

December 17, 2008

**Fisher College of Business
The Ohio State University**

MHR 841

**Business & the Environment:
Strategies for Sustainability**

Winter Quarter 2009

SYLLABUS

Class Schedule:

3:30 – 5:18 PM Monday & Wednesday

Room: 285 Gerlach Hall

Instructor: Adjunct Professor Neil L. Drobny, P.E., Ph.D.
Phone: (614) 268-6100
Email: Drobny_3@Fisher.osu.edu
Website: www.GreenBizInc.com

Course Description

How a company interacts with the environment is a strategic variable for many corporations, especially manufacturing companies or those who supply them. Strategic variables are associated with issues that convey competitive advantage. The business-environment interface contains many acute opportunities to gain -- or lose -- competitive advantage. Such opportunities pertain to image/reputation, product quality, risk management and cost reduction, just to mention a few.

Business & The Environment will teach students how to integrate consideration of the environment into thinking about business processes to improve a company's competitive advantage. The course will revolve around the topic of sustainability, often referred to as the Triple Bottom Line, and will investigate two important dimensions of this concept. One will be translating the principles of sustainability into operational terms and the other will be establishing the business case for sustainable business practices.

Topics to be covered in the course will include, climate risk, peak oil, environmental performance measurement and reporting, industrial ecology, design for environment, green buildings, corporate social responsibility, and transparency and disclosure of environmental impacts. Local sustainability initiatives will be highlighted including the work of Columbus Mayor Coleman's "Green Team", the OSU campus-based, LEED certified 4H building, the sustainability initiatives of several Central Ohio companies including Limited Brands, and the efforts of The Ohio State University to become sustainable.

Students will conduct an independent study project on a topic of their choosing and approved by the instructor.

Class Attendance/Contribution

Class sessions will not be a review of assigned reading material, but rather will build upon that reading. Accordingly, consistent, regular attendance will be essential to learning material upon which the student may subsequently be tested. Since classroom discussions will explore students' interests to the greatest degree possible, there will often be no way to "make up" material that is missed due to absence.

The value of classroom sessions will depend on active and thoughtful contributions from all students. Some assigned reading material will be intentionally provocative, and students will be expected to challenge or support points of view based on their own assessments.

Because a significant part of the learning experience in the course will be derived from class discussions, class contribution will count 15 percent toward a student's final grade. Factors to be included will be:

- Evidence of careful preparation by reading of assigned material
- Clarity and conciseness of points made in class discussions
- Frequency of participation

Absences

Excused absences will be approved by the instructor on a case-by-case basis. Except where an emergency is involved, requests should be made by phone or email at least 3 days in advance. In the case of unexcused absences, a grade of D will be assigned for the class contribution.

Exams

There will be one take-home mid-term exam, which will count for 25 percent of the final course grade. The exam will be designed to test your ability to think critically and to integrate concepts presented in class and in the reading material. The exam will be handed out at the end of class on Wednesday, February 11 and will be due by 10 PM the following Tuesday, February 17, via email (in MS Word format) to the instructor. There will be no class the intervening Monday, February 16. Expect to spend 4-6 hours to complete the exam.

There will be no final exam.

Independent Study

Students will conduct an independent study to investigate in depth a topic of personal interest related to sustainable business practices. Results shall be presented in the form of a written report of 20-25 pages (double spaced) due to the instructor via email by 10 PM Wednesday, March 11, 2009 in MS word format. It is anticipated that students will spend 25-30 hours on this assignment which is in lieu of a final exam and which will count 35 percent toward the final course grade.

By 10 PM, Wednesday, January 14, 2009 students shall submit to the instructor via email in MS Word format a summary of the study they plan to undertake, including the scope and the objectives.

Possible independent study topics are listed in Attachment 1. Some were suggested by area businesses.

Several students may select the same topic but may not work together. **This is to be independent work.**

Written Homework

There are several options for satisfying the written homework requirements for the course, which will count for 25 percent of the final course grade. As an overall requirement, students must submit 100 units of written homework selected from the options described below. At least 40 units of homework are due to the instructor via email in MS Word format by 10 PM on Monday, February 9. The remainder is due 10 PM, Monday, March 9.

