000 years ago across the Middle East. It begins in the ancient ruins of Harran, in modern-day Turkey, where Abraham first heard the call to "go forth." It passes through some of the world's most revered cultural, historical, and holy sites, ending in the city of Hebron/Al-Khalil at the tomb of Abraham. With Abraham as a venerated patriarchal figure for Islam, Judaism, and Christianity—monotheistic religions whose adherents have so often clashed—the potential unifying power of this conception has attracted a remarkable range of supporters from around the world. From a notion crystallized at Harvard in 2004, this idea has been carefully negotiated into a concrete reality with supporting country organizations in Syria, Turkey, Jordan, Palestine, and Israel. If completed, it would eventually extend to encompass Abraham's travels to and from Egypt, Iraq, and Saudi Arabia. With the endorsement of the U.N.'s Alliance of Civilizations, over 300 kilometers of the Path have now been opened to a fast-growing number of travelers ranging from student study groups to Syrian President al-Assad walking a stretch of the path with former U.S. President Jimmy Carter. As it takes fuller shape, the Path variously serves as a catalyst for sustainable tourism and economic development, a platform for the energy and idealism of young people, a beacon for pilgrims and peace-builders, as well as a focus for seemingly endless media inquiries from reporters, documentary filmmakers, and writers keen on telling its story to audiences worldwide. This paper provides background on the Path in terms of strategic negotiation, social entrepreneurship, sustainable tourism, and economic development.

Martínez-Fritscher, André, Aldo Musacchio, and Martina Viarengo. "The Great Leap Forward: The Political Economy of Education in Brazil, 1889–1930." Harvard Business School Working Paper, No. 10-075, March 2010.

Brazil at the turn of the twentieth century offers an interesting puzzle. Among the large economies in the Americas, it had the lowest level of literacy in 1890, but by 1940 the country had surpassed most of its peers in terms of literacy and had made a significant improvement in its education system. All of this happened in spite of the fact that the Constitution of 1891 included a literacy requirement to vote and gave states the responsibility to spend on education. That is to say, Brazilian states had a significant improvement in education levels and a significant increase in expenditures on education per capita despite having institutions that limited political participation for the masses (Lindert, 2004; Engerman, Mariscal, and Sokoloff, 2009) and having one of the worst colonial institutional legacies of the Americas (Acemoglu, Johnson, and Robison, 2001; Easterly and Levine, 2003; and Engerman and Sokoloff, 1997, 2002). This paper explains how state governments got the funds to pay for education and examines the incentives that politicians had to spend on education between 1889 and 1930. Our findings are threefold. First, we show that the Constitution of 1891, which decentralized education and allowed states to collect export taxes to finance expenditures, rendered states with higher windfall tax revenues from the export of commodities to spend more on education per capita. Second, we prove that colonial institutions constrained the financing of education, but that nonetheless the net effect of the increase in commodity exports always led to a net increase in education expenditures. Finally, we argue that political competition after 1891 led politicians to spend on education. Since only literate adults could vote, we show that increases in expenditures (and increases in revenues from export taxes) led to increases in the number of voters at the state level.

Vogel, David, Michael Toffel, Diahanna Post, and Nazli Z. Uludere Aragon. "Environmental Federalism in the European Union and the United States." Harvard Business School Working Paper, No. 10-085, March 2010.

The United States (U.S.) and the European Union (EU) are federal systems in which the responsibility for environmental policy-making is divided or shared between the central government and the (member) states. The attribution of decision-making power has important policy implications. This chapter compares the role of central and local authorities in the U.S. and the EU in formulating environmental regulations in three areas: automotive emissions for health related (criteria) pollutants, packaging waste, and global climate change. Automotive emissions are relatively centralised in both political systems. In the cases of packaging waste and global climate change, regulatory policy-making is shared in the EU, but is primarily the responsibility of local governments in the U.S. Thus, in some important areas, regulatory policy-making is more centralised in the EU. The most important role local governments play in the regulatory process is to help diffuse stringent local standards through more centralised regulations, a dynamic that has recently become more important in the EU than in the U.S.

