**SYLLABUS**

**SUMA K4310: Practicum in Innovative Sustainability Leadership**

**Time:** Mondays, 6:10-8:00 PM

**Location:** Virtual – Go to “Zoom Class Sessions” on Canvas

**Instructors:**

Kelsie DeFrancia | [kdefrancia@ei.columbia.edu](mailto:kdefrancia@ei.columbia.edu)

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Office Hours: By appointment

**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 sustainability concerns in the way that they operate. The course poses this question to a dozen leading sustainability practitioners, who answer it by discussing management strategies that they use in their own work. Through these guest lectures, extensive class discussion, readings, and writing assignments, students identify and simulate applying practical ways for transforming how organizations and complex systems work. The expert practitioners, who work in the public, private, and nonprofit sectors and in a wide variety of organizations, will make presentations in the first hour of the course. In the second half of each class, students will then have time to ask questions and speak informally with the guest practitioners, and participate in an instructor-led class discussion, geared toward identifying management strategies, better understanding their application, and considering their effectiveness. By the end of the course, the students gain an understanding of management tools and strategies that they, themselves, would 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:** NO CLASS – MLK DAY
* **Week 3:** Changing an Organization from the Inside #1 – Business Strategy

*Sophia Mendelsohn, Chief Sustainability Officer and Head of ESG, Cognizant*

* **Week 4:** Power & Limits of Policy Analysis

*Joseph Daniel, Senior Energy Analyst, Union of Concerned Scientists*

* **Week 5:** Integrating Sustainability in Banking

*Michelle Dunstan, Global Head of Responsible Investing, AllianceBernstein*

* **Week 6:** Macroeconomic Forces and Sustainability

*Stefan Knupfer, Senior Partner, McKinsey & Company, Inc.*

* **Week 7:** Changing an Organization from the Inside #2 – Organizational Culture

*Raghu Sudhakara, Director of Demonstration Projects, Electric Vehicles and Strategic Channel Engagement, Con Edison*

* **Week 8:** NO CLASS – SPRING BREAK
* **Week 9:** Sustainability, Equity, and Community Development

*Donna Givens, CEO and Executive Director, Eastside Community Network*

* **Week 10:** Urban Sustainability

*Charlotte Matthews, Director of Sustainability, Sidewalk Labs*

* **Week 11:** Changing an Organization from the Inside #3 – Goods & Services

*Al Ianuzzi, Vice President of Sustainability, Estée Lauder*

* **Week 12:** Sustainability in New York City’s Public Schools

*Meredith McDermott, Director of Sustainability, NYC Department of Education*

* **Week 13:** Using an Organization’s Power and Resources for Sustainability

*Lacey Shaver, City Renewable Energy Manager, World Resources Institute*

* **Week 14:** Synthesis: Innovative Strategies for Sustainability Management

*Emmanuelle Humblet, Environment, Policy & Social Initiatives, Apple*

**Required Reading**

There are weekly required readings. All readings can either be accessed via a link provided in the syllabus or are posted on Canvas under “Files.” There are no readings that require purchase.

**Resources**

The instructors will use Canvas to make announcements, distribute readings, presentations, and assignments. Students will submit completed assignments via Canvas only.

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| **3-CREDIT OPTION**  **Course Requirements** |

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 three credits or one credit.

Class Participation (20%)

All students are expected to attend every class, participate in class discussion, and to ask questions of the speakers, the instructor, and each other. If a student must miss class for any reason, the student must notify the instructor before the start of the class session.

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 readings for the week. Students’ discussion posts will be shared with the practitioners in advance and will also be used to set the agenda for in-class discussions. 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. 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 **one-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 1, 2021 via Canvas.*** *The memo should have one-inch margins, use 11-point font; and be single-spaced.*

Final Exam (30%)

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 **one-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 April 12, 2021 via Canvas.*** *The memo should have one-inch margins, use 11-point font; and be single-spaced.*

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| **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.

Class Participation (25%)

All students are expected to attend every class, participate in class discussion, and to ask questions of the speakers, the instructor, and each other. If a student must miss class for any reason, the student must notify the instructor before the start of the class session.

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 readings for the week. Students’ discussion posts will be shared with the practitioners in advance and will also be used to set the agenda for in-class discussions. 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. 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 **one-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 April 12, 2021 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 one page in length. They will be graded on a scale of on a letter grade scale from A+ to F using the following rubric: demonstrating conceptual understanding of the management strategies (50%); persuasiveness, clarity, and the overall quality of the answers to the assigned questions (50%).

