

DR. GABRIEL BERGER

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EDUCATION

- 1992 **Ph.D. in Social Policy.** Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University.
Dissertation Title: *"Factors Explaining Volunteer Work for Organizations."*
- 1987 **Master in Management of Human Services.** Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University.
Graduate Management Consulting Project: *"Development of a System to Evaluate Client Satisfaction in Human Service Agencies"* for The Hyams Foundation, Boston, MA.
- 1983 **B.A. in Psychology.** School of Psychology, Universidad de Buenos Aires (UBA), Argentina.

UNIVERSITY TEACHING

- 1997-Present **Universidad de San Andrés (Buenos Aires, Argentina)**
School of Administration and Business (formerly, Administration Academic Department)
Associate Professor

Undergraduate and Graduate Teaching:

- Seminar on Businesses with Social and Environmental Impact (MBA, 2012-present)
- Seminar on Corporate Social Responsibility Strategies (MBA, 2004-present)
- Seminar on Business, Society and Sustainability (MA in Marketing, 2011-2015, 2017)
- Social Organizations' Strategic Management and Governance (Graduate Program on Nonprofits, 1997-present)
- Seminar on Business and Social Development (MBA, 2005-2011)
- Seminar on Companies' Role in Communities: Corporate Strategies for Social Responsibility (MBA, 2004-2007)
- Seminar The Role of Companies in the Community: Corporate Strategies for Social Responsibility (Graduate Program on Human Resources' Strategic Management, 2005 -2010)
- Seminar on Social Organizations: Research Avenues (MA in Organizational Studies, 2008, 2010, 2012)
- Teachers' Workshop on the Case Method and Active Teaching Methodologies (2006-2010)
- Social Programs' Design, Execution and Assessment (Graduate Program on Nonprofits, 1997-2002)
- Seminar on The Role of Business in the Community (Graduate Business Programs at UdeSA and UTDT, 2002)
- Educational System and Institution Planning (MA in Education, 2001)
- Social Policy Analysis (Graduate Program on Nonprofits, 1997)

- Social Ventures' and Organizations' Management (Undergraduate, 2007-2013)
- Corporate Social Responsibility Strategies (Undergraduate, 2005-2006)
- Nonprofit Management (Undergraduate, 1999)
- Seminar on Social Ventures with Impact (Undergraduate, 2001-2006)
- Seminar on Corporate Social Responsibility (Undergraduate, 2002-2003)

Teaching in Executive Education and Special Programs:

- Strategic Approach to Corporate Social Responsibility (Executive Training Program on Corporate Social Responsibility, UdeSA-AMCHAM, 2008-present)
- Overall CSR Management (Executive Training Program on Corporate Social Responsibility, UdeSA-AMCHAM, 2008-present)
- Corporate Social Responsibility and Inclusive Businesses (CEE-Senior Management Program, 2009-2015)
- Social Business Scale (UdeSA-SEKN, 2011)
- Corporate Social Responsibility (several CEE programs, including FEMSA, 2016; Executive Program on Business Management-InBev, 2009; 2nd Professional Update Cycle-ARCOR, 2005 and 2006; BBVA Group's Management Development Program, 2006; PDG, 2007)
- Socially Inclusive Businesses in Civil Society Organizations: Lessons Learned from Experiences in Ibero-America (SEKN-Fundación La Caixa Seminar, 2009)
- Effective Collaborations between Companies and Social Organizations (SEKN-Fundación La Caixa Seminar, 2007)
- Corporate Social Investment Strategies (AMCHAM's Training Series on Corporate Social Responsibility, 2006-2007)
- Management Challenges for Social Organizations (Grupo Aportes, 2005)
- Formulating Personal Philanthropy Strategies (Seminar on Philanthropy, 2001, 2002; Seminar on Social Responsibility, 2003)
- Social Venture Evaluation (Seminar on Philanthropy, 2001, 2002; Seminar on Social Responsibility, 2003)
- Nonprofit Analysis (Seminar on Philanthropy, 2001, 2002; Seminar on Social Responsibility, 2003)
- NGOs' Growth and Expansion Strategies in Crisis Settings (2002)
- High-Impact Social Investment Strategies (2002)

Other Teaching Assignments:

2014	II ISTR PhD Seminar, Universitat Munster (Germany), July 20-22, Moderator, Working Group 5.
2006-2011	ESADE Business School, Barcelona (Spain), Leadership and Social Innovation Program, Module: Collaboration among Businesses and Civil Society Organizations, Visiting Professor, February 6-9, 2011; February 9-11, 2009; February 12-14, 2008; May 14-16, 2006.
2008	Universidade de São Paulo (Brazil), CEATS/FIA, April 3-5, course: Collaboration among Businesses and Civil Society Organizations, Visiting Professor.
1995	ORT School of Management and International Relations (Montevideo, Uruguay)

Seminar on Social Planning in the Management Development Program on Nonprofit and Community Organizations; designed the Management Development Program on Nonprofit and Community Organizations.

- 1993 Universidad de Belgrano, Buenos Aires (Argentina)
School of Economics and International Business, Seminar on Strategic Planning for Educational Organizations.
- 1991-1992 Brandeis University, Boston (MA, U.S.)
Hornstein Program in Jewish Communal Service / Cohen Center for Modern Jewish Studies
Adjunct Assistant Professor
Planning and Policy Analysis (1992); Planning Issues for Community Development. (1991); Methods in Community Research (1991).

ACADEMIC MANAGEMENT ASSIGNMENTS

1997-Present **Universidad de San Andrés (UdeSA), Buenos Aires (Argentina)**

Administration and Business School, Director (September 2013-April 2017)

Academic Board member (September 2012-April 2017)

UdeSA's Management Committee (May 2013-December 2014)

MBA Program, Academic Committee member (2013-present)

Graduate Program in Nonprofit Organizations, Academic Director, (2010-May 2013); Director (1999-2009); Coordinator (1998); Academic Committee member (1997-present)

Center of Social Innovation, Director (2007-present)

Executive Training Program on Corporate Social Responsibility and Business Sustainability (PROCARSSE), Director (2008-present)

MA in Organizational Studies, Academic Committee member (2008-2012)

Teaching Case Development Program, Supervisor (2007-present), Coordinator (2005-2006)

Fundraising Training Program-PROREFO, Director (2005-2009)

Corporate Social Responsibility Training Series, UdeSA- AMCHAM (2004-2007)

Corporate Volunteer Work Training Program, Director, delivered to Fundación Telefónica (2002-2007)

Seminar on Philanthropy in Argentina, Director (2000-2002)

Seminar on Social Responsibility: Educational Program for Social Investors, Director (2007-2008, 2002-2003)

Training Program for Social Organizations, Director, with support from Buenos Aires City's Government (2005)

CSR Training Seminars, **Coordinator:**

- Effective Collaborations among Companies and Social Organizations (2007)
- Business Coalitions for Social Purposes (2005)
- CSR Accountability Tools (2006)
- Planning, Managing and Assessing Corporate Volunteer Work Programs (2004)
- A Strategic Approach to Corporate Community Ties (2002)
- High-Impact Social Investment Strategies (2002)
- Measuring and Assessing CSR Benefits and Impacts (2003)
- Planning and Managing Corporate Strategic Giving Programs (2003)

- 1994 **Universidad de Palermo, Buenos Aires (Argentina)**
Director of the Master's Degree Program in Management of Non-Profit Organizations
- 1994 **Universidad de Buenos Aires's School of Economic Sciences**
Seminar on Nonprofit Design, Organization and Management

RESEARCH ACTIVITIES

2015-2018	SEKN's Sustainable Enterprise and Business Project, deliverables: teaching cases and academic papers. Role: researcher. Funding: institucional.
2016-2018	FAB-MOVE "For a Better Tomorrow: Social Enterprise on the Move" (international exchange program for researchers on social enterprises) This project features 28 partners from 17 countries. Deliverables: exchange visits, academic events, online documents. Role: Argentine team leader. The program started in January 2015 and ends in December 2018. Funded by the EU and coordinated by Münster University (Germany).
2016-2017	Inclusive Distribution Networks, Scala Observatory, Universidad de los Andes (Colombia). Case study: "Fundación Paraguaya: Microfranquicias para Microemprendedoras de Bajos Ingresos." Project coordinated by Universidad de los Andes' School of Administration. Role: researcher. September 2016-July 2017. Funded by IDB-Scala Observatory.
2016-2017	Cross-Sector Collaboration Study, Digital Networks in Santa Fe. Deliverable: online document. Role: Principal investigator. July 2016- July 2017. Funded by Acindar Foundation.
2012, 2017	The Ford Foundation in the Southern Cone –Five Decades of Private Social Investment for Human Rights' Development, Protection and Expansion. Researcher in charge of Argentina's case. Project coordinated by Universidad del Pacífico's Research Center (Peru). Funded by Ford Foundation (2012-2013). Research workshop. Universidad del Pacifico (April, 29-30, 2017). Book chapter (2017). Principal investigator in Argentina, February 2017- May 2018. Report submitted to Ford Foundation (2012).
2016-2017	Global Philanthropy Report Project. Principal investigator in Argentina. Deliverable: online paper. The project started in June 2016 and ends in December 2017. International project coordinated by the Center for Public Leadership, Harvard Kennedy School; regionally coordinated by Universidad del Pacífico's Research Center (Peru), and funded by Ford Foundation and UdeSA's Social Innovation Center.
2016-2017	Case study: "Interrupción". Principal investigator. Deliverable: online paper. The project started in June 2016 and ended in May 2017. Funded by PAI 2016 and UdeSA's Social Innovation Center.
2015-2016	Case study: "FIS Empresa Social S.A." Principal investigator. Deliverable: online paper. September 2015- September 2016. Funded by Fundación Dinero Social and UdeSA's Social Innovation Center.
2015-2016	Case study: "EFYDCOM S.A. Un Negocio Social a Partir del Deporte" Principal investigator. Deliverable: online paper. March 2015- October 2016. Funded by UdeSA's Social Innovation Center.
2015-2016	Case study: "Programa Del Emprendimiento a la PYME, Integración de la RSE al Negocio en el Banco Galicia" Deliverable: online paper. August 2015-October 2016. Funded by Banco de Galicia.
2013-2014	Study on Best Private Social Investment Practices in High Economic Impact Industrial Companies. The project started in September 2013 and ended in June 2014. Company document. Funded by Pan American Energy.

2013-2015	Teaching case: “El Proceso de Institucionalización de la Sustentabilidad en el Grupo Arcor.” The project started in October 2013 and ended in June 2015. Funded by Arcor and UdeSA’s Social Innovation Center in equal shares.
2014-2015	Teaching case: “Las Casas de Ronald McDonalds y Arcos Dorados en Latinoamerica.” The project started in February 2014 and ended in July 2015. Funded by Arcos Dorados.
2010-2011	Social Ventures’ Scale and Impact in Ibero-America. SEKN. Project coordinator and researcher. Funded by BBVA Group (Spain).
2001-2008	Social Enterprise Knowledge Network (SEKN) –research network consisting of 10 leading business schools in Ibero-America and Harvard Business School (U.S.A). Universidad de San Andrés.
2005-2008	Companies’ and NGOs’ Social Inclusion Market Initiatives. Argentine team head, SEKN editorial committee member. Funded by Avina Foundation.
2003-2005	Effective Management of Social Enterprises by Business Companies and NOGs. Argentine team head. Funded by Avina Foundation
2001-2003	Business-NGO Partnerships. Argentine team head. Funded by Avina Foundation.
2009	“Philanthropication” through Privatization Project (Lester Salamon, Director). Funded by East West Management Institute. Associate researcher. April-August 2009. Paper on project identification.
2007-2008	Survey on Collaboration Schemes among Social Organizations, UdeSA. Funded by Buenos Aires City Government’s Ser Solidario Program. <i>Head</i> .
2007	RedEAmerica as a Regional Intervention Strategy, Argentine Node Study. Inter-American Foundation, Hauser Center for Nonprofit Organizations and RedEAmérica. Funded by RedEAmérica. <i>Researcher</i> .
2006-2007	Corporate Social Engagement in Latin America (IAF). Case on Argentina. Funded by IAF-Civil Society Associates. <i>Principal investigator</i> .
2005	Survey on Corporate Social Responsibility in Argentina (Universidad de San Andrés and TNS-Gallup). <i>Director</i> . Funded by Fundación IRSA, Shell-Capsa, and other companies.
2005	Assessment of Best Management Practices of Social Organizations. Funded by the Government of the City of Buenos Aires. <i>Director</i> .
2005	Study Cases on Corporate Foundations and Grass Roots Development. Funded by RedEAmerica. <i>Director</i> .
2004	Census of Beneficiaries of Social Assistance Network of the Jewish Community of Buenos Aires. Fundación Tzedaká (Argentina). <i>Advisor</i> .
2003-2004	Study of Opinions and Attitudes Toward Philanthropy among Wealthy Individuals. Implemented by CIPPEC with support from Fundación Antorchas. <i>Director</i> .
2001	Strengthening Civil Society and Social Development Program - Second Phase. CEDES – Di Tella – UdeSA. Funded by the W.K. Kellogg Foundation. <i>Director</i> .