HBS Course Materials

Abdelal, Rawi E., and Jonathan Schlefer. "The Rejuvenated International Monetary Fund." Harvard Business School Note 709-050.

The International Monetary Fund was dismissed as almost irrelevant to the global economy, but during the 2008 financial crisis, it returned to center stage, providing financial rescues for developing countries.

Alvarez, Jose, Mary Shelman, and Laura Winig. "Red Tomato: Keeping It Local." Harvard Business School Case 510-023.

This case describes the operating model and history of Red Tomato, a non-profit organization dedicated to branding and logistical support for locally grown produce farmers in the northeast U.S. The case highlights the challenges involved in making locally grown produce available to large consumer markets.

Anteby, Michel, and Erin McFee. "Mina O'Reilly at Logan Airport's TSA." Harvard Business School Case 409-116.

Mina O'Reilly, an officer at Logan Airport's Transportation Security Administration (TSA) in Boston, must discipline an employee responsible for a security breach that resulted in a 45-minute terminal closure during peak hours, a potential threat to traveler safety, and travel delays across the U.S. O'Reilly considers the impact of her decision on a shifting labor force: the growing divide between those employees deeply committed to the mission and those joining to simply find a job. The senior TSA staff and airlines are calling for accountability, but the person responsible for the breach is a passionate and valued employee who has been with TSA since its formation. As her shift approaches, O'Reilly must decide whether or not she can clock in as usual.

Bartlett, Christopher A., Tarun Khanna, and Prithwiraj Choudhury. "Genzyme's CSR Dilemma: How to Play Its HAND." Harvard Business School Case 910-407.

Genzyme, a global biotechnology company, launches a program to develop therapies for neglected diseases (e.g., malaria, TB), giving away the intellectual property. This case focuses on the decision of which diseases, which partnerships, and which markets should management decide to fund. But the bigger issue is how this program, developed under the umbrella role Genzyme's corporate social responsibility, fits into its global competitive strategy.

Battilana, Julie, Thomas J. DeLong, and James Weber. "Echoing Green." Harvard Business School Case 410-013.

This case presents the leadership challenges that Cheryl Dorsey, the president of Echoing Green, faces in early 2009. Echoing Green is a fellowship program that seeks to improve society by identifying and supporting social entrepreneurs who launch organizations to attack some of the world's most difficult problems. After turning Echoing Green around and re-building an organization almost from scratch over the last 7 years, Dorsey feels that Echoing Green is at a crossroads as it is facing much more competition. Adding to Dorsey's challenges, in late 2008 the economy is in crisis and many Echoing Green supporters are reducing or delaying their donations. In this situation, Dorsey has to decide whether, and if so how, to change Echoing Green's strategy as well as whether she is the right person to continue to lead the organization.

Bohmer, Richard. "Virginia Mason Medical Center (Abridged)." Harvard Business School Case 610-055.

In 2000, Dr. Gary Kaplan became CEO of the Virginia Mason Medical Center in Seattle, Washington. The hospital was facing significant challenges: it was losing money for the first time in its history, staff morale had plummeted, and area hospitals presented ardent competition. Considerable change was imminent. Within his first few months, Kaplan had rallied the organization around a new strategic direction: to become the quality leader in health care. What Kaplan and his administrators lacked was an effective tool to execute their strategy. Soon thereafter, a series of serendipitous events led to the discovery of the Toyota production system, and the Virginia Mason Medical Center became entrenched in an overwhelming challenge: how to institute a production model in health care.

Bowen, H. Kent, Alison Berkley Wagonfeld, and Courtney Purrington. "Peter Schultz at The Scripps Research Institute." Harvard Business School Case 910-408.

Peter Schultz, Professor of Chemistry at The Scripps Research Institute, managed an extremely productive lab. This case examines how Schultz recruited, motivated, and inspired the students and scientists that worked with him.

Chu, Michael, and Joel Segre. "A Note on Direct Selling in Developing Economies." Harvard Business School Note 310-068.

Informal and formal direct selling play a particularly important role in developing countries characterized by markets with limited retail sectors. This note explores the practice of direct selling for the company, the sales person, and the consumer, as well as the potential of direct selling as a means of reaching the base of the pyramid for both commercial and social purposes.

