

SYLLABUS

SUMA K4310: Practicum in Innovative Sustainability Leadership

Monday 6:10 – 8 PM

Instructor Information

Instructor: George Sarrinikolaou

E-mail: gsarrinikolaou@ei.columbia.edu

Phone: (212) 854-3871

Course Grading Assistant

Kelsie DeFrancia (kdefrancia@ei.columbia.edu)

Course Description

This course deals with a fundamental question of sustainability management: how to change organizations and more complex systems, such as communities, industries, and markets, by integrating environmental concerns in the way that they operate. The course poses this question to about a dozen leading sustainability practitioners, who answer it by discussing management strategies that they use in their own work. Through guest lectures, extensive class discussion, and readings, students identify practical ways for transforming how organizations and complex systems work. The practitioners, who work in the public, private, and nonprofit sectors and in a wide variety of organizations, lecture in the first hour of the course. In the second hour, the instructor leads a class discussion, which is geared toward identifying these management strategies, better understanding their application, and considering their effectiveness. A 10-minute break between the first and second hour of class time provides an opportunity to students to speak informally with the guest practitioners. By the end of the course, the students gain an understanding of management tools and strategies that they, themselves, can use to integrate sustainability in organizations.

The course complements the M.S. in Sustainability Management program's required course, Sustainability Management (SUMA K4100). In that course, students study management and organization theory. In the Practicum, students learn directly from leading practitioners, who confront sustainability management issues daily.

The course is open to both graduate and undergraduate students.

- **Students in the M.S. in Sustainability Management program who wish to take this class must register for it as a 3-credit course. For these students, 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."**
- **Students of the School of International and Public Affairs and undergraduates have the option of registering for this course as a 3-credit or a 1-credit course. Assignments vary accordingly.**

Course Objectives

By the end of this course, students will:

- explain how managers develop sustainability strategy and how they gain support for its implementation;
- discover the importance of varied stakeholder interests, inside and outside of organizations, in the formulation of sustainability initiatives;
- identify the use of quantitative data and qualitative factors in advancing sustainability initiatives;
- and synthesize, apply, and communicate sustainability knowledge to solve environmental problems.

Course Topics

- Week 1: Introduction to the Course and to the Profession of Sustainability Management
- Week 2: Changing an Organization from the Inside #1
- Week 3: Sustainability as Value
- Week 4: The Path to the New Climate Economy
- Week 5: Procurement as a Sustainability Strategy
- Week 6: Changing an Organization from the Inside #2
- Week 7: Understanding and Using Organizational Culture
- Week 8: SPRING BREAK
- Week 9: Banking as a Sustainability Driver
- Week 10: Community-Based Social Marketing for Sustainability
- Week 11: Using Metrics to Change Communities
- Week 12: Making Cities Healthier, Resilient and Sustainable
- Week 13: The Circular Economy
- Week 14: Sustainability Reporting, Strategy, and Integration
- Week 15: Synthesis: Innovative Strategies for Sustainability Management

Required Reading

There are weekly required readings. All readings or links to the readings are posted on Canvas. There are no readings that require purchase.

Resources

The instructor and the course grading assistant will use Canvas to make announcements, distribute readings, presentations, and assignments. Students will submit completed assignments via Canvas only.

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| <p style="text-align: center;">3-CREDIT OPTION Course Requirements</p> |
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Students in the M.S. in Sustainability Management program may only take the course for three credits. Students in other schools may take the class for either 3 credits or one credit.

Attendance and Class Participation (25%)

Attendance is mandatory for each class session. If a student must miss class for any reason, the student must notify the instructor 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.

Responses to Weekly Discussion Questions on Canvas (25%)

Students must answer **all ten of the weekly discussion questions** that the instructor will post on Canvas. The responses – no longer than 250 words in length – should be analytical and should reflect understanding of the preceding guest lecture, as well as knowledge of the pertinent readings for the previous week. All ten postings are required to receive full points. Each entry will be graded individually on a letter grade scale from A+ to F. Discussion questions are posted on Tuesdays. **Responses are due by Saturday at 10 AM. No late assignments are accepted unless the instructor grants an extension.**

Midterm Exam (25%)

The midterm assignment is a role-playing exercise. The instructor will provide students a fictitious scenario, in which a sustainability manager must advance a new initiative. Students assume the role of the sustainability manager, analyzing the scenario and drawing from the management strategies that they have learned in the course in order to formulate a way for advancing the initiative. Students produce a **two-page** action memo that includes the following:

1. a brief description of the problem that the organization confronts and the strategy that could solve the problem;
 2. a rationale for implementation of the strategy;
 3. an assessment of the consequences of implementing the strategy;
 4. a discussion of alternative actions that could be taken in place of the one(s) that the memo recommends;
 5. the immediate steps that would be necessary to implement the strategy.
- Due by 6:10 PM on March 6, 2017 via Canvas. The memo should have one-inch margins, use 11-point font; and be single-spaced.