- 2001 David Rockefeller Center for Latin American Studies-Hauser Center for Nonprofit Organizations, Harvard University. *Visiting Scholar*. February 2001.
- 1998 Study of Corporate Philanthropy, Universidad de San Andrés – Instituto Gallup de la Argentina. Funding provided by Fundación IRSA. *Director*.
- 1998 *Advisor* of the Second National Survey of Giving and Volunteering in Argentina. Foro del Sector Social (Federación Argentina de Asociaciones Civiles y Fundaciones) – Instituto Gallup de la Argentina. Funding provided by the PNUD
- 1997 *Advisor* of the Second National Survey of Giving and Volunteering in Argentina. Foro del Sector Social (Federación Argentina de Asociaciones Civiles y Fundaciones) – Instituto Gallup de la Argentina. Funding provided by the PNUD
- 1996 Survey of Students and Parents of Community Schools of Río de Janeiro, Brasil. Consejo Comunitario de Educación Judía de Río – Enfoques Pesquisas. *Advisor*.
- 1995 Demographic Study of the Jewish Community of Santiago de Chile. Santiago, Chile. Chilean Jewish Organizations’ Representative Committee. *Director*.
- 1995-1996 Institute for Community and Religion, Brandeis University, Waltham (MA, U.S.)
Senior Research Associate
Consulted on research design and planning, project development; reviewed publications; elaborated papers, study reports and field work. Major projects: i) Study on Ties among Family Foundations, Fiduciary Funds and Community Federations; ii) Socio-Demographic Study and Survey on Jewish Communities’ Social Needs in St. Louis (Missouri), Las Vegas (Nevada) and Cleveland (Ohio).
- 1992-1994 Cohen Center for Modern Jewish Studies. Brandeis University, Boston (MA, U.S.). *Visiting Scholar*.

REPORTS AND PUBLICATIONS

Books and Book Chapters:

Berger, Gabriel et al. 2016. Chapter 48: Relationships and Collaboration among Associations, in Horton Smith, D. et al (Editors). *The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations*. Palgrave Macmillan UK.

Marquez, Patricia; Reficco, Ezequiel; Berger, Gabriel (editors). 2010. *Socially Inclusive Businesses in Latin America*. Cambridge, MA: IDB and David Rockefeller Center for Latin American Studies, Harvard University Press.

Berger, Gabriel; Blugerman, Leopoldo. 2010. "Social Enterprises and Socially Inclusive Businesses" in *Socially Inclusive Businesses in Latin America*. Eds. Patricia Márquez, Ezequiel Reficco, and Gabriel Berger. Cambridge, MA: IDB and David Rockefeller Center for Latin American Studies, Harvard University Press.

Berger, Gabriel; Blugerman, Leopoldo. 2010. "Empresas Sociales y Negocios Inclusivos." In *Negocios para la Inclusión Social: Iniciativas de Mercado con los Pobres de Iberoamérica*. Patricia Márquez, Ezequiel Reficco, and Gabriel Berger (editors). Cambridge, MA: IDB and David Rockefeller Center for Latin American Studies, Harvard University.

Marquez, Patricia; Reficco, Ezequiel; Berger, Gabriel (editors). 2010. *Negocios para la inclusión social: iniciativas de mercado con los pobres de Iberoamérica*, Cambridge, MA: IDB and David Rockefeller Center for Latin American Studies, Harvard University.

Berger, Gabriel. 2009. "Boards in Civil Society Organizations", in Helmut Anheier & Stefan Toepler (Eds.) *International Encyclopedia of Civil Society*. Springer Publications, New York.

Berger, Gabriel. 2008. "Filantropía Individual en la Argentina", in Sanborn, Cynthia and Portocarrero, Felipe (editors). *Filantropía y Cambio Social en América Latina*. Lima, Peru: Universidad del Pacífico; David Rockefeller Center for Latin American Studies, Harvard University.

Austin, James, Gabriel Berger, Cristina Fedato, Rosa Maria Fischer, Francisco Leguizamon, Gerardo Lozano, Patricia Márquez, Andrea Prado, Ezequiel Reficco. 2007. In Rangan, V. Kasturi et al. (editors). *Building New Business Value Chains with Low Income Sectors in Latin America. Business Solutions for the Global Poor*, pp. 193-206.

SEKN. 2006. *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Ibero-America*. Cambridge, MA: Harvard University. Contributor.

SEKN. 2006. *Gestión Efectiva de Emprendimientos Sociales: Lecciones extraídas de empresas y organizaciones de la sociedad civil en Iberoamérica*. Washington, DC: IDB. Coauthor.

Berger, Gabriel and Mario Roitter. 2005. "El papel de los emprendedores sociales en la construcción de alianzas", in J. Austin et. al., *Alianzas Sociales en América Latina*. Washington, DC: IDB.

Austin, James, Ezequiel Reficco, Gabriel Berger, Rosa María Fischer, Roberto Gutierrez, Mladen Koljatic, Gerardo Lozano, Enrique Ogliastri and SEKN team. 2005. *Alianzas Sociales en América Latina*. Washington, DC: IDB.

Berger, Gabriel and Mario Roitter. 2004. "Social Entrepreneurs' Role in Building Alliances", in J. Austin et. al., *Social Partnering in Latin America*. Cambridge, MA: Harvard University Press.

Austin, James, Ezequiel Reficco, Gabriel Berger, Rosa María Fischer, Roberto Gutierrez, Mladen Koljatic, Gerardo Lozano, Enrique Ogliastri and SEKN team. 2004. *Social Partnering in Latin America*. Cambridge, MA: Harvard University Press.

Berger, Gabriel and Mario Roitter. 2003. "El Rol de los Emprendedores Sociales en la Construcción de Alianzas," Paper, Karel Steuer Entrepreneurship Department, Universidad de San Andrés.

Berger, Gabriel and María Poli. 2000. *Manual para el Fortalecimiento de Consejos Directivos de Organizaciones sin Fines de Lucro*. Buenos Aires: Foro del Sector Social.

Segunda Jornada Argentina del Sector Social: Con Cabeza y Corazón (comp.). 1998. "Las Alianzas entre Organizaciones". Buenos Aires: Fundación Compromiso.

Sternberg, Lawrence and Gabriel Berger. 1991. "Jewish Child Care: an Opportunity in the Jewish Community," in Lawrence Sternberg, Gary Tobin and Sylvia Barack Fishman. *Changing Jewish Life: Service Delivery and Planning in the 1990s*. Westport, CT: Greenwood Press

Articles in Peer-Reviewed Journals:

Berger, Gabriel; Gowland Carolina. 2009. "La Fundación arteBA: el desafío de apoyar artistas plásticos promoviendo el mercado del arte". *Academia, Revista Latinoamericana de Administración*, Vol. 43, 1-19.

Marquez, Patricia, Ezequiel Reficco, Gabriel Berger. 2009. "Negocios Inclusivos en América Latina". *Harvard Business Review América Latina*. May: 28-39.

Mirabella, Roseanne, Berger, Gabriel, Gemelli, Guiliana, Malcolm, Margy-Jean. "Nonprofit and Philanthropic Studies: International Overview of the field in Africa, Canada, Latin America, Asia, Pacific, and Europe," *Nonprofit and Voluntary Sector Quarterly*, Special Issue.

Berger, Gabriel and Leopoldo Blugerman. 2006. Recover Them from Oblivion. Recover the Community's Ability to Produce. *ReVista - Harvard Review of Latin America*. Vol. VI, Number 1: 26-28.

Berger, Gabriel. 2006. NGOs and Socially Inclusive Businesses: Within the Market, for the Mission. *ReVista - Harvard Review of Latin America*. Vol. VI, Number 1:47-49.

Berger, Gabriel, Mario Roitter and Cecilia Rena. 2003. "El diario La Nación y la Red Solidaria: estudio de caso". *Academia, Revista Latinoamericana de Administración*. Vol. 31:117-148.

Gary Tobin and Gabriel Berger. 1992. "Understanding Jewish Communal Involvement: Theoretical Issues and Policy Implications." *Studies in Contemporary Jewry*. Vol. 8.

Berger, Gabriel. 1991. "Increasing Volunteering Within the Jewish Community," *Journal of Jewish Communal Service*. Vol. 68, Number 1.

Berger, Gabriel and Gary Tobin. 1989. "Involvement in Jewish Organizations: Shifting the Debate Among Policymakers." *Journal of Jewish Communal Service*. Vol. 66, N. 1:44-55.

Articles in Other Journals:

Berger, Gabriel y Carolina Agrest. 2017. Patrones de compromiso social empresario en empresas industriales con alto impacto local. *Cuadernos de RSO*. Vol. 5 - n1. Pp. 59-102. Universidad Católica del Uruguay, Facultad de Ciencias Empresariales.

Berger, Gabriel and Leopoldo Blugerman. 2006. "Recover Them from Oblivion. Recover the Community's Ability to Produce," *ReVista - Harvard Review of Latin America*. Vol. VI, Number 1: 26-28.

Berger, Gabriel. 2006. "NGOs and Socially Inclusive Businesses: Within the Market, for the Mission." *ReVista - Harvard Review of Latin America*. Vol. VI, Number 1:47-49.

Published Peer-Reviewed Cases:

Berger, Gabriel; Agrest, Carolina. 2016. "Creating Business Value: Arcor Group and Sustainability." Teaching case and teaching note. CLADEA-BALAS Case Collection. Harvard Business Publishing.

Berger, Gabriel; Agrest, Carolina. 2016. "Creando valor al negocio: Grupo Arcor y la sustentabilidad", Teaching case and teaching note. CLADEA-BALAS Case Collection. Harvard Business Publishing.

Berger, Gabriel; Zemborain, Noel. 2015. "Estrategia regional de Arcos Dorados y RMHC: filantropía, eficiencia y valor de marca". Teaching case and teaching note. Universidad de San Andrés' Case Collection.

Berger, Gabriel; Darmohraj, Adrián. 2015. "Gas Natural BAN-Gas Natural BAN y su estrategia hacia los sectores de bajos ingresos". An Update. SEKN Collection. Harvard Business Publishing.

Berger, Gabriel; Darmohraj, Adrián. 2015. "Gas Natural BAN's Strategy for Low-Income Sectors – An Update." SEKN Collection. Harvard Business Publishing.

Berger, Gabriel; Darmohraj, Adrián. 2012. "Asociación Civil Andar. El desafío de equilibrar una cartera de negocios sociales". Teaching case and teaching note. Universidad de San Andrés' Case Collection.