**Grading Policies**

The following identifies how points 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

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, of 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 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.

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

* Introduction to the course: We will review the course, including the assignments and course policies, then provide an introduction to the practice of sustainability management and the challenges of integrating sustainability in organizations, followed by discussion.
* Readings: *RECOMMENDED:* Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin’s Griffin: New York: 2011. Pp. xi – 19. (Posted on Canvas.)
* Assignment: No written assignment.

**Week #2 – 1/18/21: NO CLASS – Martin Luther King Day**

**Week #3 – 1/25/21: Changing an Organization from the Inside #1 – Business Strategy**

* Speakers: Sophia Mendelsohn, Chief Sustainability Officer and Head of ESG, Cognizant
* Readings: TBD
* Assignment: Canvas discussion #1 due by 1/23/21 at 11:59PM.

**Week #4 – 2/1/21: The Power and Limits of Policy Analysis**

* Speaker: Joseph Daniel, Senior Energy Analyst, Union of Concerned Scientists
* Readings:
  + Daniel, J. (2017). “Backdoor Subsidies for Coal in the Southwest Power Pool.” *Sierra Club*. <https://www.sierraclub.org/sites/www.sierraclub.org/files/Backdoor-Coal-Subsidies.pdf>
  + Daniel, J. (2018). “The Coal Bailout Nobody is Talking About.” *Union of Concerned Scientists Blog.* [*https://blog.ucsusa.org/joseph-daniel/the-coal-bailout-nobody-is-talking-about*](https://blog.ucsusa.org/joseph-daniel/the-coal-bailout-nobody-is-talking-about)
  + Daniel, J. (2018). “Seasonal Shutdowns: How Coal Plants That Operate Less Can Save Customers Money.” *Union of Concerned Scientists Blog.* <https://blog.ucsusa.org/joseph-daniel/seasonal-shutdowns-how-coal-plants-that-operate-less-can-save-customers-money>
  + Audio recording: Interview – “The coal bailout no one is talking about” with Joe Daniel of UCS.  
    <https://www.utilitydive.com/news/eps-ep-8-the-coal-bailout-no-one-is-talking-about-with-joe-daniel-of-uc/549858/>
* Assignment: Canvas discussion #2 due by 1/30/21 at 11:59PM.

**Week #5 – 2/8/21: Integrating Sustainability in Banking**

* Speakers: Michelle Dunstan, Global Head of Responsible Investing, AllianceBerstein
* Readings:
  + Weber, Olaf, and Blair W. Feltmate. *Sustainable Banking: Managing the Social and Environmental Impact of Financial Institutions*. University of Toronto Press, Scholarly Publishing Division, 2016. Chapter 4. Available as e-book through Columbia Libraries: <https://clio.columbia.edu/catalog/14183816>
* Assignment: Canvas discussion #3 due by 2/6/21 at 11:59PM.

**Week #6 – 2/15/21: Macroeconomic Forces and Sustainability**

* Speakers: Stefan Knupfer, Senior Partner, McKinsey & Company, Inc.
* Readings:
  + “The Industrial Green Game.” 1997. Pp. 101-113. Washington, DC: National Academy Press. Available online through the Columbia Libraries: <https://ebookcentral.proquest.com/lib/columbia/reader.action?docID=3375708&ppg=111>
* Assignment: Canvas discussion #4 due by 2/13/21 at 11:59PM.

**Week #7 – 2/22/21: Changing an Organization from the Inside #2 – Organizational Culture**

* Speaker: Raghusimha Sudhakara, Director of Demonstration Projects, Electric Vehicles, Strategic Channel Engagement, Con Edison
* Readings:
  + Schein, Edgar H. *Organizational Culture and Leadership*. Vol. Fourth edition, Jossey-Bass, 2010. *Part One: Organizational Culture and Leadership Defined* (p. 1-5) and *Part Four: How Leaders Can manage Culture Change* (p. 299 – 314).   
    Access via CU Libraries: <https://clio.columbia.edu/catalog/14142070>
* Assignment: Canvas discussion #5 due by 2/20/21 at 11:59PM.