Ebrahim, Alnoor, Michael Pirson, and Patricia Mangas. "Brummer and the bracNet Investment." Harvard Business School Case 309-065.

bracNet, a for-profit/nonprofit partnership, aims to establish Internet connectivity throughout Bangladesh. Venture capitalist Patrik Brummer invested in a first round of funding to connect major cities. Should he invest again, this time in a rural roll-out, which may have lower financial returns but greater social returns?

Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Venture Philanthropy (A)." Harvard Business School Case 310-011.

Acumen Fund is a global venture capital firm with a dual purpose: it looks for a return on its investments, and it also seeks entrepreneurial solutions to global poverty. This case examines Acumen's new projects in Kenya. The organization's investment committee and its chief investment officer, Brian Trelstad, must decide whether or not to fund two for-profit ventures. The first provides clean and accessible shower and toilet facilities in urban areas, serving a critical need for low-income populations—its financial sustainability, however, is less clear. The second investment is a network of successful private health clinics that primarily serve middle-income populations but which have the potential to reach low-income markets. On what basis should Acumen decide whether or not to invest? What performance metrics should it use? As the investment committee nears a decision, political and social unrest breaks out in Kenya following a highly contested presidential election. Acumen Fund must now also consider the political risks of investing.

Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Venture Philanthropy (B)." Harvard Business School Supplement 310-017.

As Acumen Fund, a global venture philanthropy firm, moves forward with an investment portfolio exceeding $22 million, it runs into two critical measurement problems. First, how should it track the performance of each investment when its interest is not just the bottom line, but also social impact? What should its performance tracking system look like to enable ease of comparison and to identify problems before they become too significant to fix? The second challenge involves attracting investors. Acumen wants to build the field of "social investing" by creating a new asset class for investors who care about social impact. Doing so will require working with competitors in the field in order to establish benchmarks and standards of measurement. How can Acumen build industry-wide benchmarks when peer organizations are concerned about confidentiality of data? Without such comparisons, how will Acumen attract investors to the field?

Ebrahim, Alnoor, and V. Kasturi Rangan. "The Millennium Challenge Corporation and Ghana." Harvard Business School Case 310-025.

A U.S. government agency, the Millennium Challenge Corporation (MCC), provides aid to developing countries, focusing on poverty reduction through economic growth. It measures results through an economic rate of return based on increases in farmer incomes anticipated over twenty years. As MCC and Ghana finalize a $547 million grant for agriculture and transportation infrastructure, they come up against an accountability and measurement problem: how to address an urgent request from Ghana to fund community services—such as schools and drinking water—for which the results will be more difficult to measure.

Ebrahim, Alnoor S., and Cathy Ross. "The Robin Hood Foundation." Harvard Business School Case 310-031.

Created by hedge fund and financial managers, the Robin Hood Foundation fights poverty through grants to nonprofit organizations. As the global financial crisis continues to impact the poor disproportionately, the Foundation needs to ensure that its funds are being spent on the most effective poverty-fighting programs. The organization's senior vice president, Michael Weinstein, has developed a benefit-cost (BC) approach to analyze the performance of program grants. How effective is the method? Is funding programs with the highest BC ratios a good way to fight poverty? In three or five years' time, how will Robin Hood know if it is succeeding?

Eccles, Robert G., Amy C. Edmondson, Susan Thyne, and Tiona Zuzul. "Living PlanIT." Harvard Business School Case 410-081.

Living PlanIT is a start-up company that has developed a new, innovative business model for sustainable urbanization. This model reflects the software and technology backgrounds of its founders, Steve Lewis and Malcolm Hutchinson, and is in vivid contrast to other models for green or smart cities that are variations on a massive real estate development project. The main economic engine driving Living PlanIT's model is a partner channel strategy adopted from the high technology industry. The case shows how the Living PlanIT business model has evolved from the original vision of Lewis and Hutchinson to radically transform the construction industry to a go-to-market partnership model using the real estate as a "showroom" for evolving sustainable urban technology—a $3 trillion global market over the next 20 years. Living PlanIT is developing its first project, a new city called PlanIT Valley, outside of Porto, Portugal. The company has clarified its vision and is moving into the implementation phase, which involves fundraising, signing up channel partners, and negotiating various issues with the Portuguese government for its pilot project. Success in PlanIT Valley will translate into a strong market position as global population and demand for new cities increases, particularly in developing countries such as China and India.