Berger, Gabriel; Gowland Carolina. 2012 "arteBA Foundation and the challenge of supporting artists by promoting the markets of arts," Emerald Emerging Markets Case Studies. Case and teaching note.

Berger, Gabriel; Blugerman, Leopoldo. 2010. "¿Inclusivo y Sostenible?: Desafíos del Programa Sume Materiales". Teaching case and teaching note. Universidad de San Andrés' Case Collection..

Berger, Gabriel; Gowland Carolina. 2009. "La Fundación arteBA: el desafío de apoyar artistas plásticos promoviendo el mercado del arte". Teaching case and teaching note. Universidad de San Andrés' Case Collection..

Berger, Gabriel; Darmohraj, Adrián. 2009. "Gas Natural Ban y su estrategia de negocios a sectores de bajos ingresos". Teaching case and teaching note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel; Darmohraj, Adrián. 2009. "Gas Natural Ban Strategy's for Low Income Sectors". Teaching case and Teaching note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel; Gowland Carolina. 2009. "El Escudo Rojo Como Iniciativa del Ejército de Salvación y sus Alternativas de Crecimiento Económico". Teaching case and teaching note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel; Gowland Carolina. 2009. "Escudo Rojo: A Salvation Army Initiative and Its Economic Growth Options" Teaching case and teaching note. SEKN Collection. Boston: Harvard Business School Publishing.

Frydman, Fernando; Berger, Gabriel. 2008. "Servicio de Empleo AMIA". Teaching note. Universidad de San Andrés' Case Collection.

Berger, Gabriel; Chudnovsky, Daniel, and Mario Roitter. 2007. "La Internacionalización del Grupo ARCOR y la Fundación ARCOR en Brasil". Teaching note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel, Carolina Agrest, Ezequiel Reficco. 2007. "El Diario La Nación: De un Enfoque Tradicional a uno Estratégico de la Filantropía y la Responsabilidad Social Empresaria." Program for Integrated and Inclusive Development, AECI-UNDP Fiduciary Fund.

Berger, Gabriel, Carolina Agrest. 2007. "La Fundación Arcor: Promoviendo Articulaciones Institucionales para el Desarrollo Social a Nivel Local." Program for Integrated and Inclusive Development, AECI-UNDP Fiduciary Fund.

Berger, Gabriel, Leopoldo Blugerman, Ezequiel Reficco. 2007. "Gas Natural BAN y la extensión de redes de gas en barrios de sectores de bajos ingresos." Program for Integrated and Inclusive Development, AECI-UNDP Fiduciary Fund.

Berger, Gabriel, Carolina Agrest, and Ezequiel Reficco. 2007. "Autopistas del Sol y los Grupos Comunitarios de Estudio: una experiencia de innovación social de carácter intersectorial." Program for Integrated and Inclusive Development, AECI-UNDP Fiduciary Fund.

Berger, Gabriel and Carolina Gowland. 2006. "La Fundación Arcor: Promoviendo Articulaciones Institucionales para el Desarrollo Social a Nivel Local". Teaching case and note. RedEAmérica Collection.

Berger, Gabriel. 2003. "La Nación Newspaper and the Solidarity Network". Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing HBSP.

Berger, Gabriel. 2003. "El Diario La Nación y la Red Solidaria". Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel. 2003. "AEMA: Learning Environmental Entrepreneurship." Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing.

Berger, Gabriel. 2003. "AEMA: Aprender a emprender en el medio ambiente". Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing.

Papers - Reports:

Berger, Gabriel y Leopoldo Blugerman. 2017. "Caso Fundación Paraguaya: Desarrollo de Microfranquicias para Microemprendedoras de Bajos Ingresos", Bogotá: Observatorio Scala-Facultad de Administración, Universidad de las Andes. [Disponible en: https://observatorioscala.uniandes.edu.co/images/STAR-Fundacin-Paraguay.pdf](https://observatorioscala.uniandes.edu.co/images/STAR-Fundacin-Paraguay.pdf)

- Berger, Gabriel y Mariana Lomé. 2017. “Interrupción y el Desarrollo de su Modelo de Negocios Sustentable”. Colección de documentos del Centro de Innovación Social CIS-21. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel y Leopoldo Blugerman. 2017. “La Fundación Ford en la Argentina. Cinco Décadas de Inversión Social Privada al Servicio del Desarrollo y de la Protección y Ampliación de los Derechos Humanos”. Estudio de Caso. Colección de documentos del Centro de Innovación Social CIS-20. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel, Mario Roitter y Magdalena Frigerio. 2017. “El Proceso de Colaboración entre la Fundación Acindar y Actores Público y Privados en el Marco del Programa Tramas Digitales”. Estudio de Caso. Colección de documentos del Centro de Innovación Social CIS-19. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel y Leopoldo Blugerman. 2016. “Del Emprendimiento a la PYME: Una Iniciativa de Responsabilidad Social Estratégica del Banco Galicia”. Estudio de caso. Colección de documentos del Centro de Innovación Social CIS-18. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel y Carolina Agrest. 2016. “Escuela de Fútbol y Deportes Claudio Oscar Marangoni (EFYDCOM)”. Estudio de caso. Colección de documentos del Centro de Innovación Social CIS-17. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel y Adrián Darmohraj. 2016. “FIS Empresa Social: Emprendedorismo e inversión social”. Estudio de caso. Colección de documentos del Centro de Innovación Social CIS-16. Buenos Aires: Universidad de San Andrés. Disponible en www.udesa.edu.ar/cis/publicaciones
- Berger, Gabriel and Lafuente, Constanza. 2012. “El Servicio de Empleo AMIA: Caso Analítico”. Buenos Aires, Social Innovation Center, Universidad de San Andrés.
- Roitstein, Florencia; Berger, Gabriel. 2011. “El rol de Dow Argentina en la promoción de acuerdos multisectoriales para el desarrollo sustentable: el caso de la GIRSU de Bahía Blanca”. Buenos Aires, Social Innovation Center, Universidad de San Andrés.
- Berger, Gabriel, Mercedes Jones and Marcela Browne. 2008. “Relevamiento de Modelos de Colaboración entre Organizaciones Sociales”. Buenos Aires, Social Innovation Center, Universidad de San Andrés.
- Berger, Gabriel, Mercedes Jones and Marcela Browne. 2005. “Relevamiento de Buenas Prácticas de Gobierno de Organizaciones Sociales”. Buenos Aires, Universidad de San Andrés.
- Berger, Gabriel, Mercedes Jones and Marcela Browne. 2005. “Relevamiento de Buenas Prácticas de Gestión de Recursos Humanos Voluntarios de Organizaciones Sociales”. Buenos Aires, Universidad de San Andrés.
- Berger, Gabriel; Reficco, Ezequiel and Hermelo, Ricardo. 2005. “Encuesta de Responsabilidad Social Empresaria – Año 2005”. Buenos Aires, Universidad de San Andrés and TNS-Gallup.
- Berger, Gabriel, Nicolás Ducoté, and Lorena Reiss. 2004. “Filantropía Individual en la Argentina: Estudio de Opiniones, Actitudes y Comportamiento Filantrópico de Personas de Alto Patrimonio”. Buenos Aires, Argentina: Implementation Center for Equity and Growth Public Policies (CIPPEC).

Berger, Gabriel. 1999. "Alternativas de Mejoramiento para el Marco Fiscal para las Organizaciones sin Fines de Lucro en la Argentina". Paper presented at the Social Sector Forum (September 1999).

Tobin, Gary, Joel Stricker and Gabriel Berger. 1997. Family Foundations, Endowment Funds and Community Federations. San Francisco, CA: Brandeis University Institute for Community and Religion.

Universidad de San Andrés and Gallup Institute. 1998. "Estudio de Filantropía Empresaria". Buenos Aires.

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Tobin, Gary, Joel Stricker and Gabriel Berger. 1995. St. Louis Jewish Federation Community Study. San Francisco, CA: Brandeis University Institute for Community and Religion.

Berger, Gabriel. 1995. "Estudio Socio-Demográfico de la Comunidad Judía de la Región Metropolitana de Santiago de Chile". Santiago, Chile: CREJ.

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Tobin, Gary and Gabriel Berger. 1993. "A Population and Market Study of St. Paul." St. Paul, MN: UJF&C.

Tobin, Gary and Gabriel Berger. 1993. "Synagogue Membership in the Nineties." Research Report No. 8, Waltham, MA: Cohen Center, Brandeis University.

Berger, Gabriel. 1992. "Current Patterns of Philanthropy Among American Jews." Research Report No. 7. Waltham, MA: Cohen Center, Brandeis University.

Berger, Gabriel. 1992. "Membership Studies in Reform Congregations." Research Report N. 6. Waltham, MA: Cohen Center, Brandeis University.

Berger, Gabriel. 1991. "Volunteering Among American Jews." Research Report Number 5. Waltham, MA: Cohen Center, Brandeis University.

Tobin, Gary and Gabriel Berger. 1991. "A Demographic and Attitudinal Study of Louisville." Louisville, KY: Jewish Federation of Louisville.

ACADEMIC CONFERENCES AND PRESENTATIONS

- Annual Meeting Social Enterprise Knowledge Network (SEKN). Buenos Aires, Universidad de San Andrés. May 24-26, 2017.
- LASA 2017. Universidad Católica de Peru. Panel Foreign Donors and Social Change in Latin America: the case of the Ford Foundation: “La Fundación Ford en la Argentina: cinco décadas de inversión social privada al servicio de desarrollo y de la producción y ampliación de los derechos humanos”. 1 de Mayo, 2017. Presenter
- III Seminar ¿Hacia dónde va la RSE en Uruguay?, *Nuevos paradigmas sobre los fines de la empresa y su relación con la sociedad*, Universidad Católica del Uruguay. 4 de septiembre, 2015. Panel "El rol de la empresa en la construcción de una economía al servicio del Hombre", “Desafíos para la consolidación y crecimiento de los negocios sociales”. Presenter.
- X Regional Conference of the International Society for Third Sector Research (ISTR): Desigualdad, inclusión e innovación social. Organized by Universidad de Puerto Rico, Universidad del Sagrado Corazón, y Pontificia Universidad Católica de Puerto Rico. 5 al 7 de agosto de 2015.
 - Plenary session “Third Sector Research around the World”, Organizer and presenter.
 - Parallel session “Patrones de inversión social privada en siete empresas industriales de alto impacto económico local de Argentina”. Presenter.
 - Parallel session: “Las empresas sociales y su contribución a la inclusión social”. Moderator.
- Seminar on Social Enterprises and Inclusive Businesses. Universidad de la República. Facultad de Ciencias Económicas (Montevideo, Uruguay). 24 de Noviembre, 2014. Organizado por Socialab y Facultad de Ciencias Económicas. Presenter.
- 49 Asamblea Anual de CLADEA (Consejo Latinoamericano de Escuelas de Administración) realizada en ESADE Business School (Barcelona), 3 al 5 de Septiembre, 2014. Panelista, sesión concurrente sobre "La Experiencia de Escuelas de Iberoamérica en la Producción de Casos sobre Alianzas, Emprendimientos Sociales y Negocios Inclusivos", 4 de Septiembre.
- XI International Conference de ISTR (Internacional Society for Third Sector Research). Sesión Social Enterprise in Different Contexts, Moderador y comentarista. 25 de julio, 2014. Muenster, Alemania.
- II ISTR PhD Seminar, 20-22 de julio, 2014. Universidad de Muenster, Alemania. Semiplenaria, Expositor. The tension between fundamental and applied research in nonprofit studies.
- Social Enterprise Knowledge Network (SEKN). Reunión anual de revisión de casos. EGADE Business School, Monterrey, MX. 16-17 Diciembre, 2013. Presentación del caso: Gas Natural y su estrategia hacia los sectores de bajos ingresos (documento de actualización)
- IX Conferencia Regional de ISTR (International Society for Third Sector Research), Santiago de Chile, 28-30 de agosto
 - Panel: Third Sector Research around the World: Present and Future Challenges: The Development of Third Sector Studies in Argentina. Expositor. 29 de agosto, 2013
 - Panel: Desarrollo de negocios responsables e inclusivos, Moderador, 30 de agosto, 2013

