

SUMA K5025: Corporate Sustainability: Reporting and Strategy

Fall 2017 – Columbia University School of Professional Studies & the Earth Institute
Class meets on Wednesdays from 6:10-8 pm, Class room: TBD

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TA, TBD

Course Overview

This course is designed for those who will hold positions in corporations with responsibilities for mapping and managing Environmental, Social and Governance (ESG) issues relating to a business, setting sustainability goals, communicating progress towards goals, and engaging with stakeholders, including civil society organizations, suppliers, customers, and investors.

While a sustainability report is a snapshot in time of a company's performance against sustainability goals, the sustainability reporting process, is a continuous improvement cycle designed to embed sustainability within the corporation. This course will explore the interplay between corporate sustainability strategy and reporting.

Expectations for how today's companies operate are rapidly evolving. It is increasingly recognized that by implementing sustainability management mechanisms, companies can better manage physical, regulatory, technological, and reputational risks, as well as create value through efficiencies and innovation. Embedding sustainability into the corporate DNA necessitates corporations to expand their horizons for strategic planning. Implementing sustainability reporting practices enables corporations to do just that.

Still largely voluntary in the US, the management of environmental, social and governance issues is increasingly regulated in other parts of the world. Yet, high sustainability rankings can result in strategic advantages, such as, attracting and retaining the best talent, or investment. Long-term corporate and government contracts are increasingly evaluated based on sustainability criteria. Because large revenue streams may be contingent on demonstrating corporate sustainability, it may be voluntary, but it is no longer optional.

Both voluntary and mandatory reporting requirements are on the rise and the reporting frameworks and mechanisms continue to proliferate and evolve. Concurrently, a trend toward convergence of standards, and integration of ESG metrics into traditional financial reporting can also be seen. Over the course of the semester foundational concepts of continuous improvement systems, stakeholder engagement, materiality, and creating shared value will be covered.

The newly established Sustainable Development Goals (SDGs), define sustainable development targets for the next 15 years, and inform the context for corporate sustainability strategy. The INDCs and implementation of the 2015 Paris Agreement will shape the landscape of carbon reporting in the years to come. Students will learn to consider these overarching sustainability goals in the formulation of corporate goals and strategies. Additionally, students will gain familiarity with several specific reporting frameworks, such as, GRI Standards, AA1000, CDP, <IR>Integrated Reporting, Sustainability Accounting Standards Board (SASB), and Financial Stability Board's Task-force on Climate-related Financial Disclosures (FSB TCFD) recommendations. We will uncover the linkages, differences, and similarities of the various frameworks, and discuss how to successfully navigate this changing landscape of corporate sustainability strategy and reporting as it continues to develop. Students will also learn tactics to effectively communicate the environmental and social impacts, pathways to improvement, and societal benefits of a business to a wide variety of stakeholders. Story-telling techniques, and crisis management communications will also be covered.

This course satisfies the M.S. in Sustainability Management requirements in **Integrative Courses (1) and General and Financial Management (5)**. This course is also approved for the **Certificate in Sustainability Analytics** requirement.

Learning Objectives

By the end of this course, students will be able to:

- Navigate the evolving corporate reporting landscape, with a familiarity of the most commonly used reporting frameworks
- Utilize the GRI Standards and Sustainable Development Goals (SDGs) as frames for strategic planning and embedding sustainability into corporate strategy
- Utilize the GRI Standards to organize data and information internally, as well as for external communications around strategy and progress towards sustainability goals
- Identify and prioritize sustainability issues based on importance to internal and external stakeholders and impact on the environment and/or society using materiality assessment and SDGs
- Apply the concepts of stakeholder engagement and creating shared value and develop effective communication strategies to targeted stakeholders that deepen engagement around sustainability issues

Assignments and Grading

1. Attendance and participation – 10%

Attendance alone does not count towards your grade. Active participation is critical and will be tracked. Most classes will start with a free-form discussion of news events relating to the course topics and challenges. Subscribe to at least two e-newsletters to inform this discussion and participate weekly (see 'Recommended Readings' section). You may also gain participation credit by making two comments per week on the discussion forum.