Grossman, Allen, and Geoff Marietta. "Montgomery County Business Roundtable for Education." Harvard Business School Case 309-105.

Montgomery County Business Roundtable for Education (MCBRE) was a business-public education partnership with Montgomery County Public Schools (MCPS) that promoted crosssector knowledge sharing and academic excellence. Its suite of core student programs, such as "720," where business leaders addressed nearly half of the ninth-grade class about the importance of achievement in high school, and the Young Professionals Conference, an event for juniors that highlighted exciting business practices, allowed businesses to connect with students at the individual level. At the same time, the creation of platforms for business-education learning brought system-level improvements. In particular, MCBRE's board of advisors meetings brought together top executives from companies such as Lockheed Martin, NASDAQ, and PricewaterhouseCoopers with MCPS leaders to learn about management and leadership practices. After leading MCBRE for the past five years, first as executive director and now as board chair, Jane Kubasik was leaving. While the newly hired executive director, Heather Schwager, was more than qualified to take over, there were some concerns. Kubasik had planned and implemented most of MCBRE's current initiatives and single-handedly recruited nearly all of MCBRE's current members. Would MCBRE be able to retain its impressive membership without Kubasik? With its selective invite-only criteria for new members, would MCBRE be able to continue to grow? Should growth even be a goal?

Grossman, Allen, and Catherine Ross. "International AIDS Vaccine Initiative." Harvard Business School Case 310-015.

Dedicated to accelerating the development of a safe, effective, accessible, preventive HIV vaccine, the International AIDS Vaccine Initiative (IAVI) pioneered ways of addressing the inadequate incentive structures that prevented progress toward vaccines for AIDS and other diseases predominantly affecting poor populations in tropical countries. As an intermediary nonprofit organization, IAVI brought together partners with different perspectives and motivations from nonprofit, industry, government, and scientific research sectors toward developing vaccines. IAVI played several roles: honest broker, integrator, and communicator of knowledge regarding AIDS vaccine research; passionate advocate for AIDS vaccines at national and international levels; and coordinator and manager of research and development initiatives. In 2008, IAVI invested further in its own laboratories and research infrastructure, moving a step upstream in vaccine development partnerships and clinical research. How should IAVI manage tensions between what is necessary to achieve its mission and what is necessary to build new incentive structures that enable key actors to work together effectively?

Grossman, Allen S., Thomas J. Steenburgh, Lauren Susan Mehler, and Matthew Benjamin Oppenheimer. "Planned Parenthood Federation of America in 2008." Harvard Business School Case 309-104.

As with many national non-profits, Planned Parenthood is organized as 100 separate 501(c)3 organizations. What is the best structure for Planned Parenthood to fulfill its mission?

Goldberg, Ray A., Djordjija Petkoski, and Kerry Herman. "Fighting Malnutrition and Hunger in the Developing World." Harvard Business School Note 909-406.

The millennium objectives of reducing poverty and malnutrition are not being met. How do the private, public, and NGO sectors of society work together to achieve better results and include the recipients in the process?

Iyer, Lakshmi, John D. Macomber, and Namrata Arora. "Dharavi: Developing Asia's Largest Slum." Harvard Business School Case 710-004.