The homework options are as follows:

Essays

Attachment 2 to this syllabus contains eight topics/questions which students shall address in essays of approximately 500 words. Each such essay will count 10 units of homework.

Book Reviews

Attachment 3 to the syllabus is a list of books from which students must select at least one but no more than two books to review as a homework assignment. Each book review shall be approximately 500 words and will count 40 units of homework. Further by arrangement with the instructor, students may elect to give an oral report (15-20 minute Power Point presentation) and lead a class discussion of one book reviewed. Such oral reports will count as 10 additional units of homework.

Participate in a business case competition involving a sustainable business issue.

This is worth 30 homework units and requires no additional work beyond participation in the competition.

Assist a local business/organization with GreenSpot designation

GreenSpot is a designation created by the City of Columbus to recognize green businesses/organizations (see www.columbusgreenspot.org). Applicants must choose from a menu of green activities and complete an on-line application. Work with a local business/organization to apply for a GreenSpot and earn 20 units of homework credit. You must also write a critique (approximately 500 words) of the GreenSpot program and the experience of working on the application.

Volunteer at least 4- hours with an environmental non-profit organization

Volunteer at least 4 hours with an environmental non-profit organization of your choosing and write a critique of approximately 500 words of the task you were assigned, its value to the organization, and to the environment. This is worth 20 units of homework credit.

Lead a Net Impact Initiative

Lead an initiative of Net Impact and report in writing (approximately 500 words) on the work done and results achieved. This is worth 20 units of homework credit.

Grading

Your course grade will be based on a combination of factors weighted as follows:

Independent study	35%
Class contribution	15 %
Mid-term	25%
Written homework	25%

Letter grades will be assigned to all work using the following criteria.

A Demonstrates superb understanding of the subject as evidenced by depth of analysis and original thinking about the subject. (4.0)

A - in between A and B+ (3.7)

B+ Demonstrates complete understanding of the subject as evidenced by thorough analysis and critical thinking about the subject. (3.3)

B in between B+ and B- (3.0)

B - Demonstrated understanding of subject matter is somewhat below that which should be attained from information presented in class or in reading assignments (2.7)

C+ in between B- and C+ (2.3)

C Demonstrated understanding of subject matter is clearly below that which should be attained from information presented in class or in reading assignments (2.0)

C - in between C and D (1.7)

D + Demonstrated understanding of subject matter is significantly lacking in one or more significant aspects (1.3).

D Demonstrated understanding of subject matter is significantly lacking in many significant aspects (1.0).

Reading Material

Advance reading material will be required for each class meeting. All such reading material is available on the Web or will be available on Carmen in PDF format. There is no textbook for the course because new materials are being developed too rapidly for textbooks to keep sufficiently current. As outlined above under "Written Homework", there is also a requirement to read and report on a book to be chosen from a list of suggestions provided by the instructor or selected by the student with approval of the instructor.

Additionally, and this is optional, you are encouraged to sign up for and review electronic newsletters available from the following websites. All are free and easy to read. They have up-to-date material on topics we will be discussing in class.

www.greenbiz.com/enewsletter

www.sustainablebusiness.com

<http://enn.com>

<http://www.buildinggreen.com/help/bulletin.cfm>

www.japanfs.org (originates in Japan but the English is impeccable)

<http://www.ecosystemmarketplace.com>

www.ceres.org

www.thegreenguide.com

www.greenerbuildings.com

www.igreenbuild.com

www.rmi.org

www.emagazine.com

www.climatebiz.com

Guest Lecturers

Several guest lecturers are planned. The material they present will be “fair game” for the mid-term.

Summary of written deliverables and due dates

Wednesday, January 14. – Project topics, including scope and objectives due by 10 PM via email to the instructor.

Monday February 9 – Turn in at least 40 units of homework by 10 PM via email to the instructor.

Tuesday, February 17 – Mid-term due by 10 PM via email to the instructor.

Monday, March 9 – Turn in remaining outstanding homework by 10 PM via email to the instructor.