- Panel: Participación, exclusión y derechos. Moderador, 30 de agosto, 2013
- Universidad Torcuato Di Tella. Seminario sobre Finanzas de Impacto organizado por el ENI Di Tella, Impacto+, y la aceleradora Njambre. Panel sobre Experiencias Internacionales en las Finanzas con Impacto. Moderador. 16 de Mayo de 2013.
- Universidad Católica del Uruguay, Facultad de Ciencias Empresariales. Presentación del libro Experiencias de negocios inclusivos en Uruguay (Licandro, Oscar, y Pardo, Lucía). Expositor. 24 de abril de 2013.
- Workshop SEKN: Diez Años de Emprendimientos por la Inclusión Social en Iberoamérica. Universidad del Pacífico (Lima, Perú). Expositor. Panel: Negocios Inclusivos. 30 de Marzo, 2012.
- Programa de Altos Estudios en Ciencias Gerenciales Avanzadas “Amartya Sen”. Facultad de Ciencias Económicas, Universidad de Buenos Aires. Módulo: Responsabilidad Social Empresaria. Expositor. 14 de Marzo, 2012.
- Universidad ORT. Conferencia: “Negocios Inclusivos en Iberoamérica: Aprendizajes y Conclusiones de la Investigación de la red SEKN”, organizada por el Centro de Innovación y Emprendedorismo. 22 de Agosto, 2011.
- VIII Conferencia Regional de la International Society of Third Sector Research. Comité Académico, Panel “Legitimidad y rendición de cuentas de las organizaciones de la sociedad civil”. Moderador. 13 de Julio, 2011, UCA, Buenos Aires.
- Seminario Negocios Inclusivos: experiencias en el nivel local. Panel: “Negocios inclusivos como enfoque para reducir la pobreza y su relevancia en el desarrollo económico local”. Expositor. Organizado por el Centro de Políticas Públicas de la Pontificia Universidad Católica de Chile. 22 de junio, 2011. Santiago de Chile.
- I Seminario Iberoamericano sobre **Modelos de Docencia e Investigación en RSE** (Fondo España-PNUD, REDUNIRSE y Santander Universidades, AECID y la Dirección Regional para América Latina y el Caribe del PNUD). Panel "Principales tendencias en docencia e investigación en RSE. Los casos de Europa y América Latina". Conferencista. 2 de junio de 2011.
- VII Conferencia Iberoamericana sobre RSE-CSRAMéricas 2011. Organizada por el Fondo Multilateral de Inversiones-BID. Panelista. 25 de Mayo, 2011. Asunción, Paraguay.
- Presentación del libro “Negocios Inclusivos: Iniciativas de Mercado con los Pobres de Iberoamérica”. Expositor. 22 de marzo, 2011. Aula Magna del ITBA.
- Seminario Responsabilidad Social Corporativa: ¿Nueva Competencia Laboral? organizado por el Grupo de Trabajo de RSC de la Cámara Argentina-Alemana en conjunto con la Facultad de Ciencias Económicas de la UBA. “Responsabilidad social como parte de la formación académica de los estudiantes y su impacto en el mundo laboral”. Expositor. 20 de Octubre, 2010.
- Universidad de San Andrés, Seminario del Departamento Académico de Administración, “Negocios Sociales Inclusivos en Iberoamérica”. Expositor, 2 de Julio, 2010.
- International Society for Third Sector Research (ISTR)/Rochefeller Archive Center. Workshop “Getting to the Sources of Philanthropy in the Americas”. Participante. 18-20 de Abril, 2010, New York, USA.
- ESADE Business School. Instituto de Innovación Social. Jornada “Mercado, pobreza y negocios inclusivos en Iberoamérica”. Presentación “Negocios inclusivos en Iberoamérica, trabajando con los pobres para superar la pobreza”. Expositor. 2 de febrero de 2010. Barcelona, España.
- Iberoamerican Academy of Management. 2009 Conference. Panel Strategy and the Environment. “Empresas Sociales y Negocios Socialmente Inclusivos” Trabajo aceptado en co-autoría con Leopoldo Blugerman. 11 de Diciembre, 2009. Buenos Aires.
- Academy of Management Annual Meeting 2009, Corporate Sustainability and SE Case Writing Laboratory: What Makes an Excellent Case? Panelista. Chicago, 9 de Agosto, 2009.

- University Network for Social Entrepreneurship 2009 Annual Meeting. “Making it Relevant: Social Entrepreneurship Teaching, Learning & Research. Panelista. 24 Marzo, 2009. Oxford University Said Business School.
- Harvard Business School. SEKN Research Colloquium 2008: “Challenges and Opportunities of Inclusive Businesses”. Presentaciones: “Cooperatives and Civil Society Organizaciones” y “Social Value in Inclusive Businesses”. Boston, USA. 4 de Agosto, 2008.
- Reunión Científica sobre “Capital Social y Salud”, organizada por el Instituto de Investigaciones Epidemiológicas de la Academia Nacional de Medicina, Buenos Aires. Presentación: Reflexiones sobre el Rol de las Organizaciones Sociales en el Desarrollo de Capital Social y Promoción de la Salud. Expositor, 21 de Noviembre de 2007.
- Instituto Universitario ISALUD- Fundación Tzedaká. Panel El Problema del acceso a los medicamentos en Argentina: Una experiencia desde el Tercer Sector. Panelista. 4 de Septiembre de 2007.
- 2007 Social Entrepreneurship Research Colloquium. Skoll Center for Social Entrepreneurship (Said Business School) Oxford University. Los Emprendedores Sociales en Iberoamérica: Resultados de las Investigaciones de SEKN, Expositor, 20 de Julio.
- Congreso Interdisciplinario de Negociación, Globalización y Ética, organizado por la Facultad de Agronomía de la Universidad de Buenos Aires. Presentación: Encuesta Argentina de RSE. Expositor. 10 de Noviembre de 2006.
- Congreso Internacional de RSE, Universidad y Desarrollo, 4-6 de Septiembre de 2006. Buenos Aires, Facultad de Ciencias Económicas, UBA. Sesión Plenaria: La Investigación en RSE. Expositor
- 2006 Conference on Nonprofit and Philanthropic Studies. March 16-19, Tempe, Arizona. Nonprofit and Philanthropic Studies: International Overview of the field in Latin America, Africa, Europe and Asia. Panelista.
- Coloquio de Investigación de la Red SEKN: Seeking Success in Social Enterprise: Smart Practices by Social and Business Organizations in Iberoamérica. 31 de Julio-1 de Agosto, 2005. Harvard Business School, Boston, USA. La Discusión de Casos de Enseñanza. Expositor.
- The Hauser Center for Nonprofit Organizations & David Rockefeller Center for Latin American Studies, Harvard University. Workshop on Philanthropy and Social Change in Latin America: Strategies and Lessons. Cambridge, USA. 22-24 de mayo de 2002. Expositor.
- The Hauser Center for Nonprofit Organizations & David Rockefeller Center for Latin American Studies, Harvard University. Conferencia The Nonprofit Sector in Argentina: Challenges and Opportunities. Lecture Series on Philanthropy in Latin America. 13 de febrero de 2001.
- David Rockefeller Center for Latin American Studies y el Hauser Center for Nonprofit Organizations, Harvard University. Alternativas de Mejoramiento para el Marco Fiscal para las Organizaciones sin Fines de Lucro en la Argentina. Documento de Trabajo presentado en el Seminario Regulatory Reform, Philanthropy and Social Change in Latin America. Marzo 2000.

Doctoral Thesis:

Berger, Gabriel “Factors Explaining Voluntary Activity for Organizations in General and for Social Welfare Organizations in Particular” Unpublished dissertation. Waltham, MA: Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University, 1991.

Articles in the Press and Dissemination Magazines:

Berger, Gabriel. “Las Empresas son Claves en la Inclusión Social”. *La Nación* newspaper, Economic Section, October 2, 2016

Berger, Gabriel. “Usar la Fuerza del Mercado para Contruibuir al Bien Común”. *La Nación* newspaper, Economic Section, March 13, 2016

Berger, Gabriel. November 2005. “Responsabilidad Social Empresaria”. *CEO*, published by PriceWaterhouseCoopers.

Berger, Gabriel. August 2005, “El Rol del empresario en la sociedad”. *EMPRESA*, published by The Christian Association of Business Leaders.

Berger, Gabriel. July 26, 2003. “La Universidad y el compromiso social”. *La Nación* newspaper, Solidarity Supplement: Business and Community, p. 4.

CommentsExpress. AMCHAM’s Magazine, February 2003. “Formando profesionales de la solidaridad” (interview by Leticia Chirinos).

Berger, Gabriel. November 30, 2002. “Un Modelo Emergente”. *La Nación* newspaper, GQH Supplement (with Endeavor Foundation), p. 2.

Berger, Gabriel. “Invertir en Recursos Humanos”. *La Nación* newspaper, Volunteering Supplement, January 21, 2001.

Berger, Gabriel. August 28, 2000. “Con Efecto Multiplicador”. *La Nación* newspaper, General Information Section, p. 15.

Teaching Case Development Supervision:

- Frydman, Fernando. “Servicio de Empleo AMIA”. Universidad de San Andrés’ Collection, 2008.
- Chudnovsky, Daniel and Mario Roitter. “La Internacionalización del Grupo ARCOR y la Fundación ARCOR en Brasil”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2007.
- Chudnovsky, Daniel and Mario Roitter. “ARCOR Group's Internationalization and the ARCOR Foundation in Brasil”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2007.
- Roitter, Mario and Carolina Agrest. “Los Desafíos del Desarrollo Local: La Acción Comunitaria de la Fundación Minetti en Las Heras-Mendoza”. Teaching case and note. RedEAmérica Collection, 2006.
- Wirth, Cristina and Luis E. Sánchez Brot. “Crear Vale la Pena: El Presupuesto como Herramienta de Gestión”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2006.
- Wirth, Cristina and Luis E. Sánchez Brot. “Crear Vale la Pena: Using Budgets as Management Tools”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2006.
- Kievsky, Ariel. “Acindar y el Desarrollo del Programa de Voluntariado Corporativo”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2005.

- Kievsky, Ariel. “Acindar and its Corporate Volunteer Program”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2005.
- Postigo, Sergio. “Fundación Pro Vivienda Social: las Redes del Emprendedor como Fuente de Recursos”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2006.
- Postigo, Sergio. “Fundación Pro Vivienda Social: The Entrepreneur's Network as a Source of Resources”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2006.
- Tamborini, Fernanda and Roberto Dvoskin. “Ona Saez: El Desafío de Combinar Moda y Compromiso Social”. 2004.
- Regatky, Ariel. “Instituto C&A: Programa de Voluntariado Corporativo”. 2004.
- Roitter, Mario. “Construyendo Aliados y Alianzas: Autopistas del Sol y Fundación SES”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2003.
- Roitter, Mario. “Developing Allies and Alliances: Autopistas del Sol y Fundación SES”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2003.
- Frydman, Fernando. “Alianzas que Crean Alianzas: McKinsey-Ashoka y la Fundación Compromiso”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2003.
- Frydman, Fernando. “Alliances that Build Alliances: McKinsey-Ashoka and the Fundación Compromiso”. Teaching case and note. SEKN Collection. Boston: Harvard Business School Publishing, 2003.
- Frydman, Fernando. “El Museo de los Niños y Swiss Medical Group”. 2003.
- Dvoskin, Roberto. “Disco y Revista Entrecasa: Construyendo Marca en Tiempos de Crisis”. 2003.
- Reiss, Lorena. Victoria Shocron, “Presidente de la Fundación Discar: Desafíos de Construcción de una Organización Sustentable”. 2003.
- Jacobsohn, Gabriel. “RESPONDE: Recuperación Social de Poblados Nacionales que Desaparecen”. 2003.
- Reiss, Lorena. “Mercedes Schilling y la Fundación Banco de Alimentos: El Desafío de Aplicar un Modelo Existente”. 2003.