Maharashtra state is accepting bids to redevelop Dharavi, the largest slum in Asia. A real estate developer assesses the risks and tenders a bid. The bid conditions include providing new free housing to tens of thousands of slum dwellers, which is anticipated to be paid for from the revenues from developing and selling market-rate housing. While the primary concerns are cost of construction, cost of capital, and revenues from sale of units, the analysis must consider many aspects of risk including political risk, foreign exchange risk, market risk, and execution risk. Further, the discussion covers social aspects including whether the slum should be redeveloped at all, whether it should be redeveloped by government or by the private sector, and whether to accomplish it in large chunks or in smaller increments. Additional topics that can be covered include consideration of what happens to commercial activities formerly run from slum dwellings, whether the market-rate units will indeed sell for high prices if there are tens of thousands of former slum dwellers housed nearby, and whether the slum dwellers will be allowed to resell their units or whether they must remain in them. Other issues include timing of the project, guarantees to and from the government and the private parties to mitigate risk, and whether this model, if successful, can be extended to other slums in Asia.

Kanter, Rosabeth Moss. "IBM's Values and Corporate Citizenship." Harvard Business School Case 308-106.

IBM's transformation into a globally integrated enterprise (GIE) began with a conviction about what should never change. Since its founding in 1911, the company operated under a set of principles articulated by founder Thomas Watson and became known for a strong culture and a commitment to fairness and social responsibility. As IBM entered its second century, it was appropriate to take a fresh look at its values while remaining unwavering in ethics, integrity, and—to use the twenty-first century word—the highest standards of corporate citizenship. All of this could be done with strategic use of IBM technology and innovation. Yet IBMers in a variety of businesses and geographies also wanted the company to do even more. Members of the fifth Integration and Values Team (IVT5) pondered this and other global citizenship possibilities, reviewing how people were developed and worked as the transition to the GIE was underway.

Kaplan, Robert Steven, and Sophie Hood. "Bob Beall at the Cystic Fibrosis Foundation." Harvard Business School Case 409-107.

Bob Beall is the Chief Executive Officer of the Cystic Fibrosis Foundation (CFF). CFF is an extremely successful organization, but Beall has to determine how to manage the organization through the financial crisis of 2008–2009. In this situation, donations are likely to decline, investment surplus has declined and biotech partners are challenged to finance joint projects as well as their own operations. Beall is striving to find a cure for cystic fibrosis while also determining what priorities he must emphasize and what trade-off decisions he must make in managing through the current period. He is preparing for a meeting with his board of trustees where he plans to discuss the current situation and the key decisions the organization needs to make.

Khaire, Mukti, and Kathleen L. McGinn. "SEWA Trade Facilitation Center: Changing the Spool." Harvard Business School Case 810-044.

The case is about the decision to convert a not-for-profit organization into a for-profit company. SEWA Trade Facilitation Center (STFC), which is part of a larger non-profit organization—the Self-Employed Women's Association (SEWA)—works to improve the livelihoods of very poor rural and urban women in India. It does so by translating traditional Indian embroidery skills into contemporary apparel and home furnishings that STFC then helps to market and sell around the world. Organized as a producers' cooperative, STFC is owned by its artisan members. STFC is thinking of changing to for-profit status because it would enable faster and more sustainable growth by providing access to outside funds and also allow the payment of dividends, which would further improve the women's livelihoods. The legal and financial implications of such a move aside, it is not clear that STFC would be able to withstand the changes such a transformation would entail. Most importantly, would an organization accustomed to taking decisions based solely on social benefit criteria be able to adjust to a for-profit mentality? And, would customers accept the change?

Margolis, Joshua D., Christopher Marquis, and Laura Winig. "VeeV on the Rocks?" Harvard Business School Case 410-006.

Three pressing challenges (equity split, extent of commitment to social responsibility, and product discoloration) confront VeeV, the world's first alcoholic beverage infused with acai berries. Brothers Courtney and Carter Reum founded VeeV in 2007 and the firm has experienced rapid growth since then. The case documents the backgrounds of the young founders, details the launch and early phase of the company, and presents three challenges the founders must address: how to split the equity of the new company, how far to go in their efforts to be a "green" and socially responsible brand, and an unexpected potential product quality issue.

Marquis, Christopher. "Western Union: Our World, Our Family®." Harvard Business School Case 410-050.

In 2006, Western Union spun-off from its former parent, First Data Corporation, and began the process of defining itself as a stand-alone organization. Part of that effort was the creation of a strategic corporate social responsibility program called Our World, Our Family. The case tracks Western Union's earlier CSR initiatives and how they resulted in the creation Our World, Our Family. Key elements of the case focus on understanding the Western Union business model focused on financial remittances, and how its corporate citizenship efforts bring value to the company by satisfying the diverse needs of Western Union's stakeholders.