2. Weekly postings on Canvas 'Discussion' section – 45%

For 10 classes, you will be asked to post a max 250-word posting related to the class topic and readings for the week. All postings should be submitted no later than Monday at 2pm before class. Grades for each posting will be assigned by:

- a) Point of view – did you answer the question and take a strong stance (45%)
- b) Supporting evidence – did you use examples from your experience, readings, current events, etc, to prove your point (45%)
- c) Writing style and grammar – is it easy for the reader to grasp your main point (10%)

You are encouraged to read your fellow students postings and comment (you may gain participation credit by making two comments per week on the discussion forum).

3. Term Project: Sustainability Report, Communication Strategy Briefs and Presentation – 45%

Sustainability Report, 20-25 page paper (Graded by lecturer – 25%)

In groups of 4 you will develop a sustainability report for a real business or non-profit (to be selected by week 4) and make recommendations for specific communication strategies for two distinct stakeholder groups. During the course of the semester, groups will gather information about the organization's sustainability strategy from internal and secondary sources and through interviews with internal and external stakeholders. Using this information, each group will produce and publish a sustainability report in accordance with the GRI guidelines.

The lecturer will grade the reports from A+ to F based on the following criteria (as defined in the GRI Guidelines): Content (Stakeholder Inclusiveness, Sustainability Context, Materiality, Completeness) and Quality (Balance, Comparability, Accuracy, Timeliness, Clarity, Reliability)

Communication strategy briefs, two 1-pagers (Graded by lecturer – 10%)

In addition to the report, you will prepare two, 1-page briefs, each outlining a specific communication strategy for a particular topic of your sustainability report that is specifically designed for a particular stakeholder group (employees, investors, vendors, consumers, etc). The lecturer will grade the reports from A+ to F.

Group presentation with slides, 15 mins (Graded by peers – 10%)

During the last two classes, each group will make a 15 minute presentation followed by Q&A. Each presentation should cover:

- High level overview of report
- Assessment of company strategy and performance
- Proposed communication strategies
- Proposed next-steps for next reporting cycle
- Lessons learned: challenges and accomplishments

Student peers will grade the quality of the final presentations from A+ to C- using a rubric (to be provided). Student peers will grade the quality of the presentations from A+ to C- using the following rubric:

- High level overview of report – 15%
- Assessment of company strategy and performance - 15%
- Proposed communication strategies - 15%
- Proposed next-steps for next reporting cycle - 15%
- Lessons learned: challenges and accomplishments - 15%
- Visual support – 12.5%
- Presentation style – 12.5%

Policies and Expectations

Attendance, Late Papers, Class Behaviors and Civility

The class will be co-created by students through their discoveries, contributions - active participation is critical. 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. Students are responsible for all reading and homework assignments, and must post assignments on time. Late assignments will be marked down a grade.

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>

Reading Materials

Each week has assigned readings that follow the topics of the course. In addition to the readings listed below, additional required readings for each class are listed in the 'Course Schedule' section.

Internet and current business, popular, and environmental press will be a supporting resource for our exploration of sustainability reporting and green marketing issues. You may find additional, optional, readings and materials (links to relevant websites, articles, reports, and videos) on Canvas in the reading folder for each class.

