SYLLABUS

K4310: Practicum in Innovative Sustainability Leadership

Wed. 6:10 – 8 PM

Instructor Information
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Course Description
Managers have a key role to play in advancing sustainability by integrating resource conservation, efficiency, and environmental risk in the operations of their organizations, or in the larger, more complex systems that may be the object of their work. The integration of environmental concerns in the operation of organizations raises familiar management questions about leadership, effectiveness, change, motivating employees, setting targets and measuring performance, and funding new initiatives.

These questions and their varied responses in the field of sustainability are covered with theory and cases in the M.S. in Sustainability Management program’s required course, Sustainability Management (SUMA K4100). In the Practicum, students learn directly from leading sustainability managers, who manage these issues in practice. Students who have taken Sustainability Management before taking the Practicum have the benefit of analyzing these management issues from new perspectives. For other students, the Practicum may serve as an exploration of the core questions. But regardless of a student’s coursework to date, the Practicum offers exposure to some of the country’s best sustainability managers who reflect on their work and discuss how they manage to make changes that advance sustainability. Through weekly guest lectures, readings, class discussion, and assignments, students will learn how practitioners from a wide array of organizations deal with real-world constraints to improving environmental performance. By the end of the course, the students will gain an understanding of management tools and strategies that they, themselves, can use to integrate sustainability in organizations and manage environmental risk.

The course satisfies any of the following three areas of study in the Sustainability Management program: “Integrative Courses in Sustainability Management”; “Public Policy Environment of Sustainability Management”; and “General and Financial Management.”

Course Objectives
The Sustainability Management Practicum is an exploration of the most salient issues in the field of sustainability management through the knowledge and experience of leading sustainability practitioners. By the end of this course, students will:

- Explain how managers develop sustainability strategy; how they gain support for sustainability initiatives; and how they evaluate sustainability performance in their organizations;
- Analyze work processes and operations in order to understand how to improve resource efficiency and limit and environmental impact;
• Identify models for financing and evaluating the economic performance of sustainability initiatives;
• Discover the importance of varied stakeholder interests, inside and outside of organizations, in the formulation of sustainability initiatives;
• Synthesize, apply and communicate sustainability knowledge to solve environmental problems.

The Practicum features a different lecture each week given by a leader in the field of sustainability from government, business, and civil society. Each guest lecturer presents a new topic related to sustainability management and discusses his or her professional background and organization, sustainability program objectives, and concrete strategies for meeting those objectives. The lecture topics range from urban sustainability practice, the sustainability priorities of large private firms, to consulting. The course provides time for questions and discussion among the instructors, the lecturer, and the class, giving students valuable insights into the practice of sustainability management. Assignments will reflect topics covered in the class lectures. The course is open to both graduate and undergraduate students.

Course Topics

The course begins with an overview of the course objectives, an introduction to sustainability practice, and a guest lecture on the profession of sustainability. In subsequent weeks, the course covers a series of key dimensions of sustainability management practice that are related but independent of one another. The course concludes with a lecture that reviews important themes, key management strategies, and any effective funding models that emerged from the preceding lectures.

• Week 1: Introduction to the Course and to the Profession of Sustainability Management
• Week 2: Business Strategies for Sustainability
• Week 3: On the Way to the New Climate Economy
• Week 4: Financing the Transition to a Green Economy
• Week 5: The Sustainability/Profitability Connection
• Week 6: Leadership and Urban Sustainability
• Week 7: Banks and Sustainable Finance
• Week 8: Politics and Sustainability
• Week 9: SPRING BREAK
• Week 10: Standards and Metrics for Sustainability Performance
• Week 11: The Bicycle, Activism, and Sustainable Cities
• Week 12: Protecting New York’s Water
• Week 13: Market Innovation
• Week 14: Building Climate Resilient Communities
• Week 15: Innovative Strategies for Sustainability Management

Required Reading

All of the readings, except three of them, are available online or as e-books through the Columbia Libraries. Please find the citations and hyperlinks to these readings in the ‘Course Schedule’ section below. The readings that are as of yet unavailable online or as e-books through the Columbia Libraries, and which students may have to purchase are as follows:


Suggested Readings on Leadership and Change Management


Resources

The instructor and teaching assistants will use Courseworks to make announcements, distribute readings, presentations, and assignments. Students will submit completed assignments via Courseworks only.