Marquis, Christopher, V. Kasturi Rangan, and Catherine Ross. "Goldman Sachs: The 10,000 Women Initiative." Harvard Business School Case 509-042.

Describes the conception, development, and implementation of Goldman Sachs' five-year, $100 million philanthropic initiative to provide practical business and management education to 10,000 women around the globe. The initiative recently celebrated its first anniversary, and over 1,200 women were either enrolled in, or graduated from, sponsored certificate programs. The case addressees some key strategic decisions facing the firm as they rollout the program over the coming years. These include how to organize the network of schools that deliver the educational services, how to determine the best outside partners to provide additional services for the women entrepreneurs, how to best assess the impact of the program, and finally the extent to which the initiative provides contributions to the long-term strategy of the firm.

Marquis, Christopher, Kwang Y. Ryu, Philip Mirvis, and Bobbi Thomason. "SK Telecom: Pursuing Happiness through Corporate Social Responsibility." Harvard Business School Case 410-042.

Since 2006, SK Telecom has worked to develop strategic corporate social responsibility (CSR) programs that are aligned with its business operations and corporate mission. The case tracks the original assessment process the company went through and successive organizational design efforts to align its CSR strategy and implementation architecture. In 2009, the company is going through reorganization, and the protagonist is considering how well the existing structure of SK Telecom's CSR efforts supports its strategy. The key dilemma he is faced with is whether to change the design of the CSR organization, or perhaps revise the CSR strategy to better match the existing organizational architecture.

McFarlan, F. Warren, and Michael R. Vitale. "From Little Things Big Things Grow: The Clontarf Foundation Program for Aboriginal Boys." Harvard Business School Case 910-402.

This case focuses on the growth of an innovative non-profit institution that motivates aboriginal children to attend school by harnessing their love of football.

McGinn, Kathleen L., and Cailin B. Hammer. "Carolina for Kibera." Harvard Business School Case 910-017.

A growing NGO based in Kibera, Nairobi, Kenya, is facing a complete change in leadership as the founders step back. At the same time, a $1 million grant presents new opportunities and challenges.

Porter, Michael E., Carolyn A. Daly, and Andrew Dervan. "The Children's Hospital of Philadelphia: Network Strategy." Harvard Business School Case 710-463.

In 2009 Children's Hospital of Philadelphia (CHOP) had been recognized as the best children's hospital in the country for six years in a row; but leadership saw CHOP as more than the large main campus in western Philadelphia. Beginning in the 1990s, CHOP had created a large network of Primary Care Providers, Specialty Care Centers, Ambulatory Surgery Centers, and community hospital affiliations. CHOP leadership wanted to ensure that the quality they had demonstrated at CHOP would translate out to these facilities, and more, that the combination of many parts could actually work together to provide even better care than the main hospital could do on its own.

Porter, Michael E., Scott Lee, Joseph Rhatigan, and Jim Yong Kim. "Partners in Health: HIV Care in Rwanda." Harvard Business School Case 709-474.

In 2005, Partners in Health (PIH) was invited by the Rwandan Ministry of Health to assume responsibility for the management of public health care in two rural districts in Eastern Rwanda and create an HIV treatment program at these sites. PIH successfully implemented a comprehensive program focusing on four principles: health systems improvement, HIV prevention and care, accompaniment, and social and economic support. By January 2007, the Rwinkwavu site had conducted 67,137 HIV tests and provided antiretroviral therapy to more than 2,000 patients, of which, fewer than 1% had been switched to second-line drug regimens, 3.8% had died, and only one patient had been lost to follow up. A costing analysis done by the Clinton HIV/AIDS Initiative suggested that the model could feasibly be spread to other districts. Dr. Agnes Binagwaho, Executive Director of Rwanda's National AIDS Control Commission and her colleagues in the Ministry of Health are contemplating how the program could be improved and whether it should be expanded nationally.

