COLUMBIA UNIVERSITY
School of Professional Studies

Master of Science in Sustainability Management

Corporate Sustainability Reporting and Strategy - PS5025
3 Credits

Instructor: Celine Ruben-Salama

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 Standardsand Sustainable Development Goals (SDGs) as frames for strategic planning andembedding sustainability into corporate strategy

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- 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

Readings

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 Standards: 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)
    o Stakeholder Engagement Standard (AA1000SES)
    o From Words to Actions: The Stakeholder Engagement Manual Vol. 1 The Guide to Practitioners' Perspectives on Stakeholder Engagement
    o From Words to Actions: The Stakeholder Engagement Manual Vol. 2 The Practitioner's Handbook on Stakeholder Engagement
    o 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/#

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- http://www.newdream.org/
- http://www.treehugger.com/

Course Requirements (Assignments) - Grading

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 to participate weekly (see 'Recommended Readings' section). You may also gain participation credit by making two (meaningful) comments per week on the discussion forum.

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 midnight 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).

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

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

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)

Completed GRI Template (Graded by lecturer -5%)

In your groups, you will gather all the necessary information to populate the GRI Standards Template (template will be provided). This information will be obtained through public sources, interviews with your client, documents shared with by your client, and other relevant sources. DO NOT simply send the template to your client! Work with them to extract the right information and present it in the template format. Please note: to gain credit for this portion of the term project, you must meet with the lecturer/TA to review the template. Not all group members must participate in the meeting.

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.

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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%

Course Policies

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. [Articulate the logistic details and ground rules that set the tone for your course. Describe expectations about attendance, late papers, missed tests, class behaviors and civility, etc. Use positive language to set expectations. **Sample** boilerplate language:]

School Policies

Copyright Policy
Please note—Due to 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

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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://sps.columbia.edu/student-life-and-alumni-relations/academic-integrity-and-community-standards. 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.

Course Schedule/Course Calendar

SESSION & DATE	TOPICS & ACTIVITITES	READINGS (due TUESDAY for class)	ASSIGNMENTS (due midnight SUNDAY before class) PROJECT MILESTONES ("due" FRIDAY after class)
WEEK 1 CORPORATE SUSTAINABILITY: STRATEGY & REPORTING OVERVIEW	Topics *Course Overview & Introductions *Corporate Context *Sustainability Context *Overview of Reporting Frameworks & Processes *Term Project Discussion Activities *Introductions *Course Overview *Interactive Lecture	Recommended Reading (W9/5) *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	Assignment *Bio survey due *Subscribe to at least two newsletters listed in the 'Resource' section of this syllabus Term Project Milestone * Form groups * Start contacting potential clients

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| WEEK 2

EVOLUTION OF SUSTAINABILITY REPORTING & REPORTING PROCESS | Topics

*Evolution of Reporting

*Corporate Reporting & Strategy

* Sustainability Reporting Trends

*Reporting Process

Frameworks:
*GRI
*AA1000
*SASB
*10K & Annual Report

Activities

* Interactive Lecture

*Term Project Discussion | Required Reading

*GRI Standards GRI 101 p. 3-6, 9, 17-20, 27-28

*A 'How-To' Handbook for G4 Reporters p. 4-15

*Porter and van der Linde, Towards a New Conception of the Environment-Competitiveness Relationship

* SASB Materiality Map

*State of Disclosure 2017 (skim)

Recommended Reading

* GRI Sector-Specific supplements (See: Canvas>Files>Frameworks>GRI>Sector-specific disclosures

* Ceres Roadmap for Sustainability (Stakeholder Engagement and Disclosure sections)

*AA1000 SES p. 16-31

*AA1000 Vol. 1. p. 15-33

*Zadek, The Five Steps to Corporate Responsibility | Assignment

250-word posting on the level of alignment between a company's corporate strategy and its sustainability strategy.

Download the most recent annual report and the most recent sustainability report for a company. Choose from: H&M, Hess, PepsiCo, L'Oreal, Volkswagen, Wells Fargo or Samsung Electronics.

*You will use the same report for several assignments

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.