Course Requirements - Assignments

M.S. in Sustainability Management students must take the course for 3 credits.

Only graduate students in the School of International and Public Affairs have the option of taking the course for either three (3) credits or for one (1) credit.

Undergraduates in the Sustainable Development major and special concentration have the option of taking the course for either three (3) credits or for one (1) credit.

A. The requirements for students who take the course for 3 credits are as follows.

Attendance and Class Participation (20%)

Attendance is mandatory for each class session. If a student must miss class for any reason, the student must notify the instructor by email before the start of the class session. One point from the student's participation grade will be deducted for each unexcused absence. The second hour of each class will be entirely devoted to a discussion. All students are expected to participate in the discussion and to ask questions of the speakers, the instructor, and each other.

Courseworks Discussion Assignments (25%)

Assignments are to be posted on Courseworks webpage in the Discussions section. At the end of class, a question related to the lecture and the readings for that week will be posted in the Discussion section. All students must then offer a response either (1) to the question itself, or (2) to a response (or more than one response) already offered by another student (or other students) in the Discussion section of Courseworks. The entry, no longer than 250 words in length, should be succinct and analytical and should reflect knowledge of the readings for that week, as well as any related current events. The analysis should be geared to the ways in which managers develop and implement sustainability strategies; how they gain support for sustainability initiatives; and how they evaluate sustainability performance in their organizations. All entries must be posted by midnight the Sunday before the following class. Eight (8) entries are required. All postings are required to receive full points. Each entry will be graded individually on a letter grade scale from A+
to F.

**Action Memos (25%)**
Two one-page action memos will account for 25% of the course grade, 12.5% for each one. In each memo, you will report to the manager of your own fictitious organization, or any other organization you have worked for, one key strategy discussed by a speaker that should be implemented by the organization. The memo should:

1. Provide detail on the strategy.
2. Explain why the organization should implement the strategy. Account for the internal (e.g. colleagues, board of directors) and external environments (e.g. public, elected officials, customers) that inform the decision to take this action.
3. Describe the impact that you expect the implementation of the strategy to have and explain your rationale.
4. Account for alternative actions that could be taken in place of the one suggested by the speaker.
5. The immediate steps you would take to implement the proposed action in your own organization.

- Memo #1: Due by start of class #5.
  Please choose a topic covered by one of the speaker lectures between Classes #1 - #4. There is no Courseworks Discussion assignment after the week # 4 lecture.

- Memo #2: Due by start of class #10.
  Please choose a topic covered by one of the speaker lectures between Classes #5 - #8. There is no Courseworks Discussion assignment after the week # 8 lecture.

**Final Exam: A 1,200 Word Blog Post on the Current State of the Field of Sustainability Management (30%)**

In this post, identify three management strategies for integrating environmental concerns in the operations of organizations or in the working of larger, more complex systems. Drawing from the lectures and the readings, discuss how managers implement these strategies, and assess, to the extent possible, the extent to which the strategies are effective in advancing sustainability. If you deem that the strategies apply to a specific area of sustainability, then explain why the strategies would be effective in this one area but not in others.

The best three blog posts will be published on the Earth Institute’s State of the Planet blog. The final exam is due, via Courseworks, by 6:00 PM on April 29, 2015.