**Week #8 – 3/1/21: NO CLASS – Midterm Due**

* Midterm is ***due by 6:10 pm on March 1, 2021 via Canvas.*** *The memo should have one-inch margins, use 11-point font; and be single-spaced.*

**Week #9 – 3/8/21: Equity and Sustainability**

* Speaker: Donna Givens, President and CEO, Eastside Community Network

Readings:

* + Mancebo, F., & Sachs, I. (2015). “Insights for a Better Future in an Unfair World: Combining Social Justice with Sustainability.” *Transitions to Sustainability*. Dordrecht: Springer Dordrecht (pp. 105-116). Available at: <https://link.springer.com/chapter/10.1007/978-94-017-9532-6_9>
  + Loorbach, D., Wittmayer, J. M., Shiroyama, H., Fujino, J., & Mizuguchi, S. (2016). “The Challenge of Sustainable Urban Development and Transforming Cities.” *Governance of Urban Sustainability Transitions European and Asian Experiences*. (pp. 3 – 12). Tokyo: Springer Japan.   
    Available at: <https://link.springer.com/content/pdf/10.1007%2F978-4-431-55426-4_1.pdf>
  + *OPTIONAL:* Anthony, Carl. *Breakthrough Communities: Sustainability and Justice in the Next American Metropolis*, edited by M. Paloma Pavel, MIT Press, 2009. Pp. 9 – 21 and 107-117. Access via CU Libraries: <https://ebookcentral.proquest.com/lib/columbia/detail.action?docID=3339037>
* Assignment: Canvas discussion #6 due by 3/6/21 at 11:59PM

**Week #10 – 3/15/21: Urban Sustainability – Opportunities and Challenges**

* Speaker: Charlotte Matthews, Director of Sustainability, Sidewalk Labs
* Readings: TBD
* Assignment: Canvas discussion #7 due by 3/13/21 at 11:59PM

**Week #11 – 3/22/21: Changing an Organization from the Inside #2 – Goods and Services**

* Speaker: Al Iannuzzi, Vice President of Sustainability, Estee Lauder Companies
* Readings:
  + Iannuzzi, Al. *Greener Products: The Making of Sustainable Brands*. 2nd Ed. Taylor & Francis Group. Chapter 5. Available as e-book through Columbia Libraries: <https://www.taylorfrancis.com/books/9781351858335>
* Assignment: Canvas discussion #8 due by 3/20/21 at 11:59PM

**Week #12 – 3/29/21: Integrating Sustainability in New York City Schools**

* Speaker: Meredith McDermott, Director of Sustainability, NYC Department of Education
* Readings:
  + Brand, David. (27 July 2018. ) “So Far, Push to Compost NYC School Food waste is A Mixed Bag.” *City Limits*. <https://citylimits.org/2018/07/27/so-far-push-to-compost-nyc-school-food-waste-is-a-mixed-bag/>
* Assignment: Canvas discussion #9 due by 3/27/21 at 11:59PM

**Week #13 – 4/5/21: Using an Organization’s Power and Resources for Sustainability**

* Speaker: Lacey Shaver, City Renewable Energy Manager, World Resources Institute
* Readings:
  + Michaël Aklin; Johannes Urpelainen, "2 Renewable Energy: Past, Present, and Future," in *Renewables: The Politics of a Global Energy Transition*, MITP, 2018, pp.21-42. Accessible via CU Libraries: <https://ieeexplore-ieee-org.ezproxy.cul.columbia.edu/xpl/ebooks/bookPdfWithBanner.jsp?fileName=8333044.pdf&bkn=8327690&pdfType=chapter>
* Assignment: Canvas discussion #10 due by 4/3/21 at 11:59PM
* *Reminder: Final exam is due on 4/12/21.*

**Week #15 – 4/12/21: Synthesis: Innovative Strategies for Sustainability Management**

* Speaker: Emmanuelle Humblet, Environment, Policy and Social Initiatives, Apple
* Readings:
  + Anderson, Ray. *Business Lessons from a Radical Industrialist*. St. Martin’s Griffin: New York: 2011. Chapter 15 (17 pages). (Posted on Canvas.)
* Assignment: Final exam is ***due by 6:10 PM on April 12, 2021 via Canvas.*** *The memo should have one-inch margins, use 11-point font; and be single-spaced.*

**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.

*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>.

**The Earth Institute’s Commitment to Diversity, Equity & Inclusion**

The Earth Institute is committed to promoting a culture and work environment that is diverse, equitable, inclusive, safe and welcoming of all. The cultivation of diversity in academia, particularly in science, is instrumental to our core values as well as the future of our work. Our future work will be strengthened by having a more diverse community of faculty, researchers, staff and students. We are dedicated to further integrating and strengthening diversity, equity and inclusion as central elements of the Earth Institute’s daily operations and standard practices, procedures, and initiatives. Information on the Earth Institute’s diversity initiatives can be found here, along with additional resources from Columbia: <https://www.earth.columbia.edu/articles/view/3369>