Required Reading

During the course of the semester we will reference the following frameworks and manuals:

- Weekly readings listed in course schedule (*Canvas > Files > WEEKLY READINGS > WEEK 1, WEEK 2, etc...*)
[Introducing the GRI Sustainability Reporting Process – A “How-to” handbook for all G4 reporters](#)
****Need to purchase***
- GRI G4: Sustainability Reporting Standards (*Canvas > Files > GRI*)
- AA1000 Standard (*Canvas > Resources > AA1000*)
- CDP (*Canvas > Resources > CDP*)
- [Sustainable Development Goals \(SDGs\)](#)
- [Sustainability Accounting Standards Board \(SASB\)](#)
- [The International <IR> Framework](#) (*Canvas > Resources > IR*)
 - Stakeholder Engagement Standard (AA1000SES)
 - From Words to Actions: The Stakeholder Engagement Manual Vol. 1 The Guide to Practitioners' Perspectives on Stakeholder Engagement
 - From Words to Actions: The Stakeholder Engagement Manual Vol. 2 The Practitioner's Handbook on Stakeholder Engagement
 - Ceres Roadmap for Sustainability

Subscribe to at least two newsletters from the following sites:

- <http://3blmedia.com/>
 - <http://www.theguardian.com/us/environment>
 - <http://www.csrwire.com/>
 - <http://green.blogs.nytimes.com/>
 - <http://www.corporateregister.com/>
 - <http://www.environmentalleader.com/>
 - <http://www.greenbiz.com/>
 - <http://grist.org/>
 - <http://www.sustainablebrands.com/>
 - www.responsible-investor.com/
 - www.socialfunds.com
 - <http://www.greenerchoices.org/>
 - <http://www.goodguide.com/#>
 - <http://www.newdream.org/>
 - <http://www.treehugger.com/>
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Course Schedule

SESSION & DATE	TOPICS & ACTIVITIES	READINGS (due WEDNESDAY for class)	ASSIGNMENTS (due <u>MONDAY</u> Before midnight before class) PROJECT MILESTONES ("due" FRIDAY after class)
<p>WEEK 1 Class: W 9/6</p> <p>CORPORATE SUSTAINABILITY: STRATEGY & REPORTING OVERVIEW</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> *Course Overview & Introductions *Corporate Context *Sustainability Context *Overview of Reporting Frameworks & Processes <p><u>Activities</u></p> <ul style="list-style-type: none"> *Introductions *Course Overview *Interactive Lecture *Term Project Discussion 	<p><u>Recommended Reading (W 9/6)</u></p> <ul style="list-style-type: none"> *Ceres Roadmap for Sustainability (Stakeholder Engagement and Disclosure sections) and/or Ceres Roadmap Summary *See Change, How Transparency Drives Performance and/or Sustainability See Change Infographic *Zadek, The Five Steps to Corporate Responsibility 	<p><u>Assignment</u></p> <ul style="list-style-type: none"> *Bio survey due *Subscribe to at least two newsletters listed in the 'Resource' section of this syllabus <p><u>Term Project Milestone</u></p> <ul style="list-style-type: none"> * Form groups