**B. The requirements for SIPA students and undergraduate students in the Sustainable Development major who take the course for 1 credit are as follows.**

**Attendance and Participation (20%)**
Attendance is mandatory for each class session. If a student must miss class for any reason, the student must notify the instructor by email before the start of the class session. One point from the student’s participation grade will be deducted for each unexcused absence. The second hour of each class will be entirely devoted to a discussion. All students are expected to participate in the discussion and to ask questions of the speakers, the instructor, and each other.
**Courseworks Discussion Assignments (30%)**

Assignments are to be posted on Courseworks webpage in the Discussions section. At the end of class, a question related to the lecture and the readings for that week will be posted in the Discussion section. All students must then offer a response either (1) to the question itself, or (2) to a response (or more than one response) already offered by another student (or other students) in the Discussion section of Courseworks. The entry, no longer than 250 words in length, should be succinct and analytical and should reflect knowledge of the readings for that week, as well as any related current events. The analysis should be geared to the ways in which managers develop and implement sustainability strategies; how they gain support for sustainability initiatives; and how they evaluate sustainability performance in their organizations. All entries must be posted by midnight the Sunday before the following class. **Four (4) entries are required.** All postings are required to receive full points. Each entry will be graded individually on a letter grade scale from A+ to F.

**Final Exam: A 1,200 Word Blog Post on the Current State of the Field of Sustainability Management (50%)**

In this post, identify three management strategies for integrating environmental concerns in the operations of organizations or in the working of larger, more complex systems. Drawing from the lectures and the readings, discuss how managers implement these strategies, and assess, to the extent possible, the extent to which the strategies are effective in advancing sustainability. If you deem that the strategies apply to a specific area of sustainability, then explain why the strategies would be effective in this one area but not in others.

The best three blog posts will be published on the Earth Institute’s State of the Planet blog. The final exam is due, via Courseworks, by 6:00 PM on April 29, 2015.

**Evaluation & Grading**

**Grading Criteria for All Written Assignments:**

Students will be evaluated based on the following criteria.

- Identifying and explaining sustainability management strategies and demonstrating critical thinking in class discussions and in the written assignments.
- Content and Sources: Students are expected to draw from insights in the weekly lectures and the assigned readings. All reference sources must be properly cited in the text and provide a bibliography using MLA format. Please use only primary or secondary resources. For more information about primary and secondary resources, see [http://www.lib.berkeley.edu/instruct/guides/primarysources.html](http://www.lib.berkeley.edu/instruct/guides/primarysources.html).
- Quality of written assignments: students are expected to produce concise, well-organized, and persuasive memos, **in the correct format**, that display their facility with the concepts of the weekly lectures and reading assignments.
- Memos should be one (1) page in length. They will be graded on a scale of 100 points using the following rubric: Spelling, grammar, and the overall quality and clarity of the writing: 30 points, Adherence to Format Guidelines: 10 points, Persuasiveness and the quality of the answers to the assigned questions: 60 points total (12 points per question)
• Final exam should be 1,200 words in length. It will be graded on a scale of 100 points using the following rubric: Spelling, grammar, and the overall quality and clarity of the writing: 40 points; answers to assigned questions: 60 points total (20 points per question).

Grading Policies
The following identifies how points awarded to individual assignments translate into letter grades for the course: A= 94-100, A-= 90-93, B+=87-89, B= 84-86, B-=80-83, C+=77-79, C=74-76, C=70-73, D=66-69, F= 65 or lower.

Policies and Expectations: Attendance, Late Papers, Class Behaviors and Civility, Academic Integrity, Disability Access, Safety, Cancellation Policies

Attendance
Students are expected to arrive on time, attend all classes, and to stay until the end of class unless they have notified the instructor at the beginning of the session that they will be leaving early. Each unexcused absence will affect a student’s grade in the class.

Late Assignment Policy
Assignments are due on the dates/times identified. One letter grade will be deducted from any assignment submitted after the due date/time. No assignment will be accepted after the deadline for submitting final grades.

