

SYLLABUS

SUMA K4310: Practicum in Innovative Sustainability Leadership

Monday 6:10 – 8 PM

Instructor Information

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Course Grading Assistants

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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 – CEO support
- Week 3: Changing an Organization from the Inside #2 – Partners and trusted allies
- Week 4: TBD
- Week 5: Changing an Organization from the Inside #3 – Persuasion
- Week 6: Changing an Organization from the Inside #4 – Organizational culture
- Week 7: Policy and Politics
- Week 8: SPRING BREAK
- Week 9: Sustainable Economic Transformation
- Week 10: Science, Public Accountability, and Sustainability
- Week 11: Using Metrics to Transform Communities
- Week 12: Changing an Organization from the Inside #5 – Partners and critics
- Week 13: Sustainability and Community Development
- Week 14: Voluntary Standards and Business Practice
- 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 assistants will use Canvas to make announcements, distribute readings, presentations, and assignments. Students will submit completed assignments via Canvas only.

<p style="text-align: center;">3-CREDIT OPTION Course Requirements</p>

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, 2018 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, 2018 via Canvas. The memo should have one-inch margins, use 11-point font; and be single-spaced.

1-CREDIT OPTION Course Requirements

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:

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, 2018 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/218>

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 – 1/22/18: 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.
- Speaker: In the second hour, we will host our first speaker, Steve Nicholas, a veteran sustainability manager, who will introduce us to the practice of sustainability management and some of the skills that are necessary to do work effectively in this field.
- Reading: “The Guide to Greening Cities,” Johnston et al. pp. 39 – 79.
- Assignment: No written assignment.

Week #2 – 1/29/18: Changing an Organization from the Inside #1 – CEO support

- Speakers: Bill Barry and John Sargent, Macmillan (www.macmillansustainability.com)
- 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 2/3/18.

Week #3 – 2/5/18: Changing an Organization from the Inside #2 – Partners and trusted allies

- Speaker: Sophia Mendelsohn, 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. (10 pages)
Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin’s Griffin: New York: 2011. Chapters 6 - 7 (24 pages).
- Assignment: Canvas discussion #2 due by 2/10/18.

Week #4 – 2/12/18: TBD

- Speaker: TBD
- Assignment: Canvas discussion #3 due by 2/17/18.

Week #5 – 2/19/18: Changing an Organization from the Inside #3 – Persuasion

- Speaker: Michael Levine, Under Armour
- Readings: “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: Canvas discussion #4 due by 2/24/18. Midterm to be handed out on 2/19.

Week #6 – 2/26/18: Changing an Organization from the Inside #4 – Organizational culture

- Speaker: Raghushimha Sudhakara, Con Edison
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin’s Griffin: New York: 2011. Chapters 8 - 10 (41 pages).
- Assignment: Midterm due by 3/6/18, 6:10 PM.

Week #7 – 3/5/18: Policy and Politics

- Speaker: Venetia Lannon, Office of Governor Andrew M. Cuomo
- Readings: TBD
- Assignment: Canvas discussion #5 due by 3/10/18.

Week #8 – 3/12/18: Spring Break – No class

Week #9 – 3/19/18: Sustainable Economic Transformation

- Speaker: Saami Sabiti, New York City Economic Development Corporation
- Reading: TBD
- Assignment: Canvas discussion #6 due by 3/24/18.

Week #10 – 3/26/18: Science, Public Accountability, and Sustainability

- Speaker: Sara Law, CDP
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin's Griffin: New York: 2011. Chapter 13 (10 pages)
- Assignment: Canvas discussion #7 due by 3/31/18.

Week #11 – 4/2/18: Using Metrics to Transform Communities

- Speaker: Lacey Shaver, Community Engagement Manager, STAR Communities.
- 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 4/7/18.

Week #12 – 4/9/18: Changing an Organization from the Inside #5 – Partners and critics

- Speaker: Neil Hawkins, Dow Chemical
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin's Griffin: New York: 2011. Chapter 9 (24 pages)
- Assignment: Canvas discussion #9 due by 4/14/18.

Week #13 – 4/16/18: Sustainability and Community Development

- Speaker: Donna Givens, Eastside Community Network
- Readings: TBD
- Assignment: Canvas discussion #10 due by 4/21/18.

Week #14 – 4/23/18: Voluntary Standards and Business Practice

- Speaker: Adam Gordon, UN Global Compact
- Assignment: No written assignment. Reminder: Final exam is due on 5/1/18, 6:10 PM.

Week #15 – 4/30/18: Synthesis: Innovative Strategies for Sustainability Management

- Emmanuelle Humblet, Environmental, Policy & Social Initiatives, Apple.
- Readings: Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin's Griffin: New York: 2011. Chapter 15 (17 pages).
- Assignment: No written assignment. Reminder: Final exam is due on 5/1/18, 6:10 PM.

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 18, 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/218> . 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.

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