Final Exam (25%)

The final assignment, too, is a role-playing exercise. The instructor will provide students another fictitious scenario, in which a sustainability manager must advance a new initiative. Students assume the role of the sustainability manager, analyzing the scenario and drawing from the management strategies

that they have learned in the course in order to formulate a way for advancing the initiative. Students produce a **two-page** action memo that includes the following:

1. a brief description of the problem that the organization confronts and the strategy that could solve the problem;
2. a rationale for implementation of the strategy;
3. an assessment of the consequences of implementing the strategy;
4. a discussion of alternative actions that could be taken in place of the one(s) that the memo recommends;
5. and the immediate steps that would be necessary to implement the strategy.

Due by 6:10 PM on May 1, 2017 via Canvas. The memo should have one-inch margins, use 11-point font; and be single-spaced.

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| <p style="text-align: center;">1-CREDIT OPTION Course Requirements</p> |
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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 (25%)

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.

Responses to Weekly Discussion Questions on Canvas (25%)

Students must answer **five of the ten weekly discussion questions** that the instructor will post on Canvas. The responses – no longer than 250 words in length – should be analytical and should reflect understanding of the preceding guest lecture, as well as knowledge of the pertinent readings for the previous week. All five postings are required to receive full points. Each entry will be graded individually on a letter grade scale from A+ to F. Discussion questions are posted on Tuesdays. **Responses are due by Saturday at 10 AM. No late assignments are accepted unless the instructor grants an extension.**

Final Exam (50%)

The final assignment is a role-playing exercise. The instructor will provide students a fictitious scenario, in which a sustainability manager must advance a new initiative. Students assume the role of the sustainability manager, analyzing the scenario and drawing from the management strategies that they have learned in the course in order to formulate a way for advancing the initiative. Students produce a **two-page** action memo that includes the following:

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3. an assessment of the consequences of implementing the strategy;
4. a discussion of alternative actions that could be taken in place of the one(s) that the memo recommends;
5. and the immediate steps that would be necessary to implement the strategy.

Due by 6:10 PM on May 1, 2017 via Canvas. The memo should have one-inch margins, use 11-point font; and be single-spaced.

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 conceptual understanding and 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>.
- 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 two pages in length. They will be graded on a scale of 100 points using the following rubric: demonstrating conceptual understanding of the management strategies (50 points); persuasiveness, clarity, and the overall quality of the answers to the assigned questions (50 points).

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. One point from the student's participation grade will be deducted for each unexcused absence.

Late Assignment Policy

Assignments are due on the dates/times identified. No late assignment will be accepted unless the instructor grants an extension before the due date.

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 changed to an N-Permanent Incomplete- which remains on the student's permanent record.

Academic Integrity

The School of Professional Studies 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>

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 – 1/23/17: Introduction to the Course and to the Profession of Sustainability Management

- Introduction: We will review the course, including the assignments and course policies, and we will discuss the challenge of integrating sustainability in organizations. The discussion will set the stage for the remainder of the class, which will focus on how to achieve this integration.
- Reading: “Environmental Constraints and the Evolution of the Private Firm.” Allenby, Braden R. *The Industrial Green Game*, 1997. Pp. 101-113. Washington DC: National Academy Press. (13 pages)
- Assignment: No written assignment.

Week #2 – 1/30/17: Changing an Organization from the Inside #1

- 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)
- Bio: Bill Barry has over thirty years of 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 1 - 5 (61 pages).
- Assignment: Canvas discussion #1 due by 2/4/17.

Week #3 – 2/6/17: Sustainability as Value

- Introduction: The lecture and discussion will touch on the factors that lead to investment in green building, obstacles to such investments, and strategies for overcoming them.
- Speaker: Douglas Durst, Chairman, The Durst Organization.
- Bio: Douglas Durst is the chairman and a member of the third generation to lead The Durst Organization. Under his leadership, the organization built the nation’s first sustainable skyscraper, 4 Times Square, and the first LEED Platinum hi-rise office tower, The Bank of America Tower at One Bryant Park. He is also a director of the Real Estate Board of New York, The New School, and The Trust for Public Land.
- Readings: Johnston, Sadhu A., Parzen, Julia and Nicholas, Steve. *Guide to Greening Cities*. Island Press: Washington DC: 2013. Chapter 4, “The Green City Leader” (p. 119-149).
<http://link.springer.com/book/10.5822%2F978-1-61091-504-5>
- Assignment: Canvas discussion #2 due by 2/11/17.