Incompletes
As outlined in the School’s grading and academic starts policy, “A grade of ‘I’ (incomplete) is a temporary grade indicating failure to complete assigned work. The mark is given only upon the request of the student and at the discretion of the instructor. The student and faculty member must sign a completed ‘Request for Grade of Incomplete Form’ before the final class session. The ‘I’ must be removed within one year after the end of the semester in which the student received the grade. Students seeking an extension of this time limit must have the approval of the instruction and successfully petition of the director of their program. If no petition is made, or if the petition is unsuccessful, the grade is chanced to an N-Permanent Incomplete- which remains on the student’s permanent record.

Academic Integrity
The School of Continuing Education does not tolerate cheating and/or plagiarism in any form. Those students who violate the Code of Academic and Professional Conduct will be subject to the Dean’s Disciplinary Procedures. The Code of Academic and Professional Conduct can be viewed online: http://ce.columbia.edu/node/217

Please familiarize yourself with the proper methods of citation and attribution. The School provides some useful resources online; we strongly encourage you to familiarize yourself with these various styles before conducting your research: http://library.columbia.edu/help/howto/endnote.html

Violations of the Code of Academic and Professional Conduct will be reported to the Associate Dean for Student Affairs.

Accessibility Statement
Columbia is committed to providing equal access to qualified students with documented disabilities. A student’s disability status and reasonable accommodations are individually determined based upon disability documentation and related information gathered through the
intake process. For more information regarding this service, please visit the University’s Health Services website: [http://health.columbia.edu/services/ods/support](http://health.columbia.edu/services/ods/support)

**Course Schedule / Calendar**
Please note that the schedule of speakers is subject to change during the course of the semester in order to accommodate speakers’ schedules. All of the speakers’ included in this syllabus have confirmed their attendance

**Week #1 – 1/21/15: Introduction to the Course and to the Profession of Sustainability Management.**

- **Introduction:** Overview of the course, speaker schedule and assignments. A guest lecture on the profession of sustainability management from a veteran sustainability manager will focus attention on the challenges that practitioners face, and the skills that they most need to meet those challenges.

- **Speakers:** Steve Nicholas, Vice President for U.S. Programs, Institute for Sustainable Communities, and former Director of the City of Seattle Office of Sustainability & Environment.

- **Reading:**

- **Bio:**
  Steve Nicholas joined the Institute for Sustainable Communities (ISC) as Vice President of Climate & Environment Programs in October 2008. Prior to that, he was Director of the City of Seattle Office of Sustainability & Environment for eight years, where he led several urban sustainability initiatives, including the development and implementation of the Seattle Climate Protection Initiative, winner of the 2007 Innovations in American Government Award. He co-authored Seattle’s first-ever climate action plan, as well as the U.S. Mayors Climate Protection Agreement, which sparked a national movement of more than 940 mayors taking local action on global warming and demanding stronger federal action. He also staffed the Mayor’s Green Ribbon Commission on Climate Protection, led the creation of the Seattle Climate Partnership, a voluntary pact among more than 50 public and private institutions to reduce their global warming pollution, and established the Directors’ Climate Network, a coalition of environment directors and senior climate protection staff from about 20 U.S. cities. From 1995-1998, Nicholas directed ISC’s program in Macedonia. Known as the Democracy Network Project, it strengthened Macedonia’s fledgling democracy by building the capacity of nonprofit organizations through technical and financial assistance. Steve holds a Master of Public Policy from Kennedy School of Government at Harvard University and a BA in Public Policy from Colby College.

**Week #2 – 1/28/15: Business Strategies for Sustainability**

- **Introduction:** This class session will focus on the business strategies that a longtime publishing executive uses to change how his company does business.

- **Speaker:** Bill Barry, Macmillan ([www.macmillansustainability.com](http://www.macmillansustainability.com))
• **Bio:**
Bill Barry has over thirty years' experience in all aspects of book publishing as a senior executive in editorial, production, sales, distribution, and finance and, most recently, as the leader of Macmillan's sustainability program.

• **Readings:** Anderson, Ray. *Business Lessons from a Radical Industrialist.* St. Martin's Griffin: New York: 2011. (Chapters 5 and 6, which are posted on Courseworks under Files and Resources)

• **Assignment:** Courseworks discussion #1

**Week #3 – 2/4/15: The New Climate Economy**

• **Introduction:** This lecture and discussion will center around the management strategies for advancing sustainable economic growth.