Term Project Milestones
*Finalize group selection. Look for client. Customize project request form. |
| WEEK 3

STAKEHOLDER ENGAGEMENT | Topics

* Stakeholder Engagement | Required Reading

*GRI Standards GRI 101 p. 8 | Assignment

250-word posting assessing the quality of a corporation's stakeholder engagement |

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*Accountability *Stakeholder Views *Project Management Frameworks * AA1000 *GRI *SASB Activities *Interactive Lecture *Term Project Discussion	*R. Edward Freeman on Stakeholder Theory *Carrots and Sticks – Sustainability Reporting Policies Worldwide – Today's Best Practice, Tomorrow's Trends *AA1000 SES p. 16-31, 35-41 (skim) *AA1000 Vol. 1. p. 48-65 (skim) Tools *Carrots and Sticks Sustainability Instruments Worldwide Database *SASB Standards & SASB Materiality Map Recommended Reading *A 'How-To' Handbook for G4 Reporters p. 16-20 *Ceres Roadmap for Sustainability (Stakeholder Engagement and Disclosure sections) *Guides for the Use of Environmental Marketing Claims,§16CFRPart260 (2012).Print.U.S.FederalTrade Commission(36pages) *Neff,Jack."FTC Issues Final Version of Green Guides." AdAge.1 Oct.2012. Web.(4pages)	process (as presented in their sustainability report*) and consensus on industry-specific sustainability priorities. *Use the same company report as previous week 1. With which stakeholders does the company engage? Anyone missing? Is the breadth of stakeholders engaged broad or narrow? How authentic does the stakeholder engagement process feel? 2. How do the material topics listed in the company's sustainability report compare with the industry-specific topics in the SASB Materiality Map? 3. Pick an industry competitor and compare material topics listed in their sustainability report with the industry-specific topics in the SASB Materiality Map. To what extent is there industry-level consensus regarding sustainability priorities? Term project Milestones * 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.
WEEK 4	Topics	Required Reading	Assignment

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| ACCOUNTABILITY & PRINCIPLES OF STRONG REPORTING | *What makes a good report?

 *Responsiveness
*Balance
*Comparability
*Accuracy
*Timeliness
*Clarity
*Reliability
*Boundary-Setting
*Disclosure
*Assurance & Auditing
*Post Report Engagement
* Ratings and Rankings

Frameworks
*GRI
* AA1000

Activities

*Interactive Lecture

*Discussion

 *Project Management Workshop | *GRI Standards GRI 101 p. 7-26

 * GRI Standards GRI 102 p. 7-41

*The Next Era in Corporate Disclosure, GRI

*Sustainability and Reporting Trends in 2025, GRI

*AA1000 Vol. 1. p. 80-81

Tools & Resources

*ClimateCounts.org
*CSRHub.com (browse free section)
*Corporate Register.com

Recommended Reading

*Reporting Trends with Sustainability Expert Wim Bartels

*Greenwald, Michelle. "You're Not as 'Green' as You Think Inc. Magazine. 19 March 2012. Web. (2pages)

*Arratia, Ramon. "The Corporate Sustainability Beauty Contest: Making Room for Full Product Transparency" CSRWire.23 January2013. Web. (3 pages) | 250-word posting evaluating the quality of a company's sustainability report based on a) the principles of strong reporting and b) the company's performance based on three different ratings or rankings.

*Use the same company report as weeks 2 and 3.

1 After reading the company's sustainability report, BREIFLY evaluate the report vis-a-vis each of the principles of strong reporting. Make an overall assessment of how strong you feel the report is and suggest some areas for improvements.

2. Find 3 external sustainability rankings for your company. How sustainable is the company? How consistent are the rankings with each other? How consistent are the rankings with your own assessment of the company (based on its sustainability report)?