Master's Program Thesis Supervision and Jury:

- Alonso, Diego. “Prácticas de sustentabilidad empresarial y sociedad. El caso de una multinacional farmacéutica”. MBA Final Assignment. Juror. “Transformación de una editorial en una green company”. MBA Dissertation. Juror. “Puede la comunicación en sustentabilidad pivotar la transformación de la gestión corporativa. El caso del Grupo Dass”. MBA Final Assignment. Juror.

- Accastello, Pablo. “Las Organizaciones de la Sociedad Civil argentinas como receptoras de cooperación internacional al desarrollo en el período 2001-2005. Entre la condicionalidad y la autonomía durante los años de la crisis”. Dissertation for the MA in International Relations and Negotiations (FLACSO Argentina – UdeSA). 2015. Juror.
- Sanchez, Gisela. “Conectividad en barrios de bajos ingresos”. MBA Dissertation. 2015. Tutor.
- Peluffo, Marcos. “Definición de la estrategia de RSE en el Grupo Garbarino”. MBA Dissertation. 2015. Tutor.
- La Cava, Hernán. “Gum Point: Un Negocio Sustentable”. MBA Dissertation. 2015. Juror.
- Crespo, Facundo. “Sustentabilidad Corporativa en Directv Arg: situación actual y oportunidades de mejora”. MBA Dissertation. 2015. Juror.
- Heredia Pizarro, Lorena Victoria. “La iniciativa privada como apoyo a la política anticorrupción en Colombia - Caso de Estudio: Colombo TV”. MBA Dissertation, UdeSA. July, 2014. Tutor.
- San Gil, Ernesto Mario. “Stewardship en firmas de servicios profesionales”. Dissertation for MA in Organizational Studies. Juror. 2012.
- D’Agostino, Julia. “La gestión organizacional de conocimiento en los equipos de investigación de institutos de políticas públicas”. Dissertation for MA in Organizational Studies, UdeSA, July 2012.
- Tallac, Ana Laura. “RSE y desarrollo económico local: una propuesta para IBM Argentina”. MBA Dissertation, UdeSA, July 2012.
- Jury, Carlos Guillermo. “Proyecto Base TI”. MBA Dissertation, UdeSA, July 2011.
- Jasper, Mariana. “Alternativas de Negocios Inclusivos para Natura en Argentina”. MBA Dissertation, UdeSA, July 2011.
- Nikki Rossi, Diego. “BASF-Innovación y Sustentabilidad en la Construcción”. MBA Dissertation, July 2011.
- Goldfart, Verónica. “Turismo sustentable: Análisis de la estrategia de Responsabilidad Social Corporativa de la empresa LAN para promover el turismo sustentable”. MBA Dissertation, July 2011.
- Pesce, Duilio. “Programas de Responsabilidad Social Empresaria en la Cadena de Valor: Análisis del caso ProPymes de Techint”. MBA Dissertation, July 2011.
- Mass Feijóo, María. “Negocios inclusivos y telefonía móvil: una revisión de la literatura”. Dissertation for MA in Organizational Studies, UdeSA, July 2010.
- Cabrejas, Lucina. “RSE y estrategia en Burger King”. MBA Dissertation, UdeSA, June 2010.
- Hapes, Maximiliano J. “La Eficacia de la Inversión Social Corporativa: el caso de IBM Corporation”. MBA Dissertation, UdeSA, June 2010.

- Puiggrós, M. Agustina. “Alineación entre las acciones sociales y la estrategia: Análisis del caso Banco Hipotecario”. MBA Dissertation, UdeSA, June 2009.
- Bianculli, Pablo M. “Sistematización del Proyecto Maternidades Centradas en la Familia de la Fundación Neonatológica”. MBA Dissertation, UdeSA, June 2009.
- Hoffman, X. “Incorporación laboral de personas discapacitadas como iniciativa de responsabilidad social empresarial”. MBA Dissertation, UdeSA, May 2008.
- Mendez, A. “Desarrollo y promoción del turismo como una estrategia de Responsabilidad Social Empresarial”. MBA Dissertation, UdeSA, May 2008.
- Ambroggio, Santiago “Diseño de un modelo operativo para empresas de consumo masivo en Argentina para servir la base de la pirámide”. MBA Dissertation, UdeSA, 2007.
- Basara, Pedro “Actuación social del sector de las telecomunicaciones en la Argentina”. MBA Dissertation, UdeSA, 2007.
- Wawrzyk, Ma. Angélica “Reducción de la pobreza a partir de negocios en la base de la pirámide”. MBA Dissertation, UdeSA, 2006.
- Carrone, Silvia “Coaliciones empresariales con fines sociales en el sector de Petróleo y Gas en Argentina”. MBA Dissertation, UdeSA, 2006.
- Beltrán, Luis “Estrategias corporativas para la creación de valor social, a través de la recuperación de la educación rural”. MBA Dissertation, UdeSA, 2006.
- Lafuente, Constanza “Estrategias de expansión geográfica de OSFL en la Argentina”. Mentor: Berger, G. MBA Dissertation, UdeSA, 2002.
- Chafuen, Gloria “Consejos directivos del tercer sector. Características, roles y responsabilidades de los Consejos Directivos de Colegios del Tercer Sector”. Mentor: Berger, MBA Dissertation, UdeSA, 2003.
- Palazzo, Graciela “Servicio Comunitario: análisis comparativo de programas de ayuda comunitaria participativos y no participativos”. Mentor: Berger, G.; MBA Dissertation, UdeSA, 2002.
- Schlosser, Silvio “Las fundaciones empresarias en la Argentina ¿de la beneficencia a la inversión social?” Mentor: Berger, G. MBA Dissertation, UdeSA, 2003.

Undergraduate Thesis Supervision:

- Chediack, Josefina. 2015. “Branding en las organizaciones sin fines de lucro”. Final Assignment, Administration and Business School. Tutor and Juror.
- Saud, Lucas. 2015. “Capitalismo conciente en mercados emergentes. Un Estudio sobre el potencial empresas argentinas”. Final Assignment, Administration and Business School. Tutor and Juror.
- Apruzzese, María Belén. 2015. “El fin social y medioambiental como fuente para la creación de organizaciones híbridas. Analisis de los desafios comunes del proceso de certificación de empresas B. Un estudio del caso Tonka, Guayki y Meggacup”. Final Assignment, Administration and Business School. Tutor and Juror.

- o Ostapovich, Carolina Vanesa. 2014. “Desafíos y oportunidades de procesos sucesorios exitosos en empresas familiares (PYMES) de alcance nacional. Un estudio de los casos Fortalein SL y Areneras del litoral en el rubro de comercialización”. Final Assignment, BA in Business Administration.
- o Courreges, Michelle. 2014. “Financiamiento en organizaciones sociales de discapacitados: Métodos de autogeneración de recursos”. Final Assignment, BA in Business Administration.
- o Temple, Lucia. “La estrategia de Expansión geográfica en organizaciones sin fines de lucro”. Final Assignment, BA in International Relations, July 2013.
- o Polini, Tatiana. “Las acciones de RSE alineadas al *core business* de la empresa, crean valor dentro del sector alimenticio”. BA in Business Administration. June 2013.
- o De Picciotto, Laura. “Marketing relacionado a una causa (MRC): aplicación de las mejores prácticas en el proceso MRC.”. BA in Business Administration. June 2013.
- o Dip, María Sofía. “Transparencia y rendición de cuentas en organizaciones sociales. Los desafíos de las organizaciones sociales al implementar el método de rendición de cuentas”. BA in Business Administration. June 2013.
- o Callens, Tatiana. “La gestión de la RSE. El desarrollo y la evaluación de los programas de voluntariado corporativo en la argentina”. BA in Business Administration. June 2013.
- o Bermejo, Lucía. “Perspectivas para los reportes integrados en la Argentina” BA in Business Administration. August 2011.
- o Alvarez de Toledo. “Principales factores de riesgo que afectan el buen desempeño de los emprendimientos sociales argentinos”, BA in Business Administration, 2010.
- o Rossi, Alejandro. “Las subastas solidarias por Internet”, 2009.
- o Bermejo, Lucía. “La presentación de resultados de RSE en la Argentina: el proceso de elaboración de reportes sociales”, CPA Degree, July 2009.
- Maniotti, María A. “La continuidad en la composición en los órganos de gobierno de las Organizaciones No Gubernamentales: Ventajas y desventajas derivadas de órganos de gobierno permanentes y de órganos de gobierno rotativos”, June 2008.
- Silvestres, M. “La Inversión Social como Estrategia de Responsabilidad Social Empresaria”, 2007.
- Della Corte, Carolina “Estructura y Negocios en la Base de la Pirámide: Cambios estructurales en grandes organizaciones al realizar negocios en la base de la pirámide”, 2007.
- Gargantini, Agustina “Relaciones de Colaboración entre Empresas y Escuelas Técnicas: ¿Posible solución para un mercado laboral carente de perfiles técnicos?”, 2006.
- Panichelli, Bruno “Implementación de Portales de Internet en OSFL: Herramientas de comunicación basadas en TI”, 2006.
- Vieyra, Magdalena “Adaptación de Modelos de ONGs Extranjeras al Contexto Argentino”, 2006.
- Brea, Teodosio “Fidelización de Donantes en ONGs con Fines Religiosos”, 2006.

- Crescía, Josefina “La Integración de la RSE en la Estrategia Empresaria”, 2005.
- Ber, Marcelo “Coaliciones Empresariales con Fines Sociales: La creación y el funcionamiento de las alianzas de responsabilidad social entre empresas”, 2005.
- Mazar Barnett, Maia “Factores de Éxito en Programas de Voluntariado Corporativo”, 2005.
- Perrone, María Eugenia “Negocios en la Base de la Pirámide: Soluciones de negocios para la reducción de la pobreza”, 2005.
- Colmenero, Diego “Filantropía Corporativa e Imagen de la Empresa: Cuando la filantropía afecta negativamente la imagen de la empresa”, 2004.
- Feinberg, Andrea “La RSE como Consecuencia de Nuevas Formas de Autoridad Privada”, 2004.
- Mazza, Mariana “De la Basura a la Creación de Valor: Alianzas entre OSFL y empresas a partir del reciclado de papel”, 2003.
- Kerman, Moira “Donación de Tickets de Comida: Un Canal de Recaudación de Fondos Alternativo como Respuesta a la Necesidad de Generar Nuevos Mecanismos de Donaciones (2002).
- Ryszelewski, Samanta. 2000. “Marketing relacionado a una Causa: su desarrollo en la Argentina”. BA in Business Administration, UdeSA.
- Waldman, Romina. 2000. “Los *entrepreneurs* sociales argentinos”. Trabajo de Licenciatura en Administración de Empresas, Universidad de San Andrés.
- Cerdeiro, Federico. “Aprendizaje en Organizaciones Sin Fines de Lucro”. Trabajo de Licenciatura en Administración de Empresas, Universidad de San Andrés.
- Del Carril, Sol. 1999. “Alianzas estratégicas entre empresas y organizaciones sin fines de lucro: casos Fundación Discar y Asociación Civil Lekotek”. Trabajo de Licenciatura en Administración de Empresas, Universidad de San Andrés s.
- Reynal, Marina. 1997. “Marketing Social: La Aplicación de Conceptos de Marketing Social al Análisis de una Campaña de Concientización en Argentina”. Trabajo de Licenciatura en Administración de Empresas, Universidad de San Andrés.