Wednesday, March 11 – Submit independent study report by 10 PM via email to the instructor.

■ *All of the above submissions shall be in MS Word format*

Course Overview

A summary of subjects to be covered in the course and the topics for each class session is outlined below.

	<u>Date</u>	<u>General Subject</u>	<u>Class Meeting Topics</u>	<u>Guest Speaker</u>
M	Jan 5	COURSE OVERVIEW	Introduction to Sustainability	
W	Jan 7	GREEN BUILDING	The Business Case	Jack Hedge
M	Jan 12	“	2 Case studies: 4H Building & Greenovate	Tyler Steele & Russ Edwards
W	Jan 14	ENERGY MANAGEMENT & SUSTAINABILITY	A) - The Expanding Role of Energy Efficiency B) - Legal & Regulatory Considerations	Marty Lanning Greg Lestini
M	Jan 19		No class - Martin Luther King Holiday	
W	Jan 21	“	OSU Campus Initiatives	Aparna Dial
M	Jan 26	CLIMATE CHANGE	What We Know to be True	David Robinson
W	Jan 28	“	Strategies: Cap & Trade and Offsets	Dennis Hirsch
M	Feb 2	MANAGING MATERIALS FLOW	Waste Management & By-product Synergy	Mike Long
W	Feb 4	“	Industrial Ecology & Resilience	Joseph Fiksel
M	Feb 9	MANAGING RESOURCES	Peak Oil	
W	Feb 11	“	Fisheries	Tad Dritz
M	Feb 16		No class – Take home Mid Term	
W	Feb 18	“	Fueling Mobility	Sam Spofforth
M	Feb 23	NATURE AS A DESIGN GUIDE	Ecosystems & Footprints	
W	Feb 25	“	Natural Capitalism	
M	Mar 2	“	Biomimicry	
W	Mar 4	SOCIAL OUTREACH	Corporate Social Responsibility	Stephanie Glass
M	Mar 9	“	Sustainability Reporting	Richard Crabtree
W	Mar 11	CORPORATE ROLE MODELS	Interface Corporation, Limited Brands	Greg Cunningham

January 5 (Mon) – COURSE OVERVIEW

Introduction to Sustainability

Come to the first class prepared to share with the class your reasons for taking the class and what you hope to gain from it – personally and professionally.

Read before class:

- *State of Green Business* - www.stateofgreenbusiness.com.
- *Greening the Bottom Line -- Connecting the Dots.* (PDF #1 on Carmen).
- Become familiar with the dictionary for sustainable management:
www.sustainabilitydictionary.com
- *Linking Sustainability to Shareholder Value.* www.eco-nomics.com (Publications link)
- *Why, and How, Companies Create Sustainability Programs and Appoint Chief Sustainability Officers.* Korn/Ferry Institute. 2008.
http://www.greenbiz.com/files/document/Why_How_Companies_Create_Sustainability_Programs.pdf

Agenda for class:

- 50 Minute Video – “The Next Industrial Revolution”, highlighting the work of William McDonough.
- The class will have the opportunity to peruse and borrow instructor’s copies of books listed in Attachment 3 from which you are to pick one or two to read and review as homework. A 2nd opportunity will be provided at the next class meeting on Jan. 7.

January 7 (Wed) - BUILDING GREEN – I

The Business Case

Read before class:

- Review USGBC PowerPoint Presentation, *About LEED.*
<http://www.usgbc.org/DisplayPage.aspx?CMSPageID=1720>
- *Making the Business Case for High Performance Green Buildings.* (PDF #2 on Carmen).
- *Architecture, Ecological Design, and Human Ecology.* (PDF # 3 on Carmen).
- *Quantifying the Business Benefits of Sustainable Buildings.* (PDF #4 on Carmen).

Agenda for class:

Guest Lecture: Mr. Jack Hedge, Principal of the Design Group, will discuss the options and benefits of building green.

The class will have a 2nd opportunity to peruse and borrow instructor's copies of books listed in Attachment 3 from which you are to pick one or two to read and review as homework.