Rangan, V. Kasturi, and Katharine Lee. "Root Capital." Harvard Business School Case 510-035.

Founded in 1999, Root Capital had loaned $150 million to nearly 250 small and growing businesses, mainly in Latin America. In 2009, as the organization launched a five-year, $55 million capital campaign, it had to determine a strategic path going forward in keeping with its goal of achieving financial sustainability by 2013.

Rangan, V. Kasturi, and Katharine Lee. "Gilead Sciences Inc.: Access Program." Harvard Business School Case 510-029.

Gilead Sciences, the U.S. leader in HIV/AIDS medicines, with global sales of $5.4 billion in 2009, had undertaken several innovative actions to make its anti-viral products available to over 100 low- and middle-income countries. Having reached nearly 680,000 patients by the middle of 2009, the company's senior managers contemplated how to reach 2 million patients by 2012.

Sahlman, William A. "Endeavor: Creating a Global Movement for High-Impact Entrepreneurship." Harvard Business School Case 810-049.

This case describes a critical inflection point in the growth of an international development "mentor capitalist" nonprofit, Endeavor. As Endeavor aims to scale its high-impact entrepreneurship model globally, founder Linda Rottenberg must determine what success looks like for the organization and which growth option will most effectively take Endeavor in that direction. The case begins with a panel of business leaders selecting a new class of Jordanian entrepreneurs to join the ranks of Endeavor's prestigious portfolio. Their decision forces them to wrestle with the following questions: "What is high impact entrepreneurship, and how will it contribute to the economic development of a country like Jordan?"

Steenburgh, Thomas, and Alison Berkley Wagonfeld. "Nanosolar, Inc." Harvard Business School Case 510-037.

Nanosolar is a start-up company in the clean tech sector. It expects to be one of the first manufacturers to produce thin-film solar panels using copper indium gallium (di)selenide (CIGS) technology. Although this technology is less efficient in producing electricity than polysilicone, it is much less costly too. As it is about to enter the market, Nanosolar is facing the decision on which market to enter. Should it attempt to go into the European market which has established feed-in tariffs? Or should it enter the nascent, but growing, U.S. market?

Steenburgh, Thomas, and Nnamdi Okike. "Verne Global: Building a Green Data Center in Iceland." Harvard Business School Case 509-063.

Verne Global, a pioneering startup created to build the first large-scale data center in Iceland, faces critical challenges regarding its green strategy. Verne Co-Founder Isaac Kato is tasked with evaluating how the company can most successfully market and sell the green components of its service offering. Using only renewable energy in its data center facility, Verne can drastically reduce customers' carbon emissions, enabling customers to meet emerging government regulations and to capture the financial benefit of public goodwill arising from green initiatives. But how valuable are Verne's green benefits, and are they sufficient to compel customers to pay a premium for Verne services? Further, how can Verne best integrate its green strategy into its marketing and sales message? Finally, will Verne's green benefits enable the company to overcome obstacles in the sales process, or will they alternatively overcomplicate an already complex sales message? Kato's decision allows discussion of the emerging role of green marketing and sales and helps to identify how a product or service which is good for the environment can also be good for the bottom line.

Sucher, Sandra J., Daniela Beyersdorfer, and Ane Damgaard Jensen. "Generation Investment Management." Harvard Business School Case 609-057.

Examines the investment process of Generation Investment Management, a "sustainable" investing firm established in 2004 by David Blood and U.S. Vice President AI Gore. Places students in the position of David Lowish, director of global industrials, who must decide whether to recommend an investment in ABB India. The decision pits economic development—supplying energy to impoverished rural areas in India, against environmental damage—caused by the use of coal-fired power plants.

Sucher, Sandra J., and Daniela Beyersdorfer. "Note on Socially Responsible Investing." Harvard Business School Note 609-060.

This note describes Socially Responsible Investing, providing a brief history, description of different socially responsible investing approaches, and overview of selected players and institutions involved in the socially responsible investing field. It has been written to provide background for the case study on Generation Investment Management.

Toffel, Michael W., and Katharine Lee. "Sustainability at Millipore." Harvard Business School Case 610-012.