Week #4 – 2/13/17: The Path to the New Climate Economy

- Introduction: This talk will center on the management strategies for advancing sustainable economic growth.
- Speaker: Stefan Knupfer, Senior Partner, McKinsey & Company, Inc.
- Bio: Stefan Knupfer leads McKinsey’s Sustainability & Resource Productivity Practice, and has global responsibility for helping McKinsey consultants develop sustainability expertise. 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.

- Readings: “Resource Revolution: Meeting the world’s energy, materials, food, and water needs,” Executive Summary, McKinsey Global Institute, Nov. 2011 (21 pages)
<http://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/resource-revolution>
- Assignment: Canvas discussion #3 due by 2/18/17.

Week #5 – 2/20/17: Procurement as a Sustainability Strategy

- Introduction: This talk will center around the ways that an organization can use its purchasing power to advance sustainability.
- Speaker: John Cheetham, Director of Procurement, Ingredients, Chobani.
- Readings: TBD
- Assignment: Canvas discussion #4 due by 2/25/17.

Week #6 – 2/27/17: Changing an Organization from the Inside #2

- Introduction: Two colleagues – a sustainability manager and an operations specialist – from the same firm will discuss how they forged a partnership to implement a groundbreaking initiative.
- Speakers: Sophia Mendelsohn and Tim Massimiano, JetBlue.
- Readings: “Renewable Jet Fuel Research: Artificial vs. Physical Roadblocks to Wide Scale Adoption of Sustainable Jet Fuel in Commercial Aviation,” by Sophia Mendelsohn, Columbia University, 2016.
- Assignment: Midterm due by 3/6/17, 6:10 PM.

Week #7 – 3/6/17: Understanding and Using Organizational Culture

- Introduction: This talk will emphasize strategies for understanding organizational culture and using it to advance sustainability.
- Speaker: Raghusimha Sudhakara, Manager of Strategy, Con Edison.
- Bio: Raghusimha started at Con Edison as a policy advisory in 2012, and transitioned to Manager of Strategy in 2012. Prior to that, he worked as a senior consultant at GP Strategies Corporation and has done consultant work for AES, L'Institut Francilien Recherche Innovation Société, and Consultant Co-op.
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin's Griffin: New York: 2011. Chapters 8 - 9 (40 pages).
- Assignment: Canvas discussion #5 due by 3/11/17.

Week #8 – 3/13/17 - Spring Break – No class

Week #9 - 3/20/17 Banking as a Sustainability Driver

- 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, and identifying environmentally sound investment opportunities.
- Speaker: Camilla Seth, Executive Director, Sustainable Finance, JPMorgan Chase & Co.
- Speaker Bio: Camilla joined JPMorgan Chase in 2012 and 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. Prior to JPMorgan Chase, Camilla served as the founding Director of Programs and Operations at the Global Impact Investing Network, and was also Vice President of Environmental Affairs at Citigroup.

- Reading: “The Business Case for Sustainable Finance.” Cherneva, Iveta. Routledge. New York, 2014. Chapters 1 and 2. (33 pages).
- Assignment: Canvas discussion #6 due by 3/25/17.

Week #10 – 3/27/17: Community-based Social Marketing for Sustainability

- Introduction: This lecture will offer an introduction to community-based social marketing as a technique for changing people’s behaviors and cultivating sustainability in communities.
- Speaker: Michelle Vigen, Senior Energy Planner, Montgomery County Department of Environmental Protection.
- Bio: Michelle Vigen leads the planning, development, and implementation of a wide variety of energy initiatives within the County, including the implementation of the county’s energy benchmarking law, and advising the development of the county’s Property-Assessed Clean Energy (PACE) financing program and Green Bank legislation. Prior to this, she spent time working in the Administration of Loudoun County Government and the American Council for an Energy-Efficient Economy (ACEEE).
- Readings: “Fostering Sustainable Behavior: Community-Based Social Marketing.” McKenzie-Mohr, Doug. McKenzie-Mohr & Associates, Inc. 2006. Chapters on “Fostering Sustainable Behavior” through “Social Norms: Building Community Support.” (30 pages)
<http://www.cbsm.com/pages/guide/preface/>
- Assignment: Canvas discussion #7 due by 4/1/17.