January 12 (Mon) - BUILDING GREEN – II

2 Case studies: 4H Building & Greenovate

Read before class:

- *It's Easy Being Green* Columbus Dispatch 3-12-06. (PDF #5 on Carmen).
- *State of Ohio 4H Center* - <http://www.ohio4-hcenter.org>
- Review the website: www.greenovate.com.
- *Drawing Up Green Blueprints*. Columbus Dispatch. March 5, 2008. (PDF #6 on Carmen).

Agenda for class:

Guest Lectures: Mr. Tyler Steele, founder and Principal of Columbus-based, green building products supplier, Greenovate, will discuss his experience as an entrepreneur in the green building space.

Mr. Russ Edwards, President of W.E. Monks & Co., will discuss the State 4H building, the only LEED certified building on the OSU campus.

January 14 (Wed) – ENERGY MANAGEMENT & SUSTAINABILITY I

A. The Expanding Role of Energy Efficiency

Read before class:

- *Wal-Mart Offers a Social Manifesto*. New York Times, Jan. 24, 2008.
http://www.nytimes.com/2008/01/24/business/24walmart.html?_r=1&scp=16&sq=jane+24+2008&st=nyt
- *Building Blocks*. Wall St. Journal, Feb. 11, 2008.
http://online.wsj.com/article/SB120249055947554181.html?mod=todays_us_the_journal_report
- *Clean Energy Confronts Messy Reality*. Wall St. Journal, Nov. 20, 2008.
http://online.wsj.com/article/SB122714114743842743.html?mod=todays_us_marketplace

Agenda for class:

Guest Lecture: Mr. Marty Lanning, President of Energent Solutions will discuss the emergence of energy management, particularly energy efficiency, as a strategic variable for business.

B. Legal and Regulatory Considerations

Scan briefly before class:

- *Senate Bill 221 – Overview. (PDF #7 on Carmen).*
- *Senate Bill 221 – Chart. (PDF #8 on Carmen)*
- *Implementing Ohio House Bill 562: Wind Power Siting Rules-- Proposed Administrative Rules Regarding Siting of Economically Significant Wind Farms. (PDF # 9 on Carmen).*
- *Local law firm's green initiative recognized by the U.S. Environmental Protection Agency. <http://www.bricker.com/FirmInformation/Media/PressReleases/print.asp?PRID=143>*

Agenda for class:

Guest Lecture: Greg Lestini, an attorney with Bricker & Eckler will discuss the legal and regulatory considerations of energy management.

January 19 (Mon) – NO CLASS Martin Luther King Holiday

January 21 (Wed) - ENERGY MANAGEMENT & SUSTAINABILITY II OSU Campus Initiatives

Read before class:

- *Declarations for Sustainable Development: The Response of Universities.*
<http://www.iisd.org/educate/declare.htm> . Be prepared to provide the class with a summary of one of the Declarations of your choice.
- *Ohio State University 2008 Sustainability Scorecard.*
<http://www.endowmentinstitute.org/report2008/profile113.pdf>
- *15 Green Colleges and Universities.*
<http://www.grist.org/news/maindish/2007/08/10/colleges/?source=daily>

Agenda for class:

Guest Lecture: Aparna Dial (Fisher MBA grad) Director of the OSU Office of Energy Services and Sustainability will discuss the business case for Ohio State's efforts to be a more sustainable campus.

January 26 (Mon) – CLIMATE CHANGE - 1

What we Know To be True

Read before class:

- Pages 11-15 of *Corporate Governance and Climate Change – Making the Connection* (Summary Report): http://www.ceres.org/pub/docs/Ceres_corp_gov_and_climate_change_sr_0306.pdf
- *Brand Value at Risk from Climate Change*.
<http://www.carbontrust.co.uk/Publications/publicationdetail.htm?productid=CT-2004-10>
- *Competitive Advantage on a Warming Planet*, by Jonathan Lash and Fred Wellington. Harvard Business Review. March 2007. Pages 95-102.
- *Defusing the Global Warming Time Bomb*. James Hansen. Scientific American. March 2004. Vol. 290, Issue No. 3.