• **Speaker:** Stefan Knupfer, Senior Partner, McKinsey & Company, Inc.

• **Bio:**
Stefan leads McKinsey's Sustainability & Resource Productivity Practice in the Americas and has global responsibility for helping McKinsey consultants develop sustainability expertise. He works with clients globally, including multiple recent projects in North America, Brazil, Germany and China. As a former leader of the Automotive & Assembly Practice—and lead partner in the firm’s Detroit office—Stefan's client work centers on the automotive, aerospace and advanced electronics sectors. In Clean Tech, he has deep expertise in automotive and water technologies and is leading the development of a Green Model Factory with the University of Michigan. Stefan has led performance improvement/turnaround programs for clients including automotive and truck OEMs, component suppliers, construction and agricultural equipment manufacturers, financial institutions and logistic providers. He has also led major design-to-cost/design-to-value programs for core products in the automotive, aerospace, construction equipment, and transportation industries. Among recent research initiatives, Stefan led a McKinsey-wide project to assess the future technical and economic viability of electrical vehicles (EVs), covering the full EV value chain from batteries to recharging infrastructure. He also helped lead a major collaboration between McKinsey and the city governments of New York, Paris, and Shanghai to understand the market demand, growth potential, and infrastructure requirements for EVs in megacities.

• **Readings:** (Posted on Courseworks under Files and Resources)

  2. “The Race is On” by Fraser Thompson. Inside Track.

• **Assignments:** Courseworks discussion #2.
Week #4 – 2/11/15: Financing the Transition to the Green Economy

- **Introduction:** This talk will center on the structural changes and new policies that are required to transition to a green economy, as well as the ways in which sustainability practitioners are working to bring about these changes.

- **Speaker:** Curtis Probst, Managing Director, Rocky Mountain Institute

- **Speaker Bio:**
  Curtis Probst is a managing director at Rocky Mountain Institute (RMI). At RMI, Curtis leads the sustainable finance practice. He brings 24 years of financial market expertise to a broad range of energy and sustainability issues. Prior to joining RMI, Curtis worked at Goldman, Sachs & Co. for over 15 years in New York, most recently as a managing director in their investment banking division. Prior to joining the investment banking division, Curtis was a managing director in their fixed income, currency and commodities division. Before joining Goldman Sachs, Curtis worked at Salomon Brothers, most recently as a vice president in their structured and project finance group. He joined Salomon Brothers in 1989 in their financial institutions group, and worked in both their New York and Los Angeles offices. Curtis received a Bachelor of Commerce from the University of Calgary and a Master of Public Administration from Columbia University. He is an accredited LEED Green Associate, a Chartered Financial Analyst, and a member of the CFA Institute and the CFA Society of Stamford. Curtis currently sits on the Management Advisory Board at the Earth Institute of Columbia University.

- **Reading:**
  [http://www.brookings.edu/~/media/Research/Files/Reports/2014/04/clean%20energy%20bonds/CleanEnergyFunds.pdf](http://www.brookings.edu/~/media/Research/Files/Reports/2014/04/clean%20energy%20bonds/CleanEnergyFunds.pdf)

- **Assignments:** Courseworks discussion #3.

Week #5 – 2/18/15: The Sustainability/Profitability Connection

- **Introduction:** This class session will center on the ways in which a large private firm makes sustainability part of its pursuit for increased production and profitability. The discussion will cover strategies for integrating environmental concerns in supply chain management, production, operations, and marketing.