ACTIVITIES IN ACADEMIC ORGANIZATIONS

- ISTR (International Society for Third Sector Research). *Board member, 2013-2016.*
- CLADEA (Latin American Council for Administration Schools). CLADEA-BALAS Case Consortium. Editorial committee member, 2014-present.
- Social Enterprise Knowledge Network (SEKN). Research network consisting of Ibero-American business schools and launched in 2001 by Harvard Business School (USA) and Avina Foundation.
General Coordinator, November 2016-present
Board member, 2001-present
General Co-Coordinator, 2009-2012
Teaching Coordinator, 2005-2006

- 2004-2006 *Founding member* of the Ibero-American Corporate Social Responsibility Network.
- Journal Social Enterprise (Emerald Group Publishing Limited, UK), Editorial Advisory Board. 2009-present.
- *Cuadernos de Responsabilidad Social de las Organizaciones*. Universidad Católica del Uruguay. Editorial committee member, 2014-present.
- CLADEA. 2016 Annual Conference. Track 11: “Case Studies”. Reviewer.
- UdeSA. Social Innovation Seminar. September 29, 2016. Organized by UdeSA’s Social Innovation Center and its Graduate Program on Social Organization Management. Lecturer: “El Concepto de Innovación Social y su Evolución”.
- Global Partnership for Social Accountability. The World Bank. Technical Review Committee. Reviewer. 2015.
- International Society for Third Sector Research (ISTR). International Conference: The Third Sector in Transition: Accountability, Transparency and Social Innovation (June 28 – July 1, 2016, Stockholm, Sweden). Entry reviewer, 2015-2016
- OIKOS Case Writing Competition, Track on Social Entrepreneurship. Oikos Foundation for Economy and Ecology at the University of St. Gallen (Switzerland). Call for Cases 2009-2017. Juror.
- Social Accountability Research Workshop at the World Bank in Washington, DC. January 23, 2015. Participant.
- International Society for Third Sector Research (ISTR). ISTR Working Series, Volume IX. Reviewer. 2014. XI International ISTR Conference. Reviewer. 2013
- ISTR International Conference. Universidad de Muenster, Germany. Academic Committee, 2014. Chair for the session track on *Social Entrepreneurship and Social Enterprises*.
- ESADE Business School (Barcelona, Spain). Annual SEKN (Social Enterprise Knowledge Network) Meeting, September 1-3.
- *Articular Futuro* Award (Best Engagement Practices for Sustainable Development). Fundación Compromiso, August 2013. Juror.
- Journal of Nonprofit Education and Leadership. Reviewer, August 2013.
- *Impulsando Ideas Innovadoras* Competition. CITI - Avina Foundation – Fundación La Nación. Juror, October 2013.
- 9th ISTR (International Society for Third Sector Research) Regional Conference, Santiago de Chile, August 28-30, 2013. Academic committee.
- Universidad Hebraica de Mexico. Instrument for School Board Self-Evaluation project. Reviewer. November 2013.
- *Articular Futuro* Award (Best Engagement Practices for Sustainable Development). Fundación Compromiso, October 2012. Juror.

- *Ciudadanía Empresaria Gestion Sustentable* Award, 14th Edition, 2012. AMCHAM Argentina. Sustainable Initiatives' Category. October 2012. Juror.
- ISTR (International Society for Third Sector Research). 2011-2012. Dissertation Award Committee member.
- *Ciudadanía Empresaria Gestion Sustentable* Award, 13th Edition, 2011. AMCHAM Argentina. Sustainability-Oriented Management Category. Juror.
- 8th International Society of Third Sector Research Regional Conference. Academic Committee, July 12-14, 2011, UCA, Buenos Aires.
- *Ciudadanía Empresaria Gestion Sustentable* Award, 12th Edition, 2010. AMCHAM Argentina. Community Category. Juror.
- 2009-13 OIKOS/Ashoka Social Entrepreneurship Case Writing Competition. Juror.
- The Business Association of Latin American Studies (BALAS). BALAS 2010 Annual Conference. Paper Review Committee member.
- ESADE Business School (Barcelona, Spain). Social Venture Institutionalization Area Analysis, February 11-13, 2009. Peer Committee member.
- The Business Association of Latin American Studies (BALAS). BALAS 2009 Annual Conference. Entry reviewer.
- International Advisory Committee. International Encyclopedia of Civil Society. Springer Publications, New York. Centre for Social Investment, Universitat Heidelberg (Germany).
- 2008 OIKOS/Ashoka Social Entrepreneurship Case Writing Competition. Juror.
- *Líderes para la Responsabilidad Social Empresaria* Award. Endeavor Foundation and American Express. October 10, 2008. Juror.
- 2007 Social Entrepreneur of the Year Award. Schwab Foundation and *El Cronista Comercial*. November 2007. Juror.
- Instituto de Empresa (Madrid, Spain). Social Venture Business Plan Competition. Juror. November 2007.
- Member of the International Advisory Committee to the International Encyclopedia of Civil Society.
- *Líderes para la Responsabilidad Social Empresaria* Award. Endeavor Foundation and American Express. October 2007. Juror.
- Social Enterprise Journal Editorial Board member.
- 2006 Moviliza Award for business plans to mobilize resources for social ventures, organized by Ashoka Foundation's Southern Cone Region. Juror.
- 2006 AMAUTA University Award, organized by ALMADI (Latin American Direct and Interactive Marketing Association). Juror.
- Instituto de Empresa (Madrid, Spain). Social Venture Business Plan Competition. Juror. November 2006.
- Interdisciplinary Negotiation, Globalization and Ethics Conference, organized by Universidad de Buenos Aires' School of Agronomics. Academic Committee member. November 9-10, 2006.
- 2006 Social Entrepreneur of the Year Award. Schwab Foundation and *El Cronista Comercial*. September 27, 2006. Juror.

- Instituto de Estudios Superiores de Administración (IESA, Venezuela). 2005 Teaching Case Competition. Juror.
- Fundación Ashoka. 2nd National Competition for Innovative Ideas to Mobilize Social Organizations' Resources. Juror. September 2002.
- American Chamber of Commerce in Argentina (AMCHAM). *Ciudadanía Empresaria* Award, 4th Edition. September-October 2002.
- CONEAU's Evaluation of Graduate Programs on Social Policies. Peer Committee member, 2001.
- Project reviewer for the National Scientific and Technological Promotion Agency in the Social Sciences and Humanities area, PICT-2000.
- Support Scholarship Competition for Case and Research Studies on Third Sector Organizations. Selection Committee. 1998.

DISSEMINATION, EXTENSION, TECHNICAL ASSISTANCE AND TRAINING ACTIVITIES

- Innovation. Second edition. *La Nación* newspaper. November 16, 2016. MALBA auditorium.
- Leaders of a New Economy Competition organized by *Apertura* magazine and Sistema B. 2015, 2016. Juror.
- Sustainable Brands Buenos Aires. Advisory Board, 2014-2016.
- MAYMA Awards. 2013-2016. Juror.
- III Inclusive Business Workshop organized by Grupo de Fundaciones y Empresas (GDPE) and CEADS. October 14, 2016, Buenos Aires. Speaker.
- 2016 APORTES Award + Management + Impact organized by Management Contributions to the Third Sector. Juror.
- IX Water Competition organized by Vida Silvestre Foundation and Coca Cola Argentina, December 17, 2015. Juror.
- Book presentation *Argentina Solidaria* (Constanza Cilley, 2015. Voices Consultancy, Argentina), 2 December, 2015. MALBA auditorium. Commentator.
- MAYMA, Support Program for Entrepreneurs: Social and Environmental Impact. 2015 Award. November 25, 2015. Santa Catalina Convent, Buenos Aires. Juror.
- II Inclusive Business Workshop organized by Grupo de Fundaciones y Empresas (GDPE) and CEADS. October 16, 2015, Buenos Aires. Speaker.
- "CSR in Practice: Ethics, social balance and key aspects to implement a sustainability plan" Panel organized by the Argentinian-British Trade Chamber and San Martín, Suarez y Asociados – SMS. November 10 Moderator and commentator.
- Sustainable Brands Buenos Aires 2015. Workshop "How to apply design tools to validate a triple impact business". Organizer and speaker, September 1, La Rural, Buenos Aires.
- Panel launching “#101solutions” Initiative: Proposals for a New Economy, May 27. Panelist.
- Balloon Argentina Program organized by EmpreDiem, Education and Labor Metropolitan University (UMET), April 16. Juror.

- II International Conference on CSR organized by the Value, CSR + Competitiveness Program, AMIA auditorium, April 21, 2015. “Sustainability Global Trends” Panel. Moderator.
- RedEAmérica. II Latin America Grassroots Development *Transformadores* Award, January 2015. Juror.
- Civil Society Confederation. Presentation of Civil Society’s Agenda. Blue Room, Argentine National Congress, November 17, 2014. Speaker.
- 2nd CSR Conference for Municipalities organized by the Modern and Sustainable City Program and the Ministry of Government of the city of Buenos Aires Government. Speaker. Cooperation with companies and civil society. Municipal Palace, November 26, 2014.
- Argentine Advertising Council. *Obrar* Awards to Public Good Campaigns, V Edition, 2014. Juror.
- Edelman Buenos Aires. Presentation of Edelman Trust Barometer 2014. Alvear Art Hotel. Tuesday, 22 April, 2014. Panelist.
- Sustainable Marketing Congress. Argentine Marketing Association (AAM) and Universidad de San Andrés, Tuesday 22 April, “*Business Sustainability*”. Moderator.
- First CSR Conference: Trends and Value Change Integration organized by the Value + CSR + Competitiveness Program, AMIA and BID-FOMIN, April 10, 2014. “*Global CSR Trends*” session. Panelist.
- MAYMA 2013-2014 Awards: Evaluation and Award Event. Business Plan Competition, juror, April 2014.
- Sustainable Brands Buenos Aires 2014. Member of the Advisory Board. Urban Communication and Sustainable Brands.
- Social Sector Forum. Advisory Committee (2013). Strategic advice to Executive Committee (2014).
- Conference on Ethical Financing for Social and Solidarity Economy in Argentina organized by PROFAESS. Panel on Results of Research on Investors and Savers for Social and Solidarity Economy, November 11, 2013. Borges Cultural Center, Buenos Aires.
- Sustainable Marketing Congress “The Role of Our Brands” organized by the Argentine Marketing Association and Universidad de San Andrés. Speaker. “Sustainable Marketing, sustainability marketing or marketing sustainability”, April 11, 2013, Olivos, Argentina.
- AMCHAM Argentina. Sustainability Committee. Status of the Art of Managing CSR. Speaker. American Club, March 2013.
- Open seminar: Inclusive Business Prospects: business experiences and challenges to their development, organized by AMCHAM, CEADS (Argentine Business Council for Sustainable Development and UdeSA-CIS), October 30, 2012. Buenos Aires, UdeSA capital city campus. Speaker and Moderator.
- Seminar on Transparency and Accountability in Civil Society Organizations organized by the Graduate Program on Nonprofits, October 26, 2012. Buenos Aires, UdeSA capital city campus. Commentator.
- 2011-2012 Ashoka Social Entrepreneurs Presentation. Panel on “The Role of Social Entrepreneurs in Society”, November 6, 2012. Navarro Viola Foundation auditorium. Speaker.