3. What does this tell you about the ranking systems? What does this tell you about corporate sustainability reporting?

TermProject Milestones

* Submit client details

* Submit draft project plan

*Schedule kick-off meeting with client

* Start preparing for client meeting

* Learn about client. Identify potential key client stakeholders. |

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WEEK 5 THE INVESTOR VIEW	Topics * Financial Markets * Risk Exposure * Activist Shareholders * Climate Change * Impact Investing Frameworks * CDP * SASB * TCFD (Taskforce on Climate Related Disclosures) Activities *Interactive Lecture *Discussion	Required Reading *GRI Standards GRI 102 p. 7-41 *Recommendations of the Task Force on Climate-related Financial Disclosures Tools *IRCC's Shareholder Resolutions * Ceres Investor Network, Resolutions *Ceres SEC Climate Disclosure Search *SASB Standards & SASB Materiality Map Recommended Reading * Our Vision for Responsible Investing, Interfaith Center on Corporate Responsibility (IRRC) *Governance and Accountability Institute, Analysis of S&P500 Companies' ESG Reporting Trends and Capital Markets Response	Assignment 250-word posting evaluating the value of CDP Climate reporting. *Use the same company report as previous weeks Note: You will need to create a free CDP account. Once you've logged in scroll all the way to the bottom of the page to 'Search for Corporate Responses.' 1. Select a company on the CDP Climate A-list, download and read the most recent CDP Climate disclosure. How is the CDP disclosure different from a GRI report? 2. Select a company in the same industry as the A-list (Climate) company that has a worse Climate score (B, C, D), download and read the most recent CDP disclosure. How is this CDP disclosure different from the A-list company's disclosure? 3. Discuss the usefulness of CDP disclosures to Investors and other stakeholders. Term Project Milestones * Complete kick-off meeting. * 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.
WEEK 6 SUPPLY-CHAIN & VENDORS	Topics *Supply Chain Mapping *Risks and Opportunities	Required Reading *GRI Standards 103 p. 5-11 *GRI Standards 200, 300, 400 topics	Assignment 250-word posting about the global impacts of your lifestyle based on your ecological, carbon, water and slavery footprint

	*Engaging with Vendors Frameworks *AA1000 *GRI *CDP *TCFD Activities * Interactive Lecture *Footprint discussion	*Closing the Gap: Scaling up sustainable supply chains. CDP. 2018. Print. (44 pages) Recommended Reading *Cholette, S. Sustainable Supply Chain Basics. Leonard Transportation Center at CSUS an Bernardino. Print. (17pages) *AA1000 vol. 1 p. 66-76 *CDP 2016 Supply Chain Report, "From Agreement to Action, Mobilizing suppliers towards a climate resilient world." (skim)	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? Use the following links to online calculators to complete your writing assignment: Ecological, Carbon, Water, Slavery Term Project Milestone * Finalize material topics with client.
WEEK 7 MATERIALITY WORKSHOP	Topics * What to report on * Establishing Materiality * Stakeholder Engagement Frameworks * GRI * GRI Sector Supplements * SASB * SDGs * AA1000 Activities	Required Reading *McElroy, Sustainability Context - What Is It? *GRI Standards GRI 101 p. 10-11 * GRI Standards GRI 102 p. 7-41 Tools & Resources *SASB Standards & SASB Materiality Map	Assignment As a group, use assignment template to submit: 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.

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	*Materiality Workshop *Discussion	*Business and Human Rights Resource Center *Interfaith Center for Corporate Responsibility Recommended Reading *GRI Sector Supplements (if applicable) *A 'How-To" Handbook for G4 Reporters p. 21-28	Term Project Milestone *Meet with client to share results of materiality workshop and get input on material topics.
WEEK 8 METRICS, INDEXING, & LINKAGES	Topics *Goal-setting *Measuring and Managing goals *Cross-referencing *Info Sources Frameworks *GRI *CDP *SDGs *<IR> *TCFD Activities *Interactive Lecture *Discussion	Required Reading *GRI Standards 103 p. 5-11 *GRI Standards 200, 300, 400 topics *Sustainability and Reporting Trends in 2025, GRI Recommended Reading *AA1000 SES p. 41-43 *A 'How-To" Handbook for G4 Reporters p. 29-32 *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)	Assignment 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. *Use the same company report as previous weeks 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. Term project milestones