- **Speaker:** Vance A. Merolla, Director of Environmental Sustainability, Global Supply Chain, Colgate-Palmolive Company

- **Speaker Bio:**
  Vance Merolla is the Director of Environmental Sustainability, Global Supply Chain for the Colgate-Palmolive Company, a global consumer products company based in New York City. Mr. Merolla is responsible for driving energy, climate change, water and waste reduction initiatives in Colgate’s manufacturing operations worldwide. Prior to his current 15 years with Colgate, he was an environmental group manager for the URS Corporation. Vance
holds a BS in Industrial Engineering from Arizona State University and a Masters in Environmental Engineering from Rutgers University. He is a licensed professional engineer (PE) in the states of New York, New Jersey and Washington, and is a U.S. Green Building Council LEED-Accredited Professional, and a Member of the USGBC NJ Chapter Board of Directors. Colgate-Palmolive Company is a $17.1 billion global company serving people in more than 200 countries and territories with consumer products that make lives healthier and more enjoyable. The Company focuses on strong global brands in its core businesses — Oral Care, Personal Care, Home Care and Pet Nutrition. Colgate seeks to deliver strong global growth by following a tightly defined strategy to grow market shares for key products, such as toothpaste, toothbrushes, bar and liquid soaps, deodorants/antiperspirants, dishwashing detergents, household cleaners, fabric conditioners and specialty pet food.

**Reading:**
- Colgate-Palmolive Sustainability Report 2013:  

**Assignment:** Memo #1 is due by start of class #5.

**Week #6 – 2/25/15: Leadership and Urban Sustainability**

**Introduction:** Cities present urban sustainability practitioners with both enormously complex problems, but also important opportunities to make changes that will benefit large numbers of people. Baltimore’s longtime sustainability director will discuss her approach to integrating sustainability in the city’s operations, focusing on the importance of leadership.

**Speaker:** Beth Strommen, Director, Baltimore Office of Sustainability

**Speaker Bio:** Beth Strommen has twenty-five years of professional experience in environmental planning, community planning and program implementation at multiple levels of government. She has managed completion of many of Baltimore's most important environmental, maritime, and land use regulations and plan documents, including the Forest Conservation Program, Baltimore Bicycle Master Plan, Middle Branch Plan, Maritime Master Plan and Sustainability Plan. Currently Beth is the Director overseeing Baltimore’s Office of Sustainability and the implementation of Baltimore's Sustainability Plan. - See more at: [http://www.baltimoresustainability.org/about/staff#sthash.b7rwtnMv.dpuf](http://www.baltimoresustainability.org/about/staff#sthash.b7rwtnMv.dpuf)

**Readings:**

**Assignment:** Courseworks discussion #4.
Week #7 – 3/4/15: Banks and Sustainable Finance

- **Introduction:** This class session will focus on the integration of sustainability in financial institutions, including the formulation of a sustainability strategy, managing environmental and social risk, identifying environmentally sound investment opportunities.

- **Speaker:** Camilla Seth, Executive Director, Office of Environmental Affairs, JPMorgan Chase

- **Speaker Bio:**
  Camilla joined JPMorgan Chase in 2012 as Executive Director in the Office of Environmental Affairs. She is focused on conservation and climate finance, stakeholder engagement, and policy development. She has over 15 years of experience working on sustainable finance issues for financial institutions, corporations, and nonprofit organizations. She has advised leading commercial and investment banks on sustainability strategy formulation, environmental and social risk management, the identification of environmentally-beneficial investment opportunities and stakeholder engagement. Prior to JPMorgan Chase, Camilla served as the founding Director of Programs and Operations at the Global Impact Investing Network (GIIN), where she organized leading institutional investors around collaborative investment and impact measurement, and the creation of new investment vehicles. She was Vice President of Environmental Affairs at Citigroup, where she managed environmental initiatives across the investment bank and also directed global environmental philanthropy. Camilla was Program Officer for the Environment at the Surdna Foundation, a family foundation in New York City, where she managed climate change and biodiversity protection initiatives with a focus on market-based strategies. She began her career at EA Capital, a financial advisory firm specialized in resource efficiency and productivity in the energy, water, agriculture, transportation and forest product industries.