<p>WEEK 2 Class: W 9/13</p> <p>EVOLUTION OF SUSTAINABILITY REPORTING</p> <p>&</p> <p>REPORTING PROCESS</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * Evolution of Reporting * Reporting Process * Visual Examples <p><u>Frameworks:</u></p> <ul style="list-style-type: none"> *GRI *AA1000 <p><u>Activities</u></p> <ul style="list-style-type: none"> * Current Events Discussion * Interactive Lecture *Term Project Discussion 	<p><u>Required Reading (W 9/13)</u></p> <ul style="list-style-type: none"> *A ‘How-To’ Handbook for G4 Reporters p. 4-15 *Elks, Building a Frame of Reference: The Importance of Sustainability Context p.1 *R. Edward Freeman on Stakeholder Theory * Ceres Roadmap for Sustainability (Stakeholder Engagement and Disclosure sections) *AA1000 SES p. 16-31 *AA1000 Vol. 1. p. 15-33 *GRI Standards GRI 101 p. 3-6, 9, 17-20, 27-28 *Porter and van der Linde, Towards a New Conception of the Environment-Competitiveness Relationship <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> *Zadek, The Five Steps to Corporate Responsibility 	<p><u>Assignment (M 9/11)</u></p> <p>250-word posting on the level of alignment between a company’s corporate strategy and its sustainability strategy.</p> <p>Download the most recent annual report and the most recent sustainability report for a company. Choose from: GE, H&M, Volkswagen, BP, Intel, PepsiCo, IKEA</p> <p><i>*You will use the same report for several assignments</i></p> <ol style="list-style-type: none"> 1. Briefly explain the company’s business strategy. 2. Briefly explain the company’s sustainability strategy. What seems most important to the company – environmental, social, or governance issues? 3. Discuss the level to which sustainability strategy is integrated into overall business strategy. <p><u>Term Project Milestones</u></p> <ul style="list-style-type: none"> * Finalize group selection. Look for client. Customize project request form.
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<p>WEEK 3 Class: W 9/20</p> <p>STAKEHOLDER ENGAGEMENT</p> <p>&</p> <p>STAKEHOLDER VIEWS</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * Stakeholder Engagement *Accountability *Stakeholder Views <p><u>Frameworks</u></p> <ul style="list-style-type: none"> * AA1000 * GRI <p><u>Activities</u></p> <ul style="list-style-type: none"> *Interactive Lecture *Discussion *Term Project Discussion 	<p><u>Required Reading (W 9/20)</u></p> <ul style="list-style-type: none"> *A ‘How-To’ Handbook for G4 Reporters p. 16-20 *AA1000 SES p. 16-31, 35-41 *AA1000 Vol. 1. p. 48-65 *GRI Standards GRI 101 p. 8 * Carrots and Sticks – Sustainability Reporting Policies Worldwide – Today’s Best Practice, Tomorrow’s Trends * For Earth Day, here’s how Americans view environmental issues * Neff, Jack. "FTC Issues Final Version of Green Guides." Ad Age. 1 Oct. 2012. Web. (4 pages) <p><u>Tools</u></p> <ul style="list-style-type: none"> *Carrots and Sticks Sustainability Instruments Worldwide Database <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> *Ceres Roadmap for Sustainability (Stakeholder Engagement and Disclosure sections) * Guides for the Use of Environmental Marketing Claims, § 16 CFR Part 260 (2012). Print. U.S. Federal Trade Commission (36 pages) * U.S. Concerns About Global Warming at An Eight-Year High 	<p><u>Assignment (M 9/18)</u></p> <p>250-word posting assessing the quality of a corporation's stakeholder engagement process (as presented in their sustainability report*).</p> <p><i>*Use the same company report as previous week</i></p> <ol style="list-style-type: none"> 1. Briefly explain the breadth of stakeholder groups the company engages with. With which stakeholders does the company engage? Anyone missing? 2. What are the different processes the company engages with key stakeholder groups? How does this compare with best practice? 3. How authentic does the stakeholder engagement process feel? <p><u>Term project Milestones</u></p> <ul style="list-style-type: none"> * Submit team list for term project. *Assign team roles, agree on responsibilities, and create systems and processes. * Familiarize yourself with GRI Standard framework and template.