- Social Communication Committee of Buenos Aires City Legislature. First Conference on Corporate Social Responsibility in the Media Sector in Buenos Aires City Legislature. Speaker. “The importance of CSR and the Role of Social Communication Media”, May 28, 2012. Buenos Aires City Legislature.
- Board members assembly of the Global Compact Network Argentina. Speaker. “The Role of CSR in Times of Crisis and the Contribution of Initiatives such as the Global Pact”, April 25, 2012.
- III World Young Leaders Forum *New Technologies, Financial Models and Collaboration for Social Innovation*, organized by BMW Stiftung (Germany). Speaker. *Reflections on Social Innovation*, November 19, 2011. San José auditorium, UCA, Buenos Aires.
- Regional Initiative for Transparency and Accountability in Civil Society Organizations in Argentina. Presentation panel. Speaker. October 5, 2011. Navarro Viola Foundation auditorium.
- MBA Forum 2011, Presentation on “Business Leadership Training: Social Sensitivity, Sustainable Vision and Responsible Competitiveness”. Speaker, October 6, 2011. Sheraton Hotel, Buenos Aires.
- Inclusive Business Workshop. Inclusive Business Network of Uruguay (Avina Foundation, Ashoka, PNUD), August 22, 2011. Montevideo, Uruguay.
- V Forum on CSR organized by *El Cronista Comercial*, lecturer, April 27, 2011, La Rural, Buenos Aires.
- 4th International Fundraising Congress in Argentina, AEDROS (Association of Executives for Resource Development in Social Organizations). “Research, Application and Loyalty of Mayor Donors” workshop. Speaker, September, 28 2010. Buenos Aires.
- KPMG Foundation for Competitiveness and Endeavor. World Entrepreneurship Forum 2010. Panel on “Social Entrepreneurs and Large-scale Social Change”. Moderator and speaker, August 19, 2010. Buenos Aires.
- KPMG Foundation for Competitiveness and Endeavor. World Entrepreneurship Forum 2010. Workshop “From Innovation to Large-scale Social Change: Recommendations for Social Entrepreneurs”. Moderator, August 19, 2010. Buenos Aires.
- Compromiso Foundation –AMCHAM. Seminar on Sustainable Development and CSR: Driving Business Management towards Sustainability”, “Trends and Challenges for Latin America”. Moderator, June 16, 2010. Buenos Aires.
- Argentine-Jewish Mutual Aid Society-Universidad Católica Argentina, Third International Symposium, Social Rights for All and Among All. Advisor to the Organizing Committee, June 9 and 10, 2010, Buenos Aires.
- Argentine-Jewish Mutual Aid Society- Universidad Católica Argentina, Third International Symposium, Social Rights for All and Among All. Panel on “Social Rights: Shared Responsibilities”. Speaker, June 10, 2010, Buenos Aires.
- 36th Buenos Aires International Book Fair, 11th International Forum on Science and Technology Teaching. Panel on “Ideas to Finance Educational Projects”. Speaker, April 29, 2010, Buenos Aires.
- National Ministry of Health. National Meeting: Civil Society and State, Building Participation in the Health Sector. Panel on “Democracy Players in the Health Sector: the Articulation Challenge”, December 10, 2009. Buenos Aires.

- Universidad de San Andrés. Center for Social Innovation. Seminar on “Challenges of Social Action Strategy Formulation at Regional Level: the case of BBVA Group in Latin America”. Moderator and Speaker, December 4, 2009. Buenos Aires.
- Universidad de San Andrés. Graduate Program on Nonprofits. Extension seminar. Integrated Quality Management in Social Organizations. Moderator and Speaker, October 16, 2009. Buenos Aires.
- Compromiso Foundation. II Seminar on CSR and Sustainable Development, Buenos Aires, Speaker, October 15, 2009.
- AMIA-FOMIN. Incorporating Corporate Social Responsibility measures in the Value Chain (CSR). Corporate Social Investment module. Speaker, September 24, 2009. Buenos Aires.
- Buenos Aires City Legislature, Environmental Protection Agency of the Buenos Aires city government. Social Responsibility Conference in Buenos Aires city. Panel on “CSR in the Value Chain”. Moderator, June 19, 2009.
- The Skoll World Forum on Social Entrepreneurship. Attendee. March 25-28, 2009. Oxford University, Said Business School.
- 1st Forum on CSR Mercosur: Actual alliances and Regional Integration. “Key Factors to Building CSR Alliances”. Buenos Aires, September 22, 2008. Speaker.
- Compromiso Foundation. XIV Argentine Conference on the Social Sector. Plenary session: “Innovation in Social Organizations”. Moderator, August 28, 2008, Buenos Aires.
- Spanish Chamber of Commerce in the Argentine Republic. International Seminar on “Corporate Social Responsibility in the Value Chain” Presentation on “Socially Inclusive Business in Latin America”. Buenos Aires, August 27, 2008.
- AEDROS (Association of Executives for Resource Development in Social Organizations). 3rd International Fundraising Congress. Panel on “What Donor Foundations and Companies expect from donation requests by NGOs”. Moderator and commentator. Buenos Aires, August 14, 2008.
- RedEAmérica (Inter-American Network of Corporate Foundations and Actions for Grassroots Development). Annual Assembly. Presentation of “Business Catalyzing Grassroots Development: RedEAmérica as a Latin American Regional Intervention”. Speaker. Buenos Aires, August 13, 2008.
- 2008 series. Professional Practice and Development meetings, organized by Temas Grupo Editorial. Panel on “Corporate Social Responsibility: ¿Marketing or Social Commitment?”. Speaker, July 17, El Ateneo. Buenos Aires.
- ESADE Business School-“La Caixa” Foundation. Madrid, Spain. Round table on Collaboration between NGOs and Companies: Challenges and Opportunities. February 13, 2008. Speaker.
- Universities for Corporate Social Responsibility network FF AECI-PNUD. Academic consultant. September-December 2007.
- Christian Association of Business Leaders. Business Leadership Program. September 20, 2007. The performance of business leaders in the social field. Speaker.
- Caminando Juntos Foundation. Strategic Reflection Workshop. September 17, 2007. Speaker.
- The UBS Philanthropy Forum. Lisbon, Portugal. Plenary session: Global Philanthropy, Reaching Up the S-Curve? Speaker, July 6, 2007.

- The UBS Philanthropy Forum. Lisbon, Portugal. Workshop Philanthropy in the Very Long Run. Moderator, July 6, 2007.
- The UBS Philanthropy Forum. Lisbon, Portugal. Workshop Social Entrepreneurship in Iberia and Latin America, Moderator, July 6, 2007.
- Conference on Corporate Social Responsibility, Professional Council of Economic Sciences of the autonomous city of Buenos Aires. Module: The Academic Vision of Corporate Social and Environmental Responsibility. Speaker, May 22, 2007.
- V National Congress of Human Management, organized by ADRHA. Presentation: Effective Management of Corporate Social Initiatives. Speaker, May 8, 2007.
- CNC Senior Management Training Project – School of Economic Sciences, Universidad de Buenos Aires. Presentation: Strategic Alliances Favoring Development. Speaker, April 11, 2007.
- Presentation of Stakeholder Dialogue Manual organized by Telefónica Argentina. Speaker, December 11, 2006.
- Stakeholder Dialogue Panel. Noos Institute (Spain) and Telefónica Argentina, Facilitator, December 11, 2006.
- IX ACDE (Christian Association of Business Leaders) Annual Meeting. Presentation: Strategic Alliances for Social Inclusion. Speaker, November 28, 2006.
- VI Grupo de Fundaciones (GDF) Annual Conference. Presentation: Strategic Approach to Social Investment. Speaker, October 25, 2006.
- International Symposium “Towards a better world. The Role of Civil Society in Social Inclusion and the Millennium Development Goals”, organized by PNUD, AMIA and the Spanish Agency for International Cooperation, October 4 and 5, 2006. Panel on: Strategic Alliances for Social Inclusion. Speaker.
- Meeting of Organizations for School Improvement, organized by the School of Education, Universidad de San Andrés, and the Organization of Ibero-American States, October 3, 2006. “Institutional Strengthening of Schools and Civil Society Organizations”. Speaker.
- II Workshop on Civil Society Organization Management organized by the Graduate Program on Nonprofits. Director. Buenos Aires, November 9, 2006.
- XII Argentine Conference on the Social Sector. September 18 and 19, 2006. Buenos Aires, Compromiso Foundation. Plenary session: Governing Bodies that Generate Sustainability. Speaker.
- Christian Association of Business Leaders. Business Leadership Program. September 7, 2006. Business Leaders and Social Work. Professor.
- Workshop on Social Investor Relations for candidates to the UBS Visionaris Award, August 16-17, 2006. Buenos Aires, Argentina. Speaker.
- AEDROS, II International Congress on Fundraising, August 3-4, 2006. Workshop “Funding Strategies for Social Organizations and Annual Campaign”. Speaker.
- ESADE Business School, Barcelona, Spain, May 15-17. Course: Collaboration between companies and civil society organizations. Guest lecturer.
- UBS Forum on Philanthropy, May 18-20, Geneva, Switzerland. Resourcing Strategic Giving: Trends in Latin America. Panelist.

- Social Development Secretariat, government of the autonomous city of Buenos Aires. Presentation of Civil Society Organizations' Boards, Tuesday, March 7, 2006. Panelist. General San Martín Cultural Center.
- Banco Ciudad's SME Institute and Proargentina Program (SME Secretariat of the Ministry of Economy). The Business of Being a Responsible Company. Panelist. December 15, 2005. Banco Ciudad auditorium.
- San Andrés Scottish Educational Civil Association (ACEESA, Argentina). Review of the organization's governance structure and processes carried out for the Board. Advisor. October-December 2005. Buenos Aires, Argentina.
- UBS Visionary Awards. Panel: Perspectives on Philanthropy. Panelist. September 29, 2005. Caesar Park Hotel.
- Ecumenical Social Forum. Social and Civic Responsibility Open Program. September 21, 2005. Speaker. Banco Río auditorium.
- Conference on Corporate Social Responsibility organized by the Social Sector Forum. August 9, 2005. Alvear Hotel. Presentation of the results of the 2005 Corporate Social Responsibility survey. Speaker.
- Christian Association of Business Leaders. Business Leadership Program. May 20 and September 30, 2005. CSR as a management model. Professor.
- Pro Bono Foundation, Pro Humana Foundation and the Comparative Study of the Nonprofit Sector in Chile. Presentation of "The Role of Tax Incentives in Nonprofit Organization Development: the Argentinian Case" in the Seminar "Towards a Tax Incentive System for Donations in the 21st Century", May 27, 2005. Santiago de Chile. Speaker.
- Sumaq Summit: International Business Strategies in Latin America. Social Sustainability. May 5, 2005. Panelist-Speaker.
- Ashoka Foundation. Book presentation Sustainable Social Enterprises (McKinsey & Company-Ashoka, 2005). May 18, 2005. Panelist.
- Christian Association of Business Leaders. Training series. Business Leaders and Social Work. April 13, 2005. Speaker.
- 2005 International Corporate Citizenship Conference. Center for Corporate Citizenship, Boston College, Boston, USA. April 3-5, 2005. Participant.
- XIV National Congress for Development and Training organized by the Argentine Association of Development and Training (ADCA). Speaker at the plenary session on Corporate Social Responsibility. November 17, 2004. (Buenos Aires, Argentina).
- National Congress of the Social Sector on Civil Society Participation and Impact on Public Policies organized by the Social Sector Forum (Buenos Aires, Argentina). Panel moderator: Government, Companies and Civil Society: Sector Participation and Impact. November 9, 2004.
- Christian Association of Business Leaders. Business Leadership Program (Prodiem). Business Leaders and Social Work. October 29, 2004. Professor.
- III National Congress of Human Management, October 19-21, 2004 organized by the Argentine Association of Human Resources (ADRHA). Speaker at the plenary session Non-Governmental Organizations and their Role in Change Processes. Presentation of The Challenge of Resource Mobilization in Social Organizations.