- **Reading:**

- **Assignment:** Courseworks discussion #5

Week #8 – 3/11/15: City Politics and Sustainability

- **Introduction:** This class session will focus on the strategies that successful urban sustainability managers have used to implement sustainability programs in the face of political obstacles and fiscal austerity. The lecture and discussion will center on the importance of developing partnerships, securing funding, engaging the community, and measuring progress to achieve sustainability objectives.

- **Speaker:** Katherine Gajewski, Director of Sustainability, City of Philadelphia

- **Bio:**
  Katherine Gajewski is the Director of Sustainability in the City of Philadelphia, where she is
responsible for the implementation of Greenworks Philadelphia, the city’s sustainability framework unveiled by Mayor Nutter in April 2009. The framework sets goals in five areas — energy, environment, equity, economy and engagement — and encompasses more than 150 achievable, measurable initiatives. Implementation of these initiatives will reduce the city’s vulnerability to rising energy prices, limit its environmental footprint, and reposition its workforce and job development strategies to build upon Philadelphia’s competitive advantages in the emerging green economy.

- **Readings:**

- **Assignment:** Courseworks discussion #6.

**Week #9 – 3/18/15 - Spring Break**

**Week #10 - 3/25/15: Standards and Metrics for Sustainability Performance**

- **Introduction:** The session will be devoted to understanding how the use of sustainability standards and metrics can advance the integration of sustainability in communities. The talk will center on the STAR Community Rating System, a national certification program that promotes health, inclusion, and prosperity.

- **Speaker:** Hilari Varnadore, Executive Director, STAR Communities

- **Speaker Bio:** As Executive Director of STAR Communities, Hilari is focused on advancing a national framework and rating system for sustainable communities. Previously, she served as Frederick County, Maryland’s first Sustainability Director in the Office of the County Manager and was a member of the Urban Sustainability Directors Network. She has experience as a land use, environmental and municipal planner and was appointed to serve on STAR’s Planning & Design Technical Advisory Committee in 2008. Hilari has worked extensively in the nonprofit sector including positions with the Grand Canyon Trust, Nature Conservancy, and River Network and state and federal agencies in Maine and Maryland. Varnadore holds a Master’s of Arts degree from Northern Arizona University in Rural Geography and a Bachelor’s of Science degree from Unity College of Maine in Environmental Policy. She is a 13th generation Marylander and a Girl Scout troop leader.

- **Readings:**

- **Assignment:** Memo #2 is due.

**Week #11 – 4/1/15: The Bicycle, Activism, and Sustainable Cities**

- **Introduction:** Low-carbon modes of transportation, including public transit, bicycling, and walking yield environmental, economic, health, and social benefits. Yet the infrastructure in
most places in the United States is designed to accommodate car traffic. In this session, we will learn about the interplay among environmental and non-environmental issues in advancing sustainability, as well as about the ways in which advocacy and activism can be used to change cities.

- **Speaker**: Paul Steely White, Executive Director. Transportation Alternatives

- **Speaker Bio**: Paul Steely White is executive director of Transportation Alternatives, New York City’s leading advocate for bicycling, walking, and public transportation. White is an internationally known transportation planner and lecturer who, prior to joining Transportation Alternatives in 2004, worked for seven years as the Africa director of the New York-based Institute for Transportation & Development Policy. White has a degree in biology from the University of Illinois at Urbana-Champaign and a master's degree in environmental science from the University of Montana in Missoula.

**Readings**:

1. Peter Norton—Joy Riders and Jay Walkers [1 page].
2. Gail Robinson – Honk if you Love Traffic [1 page]
3. Paul Steely White – His Honor, My Neighbor [1 page]
4. Henry Grabar – Political power on two wheels: Don’t mess with the bikers! [1 page]
   [http://www.salon.com/2013/09/07/political_power_on_two_wheels_dont_mess_with_the_bikers/](http://www.salon.com/2013/09/07/political_power_on_two_wheels_dont_mess_with_the_bikers/)
5. Midwest Academy, Organizing for Social Change, Chapter 4, Developing a Strategy [pg. 30 – 47]

- **Assignment**: Courseworks discussion #7

**Week #12 – 4/8/15: Protecting New York’s Water**

- **Introduction**: This class session will consider the use of advocacy, science, the law, and sustainable infrastructure design in safeguarding or restoring watersheds and estuaries.