Agenda for class:

Guest Lecture: Dr. David Robinson, a formally-trained presenter of The Climate Project (www.theclimateproject.org) will discuss the science of climate change and its implications for business and public policy. Dr. Robinson was trained by Al Gore and Dr. Michael McCracken, and has spoken widely throughout Ohio on energy and the environment. He is VP of Marcy Enterprises, a local manufacturing company specializing in flexible packaging materials for the global glass industry, and he holds a BSBA (OSU) and a PhD in Theology and Psychology (Emory U.)

January 28 (Wed) - CLIMATE CHANGE – 2

Strategies: Cap & Trade and Offsets

Read before class:

- *Early Observations on the European Union's Greenhouse Gas Emission Trading Scheme: Policy Insights for United States Policymakers*
http://www.pewclimate.org/docUploads/Early_Observations_on_EUETS_Thomson.pdf
- *Are Carbon Offsets a Cop Out?* Fast Company, Nov. 2007.
<http://www.fastcompany.com/magazine/120/are-carbon-offsets-a-cop-out.html>
- *The Business Logic Behind Voluntary Greenhouse Gas Reductions*, by Andrew Hoffman. (PDF # 10 on Carmen).
- *Managing the Risks and Opportunities of Climate Change: A Practical Toolkit for Corporate Leaders*.
http://www.pewclimate.org/docUploads/Ceres_corporate_toolkit_012006_010507_130824.pdf
- *Offsets Demystified*.
<http://www.coopamerica.org/pubs/realmoney/articles/carbonoffsets.cfm>

Agenda for class

Guest Lecture. Mr. Dennis Hirsch, Environmental Law Professor at Capital University Law School will discuss emerging cap and trade issues.

February 2 (Mon) - MANAGING MATERIAL FLOWS – I Waste Management & By-product Synergy

Read before class:

- *View: Story of Stuff* - (20-minute video). www.storyofstuff.com.
- “By-Product Synergy and Industrial Ecology”
http://www.bsdglobal.com/tools/bt_synergy.asp
- *Biochar*. <http://en.wikipedia.org/wiki/Biochar>
- *The End of Garbage*. *Fortune*, March 19, 2007. (PDF # 11 on Carmen).

Agenda for class:

Guest Speaker: Mr. Mike Long, P.E., President of Resource100 and former Executive Director of the Solid Waste Authority of Central Ohio will discuss byproduct synergy.

February 4 (Wed) - MANAGING MATERIAL FLOWS - II Industrial Ecology & Resilience

Read before class:

- “Designing Resilient Sustainable Systems”, http://www.eco-nomics.com/images/Designing_Resilient_Sustainable_Systems.pdf
- “EcoFlowTM – A Value Maximization Tool for Material Flow Networks” (PDF #12 on Carmen).
- Review the website for the OSU Center for Resilience. <http://www.resilience.osu.edu>

Agenda for class:

Guest Lecture: Dr. Joseph Fiksel, co-Director, OSU Center for Resilience, will discuss the work of his Center with major corporations and government agencies to apply the waste=food concept to industrial business practices.

February 9 (Mon) - MANAGING RESOURCES I

Peak Oil

Read before class:

- *Peaking of World Oil Production: Impacts, Mitigation and Risk Assessment*. Robert Hirsch. February 2005. <http://www.hilltoplancers.org/stories/hirsch0502.pdf>
- *The End of Cheap Oil*. Colin J. Campbell and Jean H. Laherrere. Scientific American. March 1998
- *Our Dependence on Foreign Oil*. Speech by Rep. Roscoe Bartlett. April 20, 2005. (PDF #13 on Carmen).