This case describes Millipore Corporation's approach to becoming a more environmentally sustainable company. As he prepared for his quarterly meeting with the CEO, the Director of Sustainability needed to develop positions on several issues. Tactically, he needed to recommend whether the company should purchase carbon offsets to help meet its aggressive greenhouse gas reduction targets, and whether to continue publicly reporting its greenhouse gas emissions and strategies despite recent problems. On a more strategic level, he needed to recommend how to take the company's Sustainability Initiative to the next level and consider whether changes were needed to its organizational structure. Finally, he needed to develop a more systematic approach to prioritizing investments in various projects being proposed to improve environmental performance. The case provides a background of the sustainability movement and reviews major sustainability frameworks (including The Natural Step, Carbon Footprints, and the Sustainability Hierarchy) and prevailing sustainability performance metrics.

Toffel, Michael W., and Aldo Sesia Jr. "Genzyme Center (A)." Harvard Business School Case 610-008.

Genzyme Corporation is in the midst of planning its new corporate headquarters, which incorporates many innovative green building features. After learning that the building as planned would likely earn a LEED Silver rating, an intermediate score in the LEED green building rating scheme, the CEO charged the building team with exploring opportunities that would enable the building to earn the highest rating, LEED Platinum. Five additional green building features are described, and students are asked to analyze and recommend which, if any, of these features to pursue based on their cost, likelihood of earning LEED credits, and their influence on the building's environmental performance.

Tufano, Peter, and Andrea Ryan. "Blue Ocean or Stormy Waters? Buying Nix Check Cashing." Harvard Business School Case 210-012.

Kinecta Federal Credit Union has the opportunity to purchase Nix Check Cashing as part of their "blue ocean" strategy to reach the financially underserved and increase credit union membership and deposits. But they face financial as well as reputational risk. Check cashing, payday lending, and other alternative financial services are maligned in mainstream financial circles. This case asks students to evaluate both organizations, their respective industries, and the proposed $45 million deal and determine whether or not it makes sense for Kinecta to purchase Nix.

Vietor, Richard H. K., and Juliana Seminerio. "Note on the Global Wind Industry." Harvard Business School Note 709-005.

This note provides background information on the global wind industry and is meant to accompany HBS cases “The Suzlon Edge” (708-051); “Cape Wind: Offshore Wind Energy in the USA” (708-022); and “Supergrid” (707-016).

Watson, Noel, and Santiago Kraiselburd. "VidaGas: VillageReach—The Mozambican Foundation for Community Development Joint Venture." Harvard Business School Case 609-107.

This case describes the evolution of a liquid petroleum gas (LPG) distributor start-up, incubated by two not-for-profit NGOs, to help improve the vaccine cold chain in Northern Mozambique. These NGOs must face the decision whether and how to sell their participation in the start-up. VillageReach and the Mozambican Foundation for Community Development (FDC), both NGOs, got involved in the national immunization program, the Expanded Program on Immunization (EPI), in northern Mozambique. This program's goal was to ensure prompt and universal access to vaccines and other medical supplies. Early on, VillageReach had realized that the program's goals could not be satisfied unless cold storage (and transportation) of the vaccines was guaranteed. Because electricity was scarce and unreliable in the region, VillageReach searched for alternative solutions for supporting cold storage. VillageReach finally decided to use LPG-powered refrigerators, and, due to the lack of reliable sources of LPG in the region, FDC and VillageReach went on to fund VidaGas, an LPG distribution company. It soon became evident that an efficient distribution network of LPG could provide benefits to society above and beyond health: at the time, most businesses and households in the region cooked using biomass fuels. Such fuels are a significant health hazard and also contribute to deforestation in the region. Although VidaGas could be considered a success, it had yet to reach breakeven in its current operations. In addition, new investments would be required to expand operations to neighboring provinces beyond the province used for the pilot, Cabo Delgado. As the Ministry of Health (MoH), FDC, and VillageReach are planning to expand the improvements in the national immunization program to these provinces, the presence of a reliable source of LPG would be essential to their goals. At the same time, VillageReach and FDC's resources for further investment are limited.