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<p>WEEK 4 Class: W 9/27</p> <p>PRINCIPLES OF STRONG REPORTING</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> *Responsiveness *Balance *Comparability *Accuracy *Timeliness *Clarity *Reliability *Boundary-Setting *Disclosure *Post Report Engagement <p><u>Frameworks</u></p> <ul style="list-style-type: none"> *GRI * AA1000 <p><u>Activities</u></p> <ul style="list-style-type: none"> *Interactive Lecture *Discussion *Project Management Workshop 	<p><u>Required Reading (W 9/27)</u></p> <p>*The Next Era in Corporate Disclosure, GRI</p> <p>*AA1000 Vol. 1. p. 80-81</p> <p>*GRI Standards GRI 101 p. 7-12, 21-26</p> <p><u>Recommended Reading</u></p> <p>* Reporting Trends with Sustainability Expert Wim Bartels</p> <p>* Greenwald, Michelle. "You're Not as 'Green' as You Think Inc. Magazine. 19 March 2012. Web. (2 pages)</p> <p>*Arratia, Ramon. "The Corporate Sustainability beauty Contest: Making Room for Full Product Transparency" CSRWire. 23 January 2013. Web. (3 pages)</p> <p>*Sustainability and Reporting Trends in 2025, GRI</p> <p>* Du, Shuili, C. B. Bhattacharya, and Sankar Sen. "Corporate Social Responsibility and Competitive Advantage: Overcoming the Trust Barrier." <i>Management Science</i> 57.9 (2011): 1528-545. Print. (17 pages)</p>	<p><u>Assignment (M 9/25)</u></p> <p>250-word posting evaluating whether or not a company's sustainability report adheres to the principles of strong reporting.</p> <p><i>*Use the same company report as weeks 2 and 3.</i></p> <p>1 After reading the company's sustainability report, evaluate and discuss the report vis-a-vis each of the principles of strong reporting.</p> <p>2. Make an overall assessment of how strong you feel the report is.</p> <p>3. Suggest some areas for improvements.</p> <p><u>Term Project Milestones</u></p> <ul style="list-style-type: none"> * Submit client details * Submit draft project plan *Schedule kick-off meeting. * Start preparing for client meeting.
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<p>WEEK 5 Class: W 10/4</p> <p>THE INVESTOR VIEW</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * Financial Markets * Risk Exposure * Activist Shareholders * Climate Change * Impact Investing <p><u>Frameworks</u></p> <ul style="list-style-type: none"> * CDP * SASB * <IR> * Taskforce on Climate Related Disclosures <p><u>Activities</u></p> <ul style="list-style-type: none"> *Interactive Lecture *Discussion 	<p><u>Required Reading (W 10/4)</u></p> <ul style="list-style-type: none"> *Recommendations of the Task Force on Climate-related Financial Disclosures * Our Vision for Responsible Investing, Interfaith Center on Corporate Responsibility (IRRC) *Tracking Progress on Corporate Climate Action, CDP, 2016 *Mapping G4 to the GRI Standards * GRI Standards GRI 102 p. 7-41 <p><u>Tools</u></p> <ul style="list-style-type: none"> *IRCC's Shareholder Resolutions * Ceres Investor Network, Resolutions *Ceres SEC Climate Disclosure Search *SASB Standards Navigator <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> *Governance and Accountability Institute, Analysis of S&P500 Companies' ESG Reporting Trends and Capital Markets Response 	<p><u>Assignment (M 10/2)</u></p> <p>250-word post comparing risks and opportunities presented in the annual report with risks and opportunities listed in the CDP Climate Change Investor Response. You may also like to compare with sustainability report.</p> <p><i>*Use the same company report as previous weeks. If you choose IKEA, use Home Depot for this week only</i></p> <ol style="list-style-type: none"> 1. In the CDP filing are risks listed as current or future? If future, how close? 2. Are climate change risks mentioned in the annual report? If so, is the disclosure detailed and company specific? To what extent does it match up with the CDP disclosure? 3. Compare opportunities listed in the CDP Disclosure with opportunities/strategy listed in the annual report. To what extent are the two harmonized? Discuss differences and similarities. <p><u>Term Project Milestones</u></p> <ul style="list-style-type: none"> * Complete kick-off meeting. * Learn about client. Identify key client stakeholders. * Define report boundaries. *Start data collection for General Disclosures (102) with client. * Gather list of all possible Material Topics including sector-specific topics if relevant – present full list to client for consideration.
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<p>WEEK 7 Class: W 10/18</p> <p>MATERIALITY WORKSHOP</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * What to report on * Establishing Materiality * Stakeholder Engagement <p><u>Frameworks</u></p> <ul style="list-style-type: none"> * GRI * GRI Sector Supplements * SASB * SDGs * AA1000 <p><u>Activities</u></p> <ul style="list-style-type: none"> *Materiality Workshop *Discussion 	<p><u>Required Reading (W 10/18)</u></p> <ul style="list-style-type: none"> *A ‘How-To’ Handbook for G4 Reporters p. 21-28 *McElroy, Sustainability Context - What Is It? *GRI Standards GRI 101 p. 10-11 * GRI Standards GRI 102 p. 7-41 <p><u>Tools</u></p> <ul style="list-style-type: none"> SASB.org - Standards Navigator *Business