- **Speaker**: Paul Gallay, President and Hudson Riverkeeper, Riverkeeper

- **Speaker Bio**: Paul and the Riverkeeper team work to protect the Hudson River and the drinking water supplies for nine million New Yorkers. An attorney and educator, Paul has dedicated himself to the environmental movement since 1987, when he left the private practice of law and went to work for the New York State Attorney General. In 1990, Paul began a ten-year stint at New York’s Department of Environmental Conservation, where he brought hundreds of corporate and government polluters to justice. Paul subsequently spent a decade in the land conservation movement before becoming Riverkeeper’s President in 2010. Paul is a graduate of Williams College and Columbia Law School and has held a number of teaching positions, including his current appointment with The Beacon
Institute/Clarkson University.

- **Readings:**

- **Assignment:** Courseworks discussion #8.

**Week #13 – 4/15/15: Market Innovation**

- **Introduction:** This talk will focus on the strategies for directing private capital to investments that produce both economic and environmental benefits, especially in real estate, green infrastructure, and in regenerative agriculture.

- **Speaker:** Yerina Mugica, Associate Director, CMI, Center for market innovation Program

- **Speaker Bio:**
  Yerina Mugica is Associate Director at the Natural Resource Defense Council's Center for Market Innovation, focusing on directing private capital toward solutions that are both environmentally and economically sustainable. Yerina leads CMI’s team in demonstrating real world approaches to leveraging markets to drive environmental solutions, with projects in the real estate, green infrastructure and regenerative agriculture sectors. Yerina has over a decade of experience researching, developing and deploying effective strategies to drive better performance at the nexus of business and the environment. Yerina holds an M.B.A. from the University of North Carolina at Chapel Hill with a concentration in Sustainable Enterprise and a B.S. from Northeastern University. Prior to joining NRDC, Yerina worked as a consultant to government and private sector clients and as Director of Product Development for an internet start-up firm. Yerina also led sustainability research initiatives at UNC’s Center for Sustainable Enterprise. Yerina is on the board of Clean-Air Cool-Planet a northeast based organization that works to solve the global warming problem through civic engagement, education and effective policy.

- **Readings:**
- High Performance Tenant Demonstration Project. NRDC, Center for Market Innovation [1 page]
  http://www.nrdc.org/business/cgi/default.asp
- Green Infrastructure Financing. High Performance Tenant Demonstration Project. NRDC, Center for Market Innovation [1 page]
  http://www.nrdc.org/greenbusiness/cmi/green-infrastructure.asp
- Creating Private Markets for Green Stormwater Infrastructure. NRDC, Center for Market Innovation [Full report, 87 pages]

- **Assignment:** Courseworks discussion #9.

**Week #14 – 4/22/15: Building Climate Resilient Communities**

- **Introduction:** How to make places around the world more resilient to the physical, social, and economic disasters is becoming an increasingly important question as the effects of climate change become more palpable. While parts of the answer vary from place to place, resilience seems rooted in certain key principles. We will discuss these principles during this lecture and learn how practitioners are advancing them in different places around the world.

- **Speaker:** To be determined.

- **Speaker Bio:** (pending)

- **Reading (tentative)**
    http://www.100resilientcities.org/resilience

- **Assignment:** None.

**Week #15 – 4/29/15: Innovative Strategies for Sustainability Management**

- **Introduction:** In this final class, we will consider the major themes that have emerged throughout the semester, and we will consider the future of sustainability management practice. We will especially focus on the importance of leadership in integrating sustainability in organizations.

- **Speakers:** Professor George Sarrinikolaou

- **Assignment:** Final blog post due.
APPENDIX A

School Policies

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