- X Argentine Conference on the Social Sector. August 5 and 6, 2004, organized by Compromiso Foundation. Lecturer, plenary: Companies and how to build relationships that create social value.
- VII National and International Administration Congress, June 23-25, 2004, organized by the Professional Council of Economic Sciences of the autonomous city of Buenos Aires. Speaker, plenary: Corporate Social Responsibility, a Pressing Challenge.
- Ashoka Foundation. Conference on Training in Resource Mobilization Strategies, February 26, 2004. Buenos Aires, Telefónica Cultural Center.
- *Infobae* Newspaper. Panel on Corporate Social Responsibility. Speaker. November 25, 2003. MALBA auditorium.
- Ecumenical Social Forum. Panel on Corporate Social Responsibility and Sustainable Development. October 2, 2003. Speaker. MALBA auditorium.
- Cruzada Argentina Foundation. Strategic Reflection Workshop. October 2003. Coordinator.
- Compromiso Foundation. IX Argentine Conference on the Social Sector. Thematic adviser. August 21 and 22, 2003.
- Professional Council of Economic Sciences of the autonomous city of Buenos Aires. Series on Civil Associations and Foundations. Speaker. Corporate Social Responsibility. August 14, 2003.
- Harvard Business School. First SEKN Research Colloquium on Partnering for Progress in Latin America. August 3-6, 2003. Boston, USA.
- Tucumán Foundation. First Argentine Conference on Corporate Social Responsibility. Thematic adviser, July 6-9, 2003, San Miguel de Tucumán.
- Alumni Foundation of Argentina (ALFA). International seminar on Corporate Social Responsibility. Speaker: Companies and Non-Governmental Organizations: Alliances for Mutual Benefit, April 4, 2003.
- Compromiso Foundation. Organizing Committee of the VIII Argentine Conference on the Social Sector, August 29 and 30, 2002, UCA central seat.
- The Americas Conference on Corporate Social Responsibility, September 22-24, Miami, USA, organized by the Inter-American Development Bank. Moderator and Rapporteur. Panel The Role of Control Agencies and Audit of Corporate Social Responsibility, 2002.
- Argentine Banking Marketing Association. Round table on Corporate Volunteering, September 18, 2002. Speaker.
- Universidad de San Andrés. Degree in Communication. Communication & Marketing Colloquium: Integrated Strategies in Economic Crisis. October 3, 2002. Panelist.
- Organización Comunitaria Foundation-Municipal Institute of Production, Labor and Foreign Trade (Lomas de Zamora). Conference on Corporate Social Responsibility, October 10, 2002.
- Grupo de Fundaciones. Seminar on Corporate Volunteering: The Role of Foundations, October 18, 2002 at BankBoston Foundation. Commentator.
- Ford Foundation. Research on Corporate Social Responsibility workshop, Santiago de Chile, December 12 and 13, 2002. Commentator.
- Organizer of Conference on Civil Society Organization Management, organized by the Graduate Program on Nonprofits. Head of the Organizing Committee. Twenty papers were discussed in 9 panels. Turnout of 150 people.

- Member of the Organizing Committee of the III Latin American Meeting of International Society for Third Sector Research (ISTR), September 13 and 14, 2001.
- Panel speaker: “Social Entrepreneurs”, November 11, 2000, organized by the Entrepreneurship professorship of Universidad de San Andrés.
- Panel coordinator: Durability of Nonprofit Management Education Programs and speaker at IV Meeting Building Bridges Between Research and Knowledge in Nonprofit Management Education, October 17-20, 2000, Washington, DC: USA, organized by the W.K. Kellogg Foundation.
- Panel coordinator and speaker: The Role of Graduate Studies in Civil Society Strengthening. Conference on Higher Education and Civil Society, National Library, October 5 and 6, 2000.
- Panel speaker: The Role of Volunteering in Society. *La Nación* Foundation, August 30, 2000.
- Member of Editorial Committee, Solidarity Supplement, *La Nación* newspaper, December 1999, August 1999, December 1998.
- Member of Compromiso Foundation’s Advisory Committee, since 1996.
- Social Sector Forum’s adviser, 1997-2003.
- Panel coordinator and speaker: “Tools for Third Sector Action”. First National Meeting of the Social Sector organized by the Social Sector Forum, sponsored by the Municipality of La Plata city, October 16-17, 1999.
- Seminar speaker: Project Evaluation. Training course on Management in Non-Government Environmental Organizations, Moises Bertoni Foundation, Paraguay, August 1999.
- Organizer of the First Conference on Third Sector Research (Social Development and Civil Society Program –UTDT, UdeSA and CEDES, School of Social and Economic Sciences, UCA, and the Administrative Research Institute, School of Social Sciences, UBA, June 16, 1999.
- Panel speaker: “Main aspects of a Corporate Philanthropy Study in Argentina”. Seminar on Foundations, Civil Associations and Community Organizations, organized by PriceWaterhouseCoopers and *La Nación* newspaper, May 4, 1999.
- Panel speaker: “The Importance of NGOs in these Times”. Conciencia Association and several organizations in Belgrano neighborhood, UTDT auditorium, April 23, 1998.
- Speaker. Delivered results of the Corporate Philanthropy Study. Argentine Business Council, May 12, 1998.
- Member of the Advisory Committee for the Amendment of Legal, Regulatory and Fiscal Frameworks of Civil Associations and Foundations. Social Sector Forum with the support of the United Nations Development Program, May 1998 – August 1999.
- Seminar speaker: Project Evaluation. Training course on Management in Non-Government Environmental Organizations. Moises Bertoni Foundation, Paraguay, August 1998.
- Panel Coordinator “Third Sector Capacities Required for a New Social Contract”. IV Ibero-American Meeting of the Third Sector, September 14, 1998.
- Speaker at public presentation of the results of the Second National Survey on Volunteer Work and Donations in Argentina”, Navarro Viola Foundation auditorium, September 8, 1998.
- First and Second National Survey on Volunteer Work and Donations in Argentina, Social Sector Forum-Gallup Argentina, 1997-1998, adviser.

- Organizer of Conference on “Development of Productive Alliances with Nonprofits” by Richard Steckel, together with IDEA’s Institutional Relations Division, September 9, 1998.
- Conference participant: “Building Bridges between Knowledge and Practice in Nonprofit Management Education” organized by the W.K. Kellogg Foundation in Battle Creek, MI, USA. September 20-24, 1998.
- Conference speaker: “Strategic Alliances with Companies” Update Program on Civil Association and Foundation Issues, Professional Council of Economic Sciences, October 15, 1998.
- Panel commentator “British Experiences in Museum Management”. Seminar on Institutional Alternatives for Museums organized by Antorchas Foundation and the National Arts Fund, October 15-16, 1998.
- Speaker “Third Sector Capacities Required for a New Social Contract”. Seminar on NGOs’ Participation and Dynamics in Building Public Space, organized by the Municipality of La Plata city and the Social Sector Forum, December 16, 1998.
- Panel moderator: International Agencies and the Third Sector. Third Argentine Conference on the Third Sector organized by Compromiso Foundation, 1997.
- III National Symposium on Organizational Analysis, School of Economic Sciences, Universidad de Buenos Aires, July 1997. Coordinator of: Non-governmental Organizations module.
- Speaker: Basic Concepts for the Analysis of Social Policies in the Seminar on Social Policies and Poverty. Semi-distance learning course on Social Policies and Management for the northwestern provinces of Argentina, SIEMPRO, National Secretariat of Social Development and Universidad Nacional de Salta, August 1997.
- Speaker “Third Sector Strategic Alliances” in the Second Argentine Conference on the Social Sector organized by Compromiso Foundation, 1996.
- Workshop delivery at Compromiso Foundation (training center for nonprofits, Buenos Aires, Argentina): Effective Executive Council Development 1996, 1997, 1998, 1999; Strategic Alliances, 1996; Strategic Planning for Nonprofits, 1995, 1996; Strategic Planning for Parishes, 1996.

NON-ACADEMIC BACKGROUND

1995-Present

Private Consulting Practice on Planning and Evaluation of Social Programs and Organizations

Provided advisory services to public agencies, business companies, and nonprofit organizations in Argentina, Uruguay, and Chile on issues associated with social planning, strategic planning, organizational development, and social program and project design. Conducted projects for (partial listing):

- Asociación de Derechos Civiles (ADC), Executive Office (2011)
- Telecom de Argentina, CSR Department (2010, 2011)
- Telefónica de Argentina, Business Relations and Corporate Responsibility Department (2006, 2008)
- Foundations’ and Businesses’ Group (2007)
- Social Sector Forum (1997-2002)
- IRSA Foundation (1996-2001)
- Banco Hipotecario (2001)
- National Chief of Staff’s Office (1996)

	▪ Social Development Secretariat, Social Programs' Information, Assessment and Monitoring System (SIEMPRO), Buenos Aires, Argentina (1996) ▪ Inter-American Development Bank, Argentina Country Office (1996). ▪ Argentina's Ministry of Labor and Social Security, Employment and Job Training Secretariat (1996. Buenos Aires, Argentina). ▪ Board of Jewish Education of Rio de Janeiro, Brazil (1997). ▪ Montevideo's Board of Jewish Education, Uruguay (1997) ▪ Chile's Representative Committee of Jewish Organizations (1995. Santiago, Chile). ▪ ORT-Uruguay (1994. Montevideo, Uruguay). ▪ AMIA, Jewish Community of Buenos Aires (1993-1995). ▪ American Joint Distribution Committee – Latin American Office (1994-1996).
2003-2004	Fundación Tzedaká (Argentina) <i>Executive Director.</i> Responsible for the Argentine Jewish Community Foundation's strategy development, with a USD-4.5-million budget. Reorganized social programs' structure and the foundation's fundraising team, increasing local revenues by 90%.
1997-2002	Social Sector Forum (Argentina) <i>Advisor.</i> Provided counsel during the Forum's founding process started in 1994 as well as strategic analysis support for its board since its formal inception.
1997	Asociación Mutual Israelita Argentina, AMIA (Buenos Aires, Argentina) <i>Executive Director</i> First chief professional officer for the central agency of Argentina's network of Jewish community organizations, with an annual budget of USD 20 million. Responsibilities included redesigning its operating structure and management systems and processes and supervising operating units, such as a social service unit, a job training program, a schools' support center, an arts and cultural programming unit, a small community development program, etc.
1994	Sociedad Hebraica Argentina Executive Director of one of Argentina's largest Jewish community centers, with 10,000 members and a USD-12-million yearly budget. Responsible for a turnaround to address the economic crisis that hit the center's middle-class membership base and optimizing the organization's operating budget.
1992-1993	American Joint Distribution Committee, Latin American Office Planning and Evaluation Director.
1988-1996	Private Consultant in Project Planning, Research and Evaluation Provided advisory services to nonprofit organizations throughout the United States and South America on issues associated with social planning, program design, population research, and social surveys. Conducted projects for (partial listing): • Cleveland Jewish Federation (OH, USA) • Leventhal-Sidman JCC (Newton, MA). • Solomon Schechter Day School (Newton, MA). • Jewish Federation of Minneapolis (MN). • Louisville Jewish Federation (KY).

- Hartford Jewish Federation (CT).
- Jewish Federation of San Francisco (CA).
- Union of American Hebrew Congregations (NY).
- Dallas Jewish Federation (Texas, USA).

1985 **Human Resources and Organizations, Inc.** (consulting firm specializing in organizational development in Buenos Aires, Argentina).
Staff Consultant. Conducted organizational assessments in large Argentine corporations. Led training sessions and team building workshops for middle managers and supervisors.

1984-1985 **Argentine Federation of Community Centers (FACCMA)**
Staff Consultant. Provided consulting services to affiliated community centers in organizational planning. Led board development programs and staff training sessions. Recruited and selected professionals for affiliated agencies.