and Human Rights Resource Center *Interfaith Center for Corporate Responsibility *The Forum for Sustainable and Responsible Investment <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> *GRI Sector Supplements (if applicable) 	<p><u>Assignment (M 10/16)</u></p> <p><u>As a group,</u> use assignment template to submit:</p> <ol style="list-style-type: none"> 1. Brief company description of term project client 2. List of key client stakeholders 3. List of top 15 material topics for the company with GRI notation. Rank in terms of importance to company. Rank in terms of impacts on society. Index to SDGs. <p><u>Term Project Milestone</u></p> <ul style="list-style-type: none"> *Meet with client to share results of materiality workshop and get input on material topics.
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<p>WEEK 8 Class: W 10/25</p> <p>METRICS, INDEXING, & LINKAGES</p>	<p><u>Topics</u> * Goal-setting *Measuring and Managing goals *Cross-referencing *Info Sources</p> <p><u>Frameworks</u> *GRI *CDP *SDGs *<IR></p> <p><u>Activities</u> *Interactive Lecture * Discussion</p>	<p><u>Required Reading (W 10/25)</u> *A ‘How-To’ Handbook for G4 Reporters p. 29-32 *GRI Standards 103 p. 5-11 *GRI Standards 200, 300, 400 topics *Sustainability and Reporting Trends in 2025, GRI *AA1000 SES p. 41-43</p> <p><u>Recommended Reading</u> * AccountAbility and UN Global Compact. Sustainability Commitments: A Roadmap for Impact and Value Creation. Publication. Switzerland: World Economic Forum, 2013. Print. p. 1-7 (7 pages)</p>	<p><u>Assignment (M 10/23)</u> 250-word posting on the extent to which companies comply with various reporting frameworks and the differences and similarities between them.</p> <p>1. Is the report “in accordance” with GRI G4? If not, is it “GRI referenced”? What elements (if any) of the GRI are evidenced in the report? What is missing? Compare GRI G4 with GRI Standards and comment on differences (use template to cross reference).</p> <p>2. Is the report “in accordance” with other standards/frameworks? If so, which ones? Try to cross-reference/index disclosures to a framework not indexed in your report. Comment on the consistency between frameworks.</p> <p>3. Using the GRI Index, how easy or difficult is it to find the information on each disclosure?</p> <p><i>* Use the same report as previous weeks</i></p> <p><u>Term Project Milestone</u> *Finalize data collection for General Disclosures (102) with client. *Start data collection process for disclosures relating to selected Material Topics (200, 300, 400). *Determine what is available and what is missing. Start to articulate Management Approach (103) (or lack thereof) for each of the Material Topics.</p>
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<p>WEEK 9</p> <p>Class: W 11/1</p> <p>SUPPLY-CHAIN</p> <p>&</p> <p>VENDORS</p>	<p><u>Topics</u></p> <p>*Supply Chain Mapping</p> <p>*Risks and Opportunities</p> <p>*Engaging with Vendors</p> <p><u>Frameworks</u></p> <p>*CDP</p> <p>*AA1000</p> <p><u>Activities</u></p> <p>*Interactive Discussion</p>	<p><u>Required Reading (W 11/1)</u></p> <p>*CDP 2016 Supply Chain Report, "From Agreement to Action, Mobilizing suppliers towards a climate resilient world."</p> <p>* Cholette, S. Sustainable Supply Chain Basics. Leonard Transportation Center at CSU San Bernardino. Print. (17 pages)</p> <p>* Accenture Strategy. Supply Chain Sustainability Revealed: A Country Comparison. CDP. 2015. Print. (21 pages)</p> <p>*GRI Standards 103 p. 5-11</p> <p>*GRI Standards 200, 300, 400 topics</p> <p><u>Recommended Reading</u></p> <p>*AA1000 vol. 1 p. 66-76</p>	<p><u>Assignment (M 10/30)</u></p> <p>250-word posting about the global impacts of your lifestyle based on your ecological, carbon, water and slavery footprint</p> <ol style="list-style-type: none"> 1. Before using the calculators, consider and map/list out the supply chain of your personal lifestyle. Think about what areas might have the largest impact in terms of the environment and society. 2. Use calculators to evaluate your lifestyle's ecological, carbon, water and slavery footprint. 3. What are the impacts of your lifestyle? Any surprises? How do you compare to others? What could you do to improve? How much control do you actually have? <p>Use the following links to online calculators to complete your writing assignment: Ecological, Carbon, Water, Slavery</p> <p><u>Term project milestone</u></p> <p>* Finalize write up of Management Approach (103) (or lack thereof) for each of the Material Topics.</p> <p>* Finalize data collection process for disclosures relating to selected Material Topics (200, 300, 400).</p> <p>* Analyze data and gaps.</p>