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			*Completed GRI Standards Template due; schedule meeting with prof & TA to discuss. *Ideate next operational and strategic steps. *Start drafting report text and GRI Index. *Begin working on presentation.
WEEK 9 STRATEGY INTEGRATION	Topics * Business Case for Sustainability Integration *Goal setting * Innovation * Shared Value Creation Frameworks *<IR> *GRI *SDGs *CDP Activities *Interactive Lecture and Discussion *Risks & Opportunities Workshop	Required Reading *The Comprehensive Business Case for Sustainability *A 'How-To' Handbook for G4 Reporters p. 33-36 *Implementing the TCFD Recommendations *State of Disclosure, SASB *Ellen MacArthur Foundation, "Towards A Circular Economy: Business Rationale for an Accelerated Transition" Ellen MacArthur Foundation. 2 December 2015. Web. (20 pages) Recommended Reading *Prahalad, C.K. "Bottom of the Pyramid as a Source of Breakthrough Innovations. "Journal of Product Innovation Management 29.1 (2011):6-12. Print. (7pages)	Assignment TBD Term project milestone * Finalize write up of Management Approach (103) (or lack thereof) for each of the Material Topics. * Finalize data collection process for disclosures relating to selected Material Topics (200, 300, 400). * Analyze data and gaps.

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WEEK 10	No Class – Election Day!	n/a	n/a
WEEK 11 "INTEGRATED" REPORTING?!	Topics *What is an "integrated report? * Integrated Thinking *Integrated Strategy Frameworks *\<IR> *TCFD *GRI *CDP Activities *Interactive Lecture *\<IR> Walk Exercise	Required Reading *HBS, One Report: Better Strategy Through Integrated Reporting (skim) * \<IR> Framework *Praxair Inc. Sustainable Value Report 2017 *Implementing the TCFD Recommendations Recommended Reading *Watson, Integrated Reporting Requires Integrated Auditing	Assignment 250-word posting on the level of alignment between a company's corporate strategy and its sustainability strategy. Download the most recent annual report and the most recent sustainability report for a company. Use the same company you chose in week 2 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. How has your opinion changed since week 2? Term Project Milestone *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.

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WEEK 12	Topics	Required Reading	Assignment
STORYTELLING	* Report writing	*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. (96pages)	250-word posting on comparing 3 years of sustainability reporting for a company. *Use the same company report as previous weeks
	*Selecting a theme		
	*Getting the message across to different stakeholders		Note: this exercise is about how the company tells its sustainability story and how the story can change over time. The exercise is not about the company's performance. Select a few interesting things that either changed or stayed the same over the years to highlight in your post, don't try to summarize 3 years of reports! Think big-picture!
	Frameworks *GRI *<IR>	*A 'How-To" Handbook for G4 Reporters p. 33-36	
	Activities	*Baue and Murninghan, The Accountability Web	
	*Interactive Lecture	*Selling Sustainability, Futerra	1. Comparing the three years of reports, is the company's story about sustainability consistent?
		Recommended Reading *Discerning Tastes, Sustainability Reporting for Evolving Audiences	2. Describe some of the changes in the reporting style and content year-on-year?
		*Mainstream Green: Moving Sustainability from Niche to Normal.	3. What do the graphics used in the report tell you? Has there been an evolution over time?
		*Gentner, Why isn't the Brain Green?	Term project milestones
			*Determine story-telling framework for report.
			*Draft communication briefs (x2).
			*Ideate layout and select/create graphics.
			* Schedule final presentation date with client.
WEEK 13	Oral Presentations	n/a	*All Term Project

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TEAM PRESENTATION	Activities: *GroupPresentations *Q&A		Presentation slides due on Canvas MONDAY before class @ midnight *Present and process feed-back. Work on text and layout.
WEEK 14 CRISIS MANAGEMENT & COURSE WRAP-UP	Topics * Crisis Management and Communications * Risk Management * Reputational Risk and Brand Value * Course Recap Activities * Interactive Lecture * Risk Management vs Crisis Management Discussion *CourseRecap & Key Take-aways	Required Reading *Winston, Five Lessons From the BP Oil Spill *Gertz, Lessons in Crisis Communications: An Analysis of BP's response to the Gulf Oil Disaster Recommended Reading *Capstick, 5 Digital PR Lessons from BP's Oil Spill Response	Assignment 250-word posting on best practices for crisis communications and risk management. 1. What are the top three lessons you learned about what not to do 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? Term project milestones * Finalize report text, layout, and index. Finalize communication briefs.
Final date TBD	Term Project Report and Communication Briefs due		*Term project report and briefs due via Canvas (before midnight, Final Exam Date, TBD) * Present report and suggested next-steps to client