Week #11 – 4/3/17: Using Metrics to Change Communities

- 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: Lacey Shaver, Community Engagement Manager, STAR Communities.
- Bio: Lacey develops and manages programs to support communities on the STAR certification track, from recruitment through post-certification. She runs the STAR Leadership Program and works as a one-on-one liaison with cities and counties, providing technical support and assistance during and after the certification process. She also develops communications and outreach strategy for the organization and is the staff lead for Equity & Empowerment goal area.
- Readings: Johnston, Sadhu A., Parzen, Julia and Nicholas, Steve. *Guide to Greening Cities*. Island Press: Washington DC: 2013. Chapter 6, “Driving Green Progress Using Indicators” (25 pages).
<http://link.springer.com/book/10.5822%2F978-1-61091-504-5>
Background reading: Star Community Rating System, Version 1.0, October 2012. Star Communities. <http://www.starcommunities.org/wp-content/uploads/2014/05/rating-system.pdf>
- Assignment: Canvas discussion #8 due by 4/8/17

Week #12 – 4/10/17: Making Cities Healthier, Resilient and Sustainable

- Introduction: This guest lecture will delve into strategies for improving the management of natural resources in New York City.
- Speaker: Emily Maxwell, New York City Program Director, The Nature Conservancy
- Bio: Emily leads the Nature Conservancy's initiatives in New York City and other New York urban areas. She previously served as the Associate Director for the Northeast Region and Diversity and Inclusion for the National Wildlife Federation, and also worked with Gateway National Recreation Area in Queens, New York, to create a series of volunteer days aimed at restoring the Jamaica Bay area following Hurricane Sandy.
- Readings: Urban Coastal Resilience Report: Valuing Nature's Role. Case Study: Howard Beach, Queens, New York, July 2015. pp. 12 – 59. <https://global.nature.org/content/urban-coastal-resilience-valuing-natures-role>
- Assignment: Canvas discussion #9 due by 4/15/17.

Week #13 – 4/17/17: The Circular Economy

- Introduction: This lecture will explore how different organizations – in different sectors and different geographies – have embraced a sustainable approach to business and the many challenges they've faced in adopting complex sustainability principles.
- Speaker: Stephanie Johnston, Director, Agenda NYC.
- Bio: Stephanie is both a freelance writer and Director of Agenda NYC, a strategy and communications agency, where she works with large companies on their citizenship, corporate responsibility and sustainability agendas. She has nearly 10 years of experience in both agency and corporate environments, focusing on corporate sustainability strategy and communications processes with global firms such as Heineken, BASF, Intercontinental Hotels Group, Roche and Tesco.
- Readings: "Circular economy: an overview," Educational resources, Ellen MacArthur Foundation. <https://kumu.io/ellenmacarthurfoundation/educational-resources#circular-economy-educational-resources/circular-economy-an-overview>
- Assignment: Canvas discussion #10 due by 4/22/17

Week #14 – 4/24/17: Sustainability Reporting, Strategy, and Integration

- Introduction: Our guest speaker this week will discuss the role of public reporting in influencing sustainability strategy and performance.
- Speaker: Emmanuelle Humblet, Environmental, Policy & Social Initiatives, Apple.
- Readings: "Environmental Responsibility Report: 2016 Progress Report, Covering Fiscal Year 2015," Apple Inc. <https://www.apple.com/environment/reports/>
- Assignment: No written assignment. Reminder: Final exam is due on 5/1/17.

Week #15 – 5/1/17: Synthesis: 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.
- Speaker: George Sarrinikolaou
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin's Griffin: New York: 2011. Chapter 12 (24 pages).
- Assignment: Final exam due by 6:10 PM on 5/1/17.

APPENDIX A

School Policies

Copyright Policy

Please note – because of copyright restrictions, online access to this material is limited to instructors and students currently registered for this course. Please be advised that by clicking the link to the electronic materials in this course, you have read and accept the following:

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials. Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

Academic Integrity

Columbia University expects its students to act with honesty and propriety at all times and to respect the rights of others. It is fundamental University policy that academic dishonesty in any guise or personal conduct of any sort that disrupts the life of the University or denigrates or endangers members of the University community is unacceptable and will be dealt with severely. It is essential to the academic integrity and vitality of this community that individuals do their own work and properly acknowledge the circumstances, ideas, sources, and assistance upon which that work is based. Academic honesty in class assignments and exams is expected of all students at all times.

SPS holds each member of its community responsible for understanding and abiding by the SPS Academic Integrity and Community Standards posted at <http://ce.columbia.edu/node/217> . You are required to read these standards within the first few days of class. Ignorance of the School's policy concerning academic dishonesty shall not be a defense in any disciplinary proceedings.

Accessibility

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>.