<p>WEEK 10</p> <p>Class: W 11/8</p> <p>STRATEGY INTEGRATION</p>	<p><u>Topics</u></p> <p>* Business Case for Sustainability Integration</p> <p>* Innovation</p> <p>* Shared Value Creation</p> <p><u>Frameworks</u></p> <p>*<IR></p> <p>*GRI</p> <p>*SDGs</p> <p>*CDP</p> <p><u>Activities</u></p> <p>* Interactive Lecture</p>	<p><u>Required Reading (W 11/8)</u></p> <p>*A ‘How-To’ Handbook for G4 Reporters p. 33-36</p> <p>*Praxair Inc. Sustainable Value Report 2015</p> <p>*The Comprehensive Business Case for Sustainability</p> <p>*7 Sustainability Trends for 2016</p> <p>*9 Sustainability Stories that Shaped 2016</p> <p><u>Recommended Reading</u></p> <p>* Makower,Joel. “State of Green Business Report 2016. GreenBiz Group. 2016. Print. p. 1-116 (116 pages)</p> <p>* Prahalad, C. K. "Bottom of the Pyramid as a Source of Breakthrough Innovations." <i>Journal of Product Innovation Management J Prod Innov Manag</i> 29.1 (2011): 6-12. Print. (7 pages)</p> <p>*Ellen MacArthur Foundation, “Towards A Circular Economy: Business Rationale for an Accelerated Transition” Ellen MacArthur Foundation. 2 December 2015. Web. (20 pages)</p>	<p><u>Assignment (M 11/6)</u></p> <p>250-word posting on the level of alignment between a Praxair’s corporate strategy and its sustainability strategy.</p> <p>Refer to Praxair’s 2016 Annual Report and 2015 Sustainable Value Report.</p> <p>1. Briefly explain your understanding of Praxair’s business and the company’s business strategy.</p> <p>2. Briefly explain the company’s sustainability strategy. What seems most important to the company – environmental, social, or governance issues? Are the material impacts within the corporate boundary or in the supply-chain?</p> <p>3. Discuss the level to which sustainability strategy is integrated into overall business strategy. How can you tell?</p> <p><u>Term project milestones</u></p> <p>* Finalize write up of Management Approach (103) (or lack thereof) for each of the Material Topics.</p> <p>* Finalize data collection process for disclosures relating to selected Material Topics (200, 300, 400).</p> <p>* Analyze data and gaps.</p>
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<p>WEEK 11 Class: W 11/15</p> <p>STORYTELLING</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * Report writing *Selecting a theme *Getting the message across to different stakeholders <p><u>Frameworks</u></p> <ul style="list-style-type: none"> *GRI *<IR> <p><u>Activities</u></p> <ul style="list-style-type: none"> *Interactive Lecture 	<p><u>Required Reading (W 11/15)</u></p> <ul style="list-style-type: none"> *Markowitz, Ezra, Caroline Hodge, and Gabriel Harp. Connecting on Climate: A Guide to Effective Climate Change Communication. Center for Research on Environmental Decisions and EcoAmerica, 2014. Print. (96 pages) *Discerning Tastes, Sustainability Reporting for Evolving Audiences *A ‘How-To’ Handbook for G4 Reporters p. 33-36 *Mainstream Green: Moving Sustainability from Niche to Normal. *Baue and Murningham, The Accountability Web <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> * Kamal, Ashok. "The Not-At-All-Distant Future of Green Gamification."GreenBiz. 31 Oct. 2011. Web. (2 pages) *UNEP & Futerra, Communicating Sustainability *Gentner, Why isn't the Brain Green? 	<p><u>Assignment (M 11/13)</u></p> <p>250-word posting on comparing 3 years of sustainability reporting for a company.</p> <p><i>*Use the same company report as previous weeks</i></p> <ol style="list-style-type: none"> 1. Comparing the three years of reports, is the company’s story about sustainability consistent? 2. Describe some of the changes in the reporting style and content year-on-year? 3. What do the graphics used in the report tell you? Has there been an evolution over time? <p><u>Term project milestones</u></p> <ul style="list-style-type: none"> *Determine story-telling framework for report. *Draft communication briefs (2). *Ideate layout and select/create graphics. * Schedule final presentation date with client.
<p>WEEK 12 Class: W 11/22</p> <p>TEAM PRESENTATIONS</p>	<p>Oral Presentations</p> <p>Activities:</p> <ul style="list-style-type: none"> *Group Presentations *Q&A 	<p>n/a</p>	<p>*All Term Project Presentation slides due on Canvas TUESDAY 11/21 before class @ midnight</p> <p>*Present and process feed-back. Work on text and layout.</p>
<p>WEEK 13 Class: W 11/29</p> <p>TEAM PRESENTATION</p>	<p>Oral Presentations</p> <p>Activities:</p> <ul style="list-style-type: none"> *Group Presentations *Q&A 	<p>n/a</p>	<p>*Present and process feed-back. Work on text and layout.</p>

<p>WEEK 14 Class: W 12/6</p> <p>CRISIS MANAGEMENT & COURSE WRAP-UP</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> * Crisis Management and Communications * Risk Management * Reputational Risk and Brand Value * Course Recap <p><u>Activities</u></p> <ul style="list-style-type: none"> * Interactive Lecture * Risk Management vs Crisis Management Discussion * Course Recap & Key Take-aways 	<p><u>Required Reading (W 12/6)</u></p> <ul style="list-style-type: none"> *Winston, Five Lessons From the BP Oil Spill *Gertz, Lessons in Crisis Communications: An Analysis of BP's response to the Gulf Oil Disaster <p><u>Recommended Reading</u></p> <ul style="list-style-type: none"> *Capstick, 5 Digital PR Lessons from BP's Oil Spill Response 	<p><u>Assignment (M 12/4)</u></p> <p>250-word posting on best practices for crisis communications and risk management.</p> <ol style="list-style-type: none"> 1. What are the top three lessons you learned about what <u>not to do</u> for crisis communications based on BP's response to the oil spill in the gulf. 2. What effects did this crisis have on the BP brand? 3. How could BP have used the sustainability reporting process to improve risk management at the company? <p><u>Term project milestones</u></p> <ul style="list-style-type: none"> * Finalize report text, layout, and index. Finalize communication briefs.
<p>Final date TBD</p>	<p>Term Project Report and Communication Briefs due</p>		<ul style="list-style-type: none"> *Term project report and briefs due via Canvas (before midnight, Final Exam Date, TBD) * Present report and suggested next-steps to client