Agenda for class:

- View and discuss video: “Peak Oil Imposed by Nature”

February 11 (Wed) - MANAGING RESOURCES II

Fisheries

Read before class:

- *Fishbanks, Ltd: Role Description and Opening Scenario*. (PDF #14 on Carmen).
- *The Tragedy of the Commons*, by Garrett Hardin. Science, 162(1968):1243-1248. <http://dicoff.org/page95.htm>

Agenda for class

The class will be divided into 4-6 teams/companies and we will play several rounds of a computer simulation game involving operation of a fleet of ships in a hypothetical fishery. The game is designed to illustrate the tensions, conflicts and potential solutions when there is commercial competition for a limited resource. Teams will start with a fixed sum of money and will have the option to expand their fleet and deploy ships to different fishing grounds. At the end of each round, profits and losses are calculated based on income from the “catch” and the costs of operation. Issues that develop around fishing apply to other resources – e.g. groundwater, soil, forests, game animals.

Assisting with facilitation of the game will be Mr. Tad Dritz a graduate of the University of Michigan’s combined program in business and natural resources. He is with Shepherd Advisors, which provides business advisory services to green and sustainable companies.

At the end of class the mid term exam will be handed out. You will be given a chance to ask questions about the exam, but after class ends no additional questions will be entertained. You are to work independently on the exam. The exam will be due by 10 PM the following Monday, February 16, via email (in MS Word format) to the instructor

February 18 (Wed) – MANAGING RESOURCES III

Fueling Mobility

Read before class:

- *Winning the Oil End Game – Executive Summary*, <http://www.oilendgame.com/ExecutiveSummary.html>
- Review the website for Clean Fuels Ohio – www.cleanfuelsohio.org.
- *Consumer Reports Coverage of E85 is a Collection of Incomplete Facts and Fiction*. http://cleanfuelsohio.org/email_vol20.html#1
- *While Detroit Slept*. *NY Times*, Dec. 9, 2008. http://www.nytimes.com/2008/12/10/opinion/10friedman.html?_r=1&hp
- *An Electric Plan for Energy Resilience*. *McKinsey Quarterly*, by Andy Groves, December 2008. http://www.mckinseyquarterly.com/Energy_Resources_Materials/Environment/An_electric_plan_for_energy_resilience_2276

Agenda for class:

Guest Lecture: Sam Spofforth, Executive Director of Clean Fuels Ohio will discuss the realities and options for replacing fossil fuels as the primary energy source for mobility.

February 23 (Mon) - NATURE AS A DESIGN GUIDE I

Ecosystems & Ecological Footprints

Read before class:

- The Importance of Carbon Footprint Estimation Boundaries. *Environmental Science & Technology*, . 2008, 42, 5839–5842. <http://pubs.acs.org/doi/abs/10.1021/es703112w>
- *Value of the World's Ecosystem Services and Natural Capital*. *Nature*. 15 May 1997, pp. 253 ff. http://www.uvm.edu/giee/publications/Nature_Paper.pdf
- *Money Does Grow on Trees*. From *Outside* magazine, March 2005. http://outside.away.com/outside/features/200503/money-and-the-environment_1.html
- *Companies Urged to Invest in 'Natural Capital' or Face Higher Costs, Lower Profits*. (PDF # 15 on Carmen)

Agenda for class:

We will view a 30 minute video on ecological footprints and discuss in detail the assigned readings from *Nature* and *Outside*.

February 25 (Wed) - NATURE AS A DESIGN GUIDE II

Natural Capitalism

Read before class:

- *A Roadmap to Natural Capitalism* by Amory Lovins et. al. Harvard Business Review, May-June 1999, pp 145 ff. http://www.rmi.org/images/other/Businesses/NC99-08_HbrRMINatCap.pdf
- “The New Supply Chain Edge”. Available at www.eco-nomics.com . (*Publications* Link).

Agenda for class:

We will view a 60 minute video on natural capitalism narrated by Dr. Amory Lovins, Founder and CEO of the Rocky Mountain Institute in Snowmass, Colorado, and discuss its message.

March 2 (Mon) - NATURE AS A DESIGN GUIDE III

Biomimicry

Read before class:

- *Learning at Mother Nature’s Knee*, Fortune. August 22, 2005. (*PDF # 16 on Carmen*).
- Review the website www.zeri.org . Study in detail one of the case studies to the extent you can present a summary to the class if called upon to do so.
- Review the website www.biomimicryinstitute.org and become familiar with the term biomimicry.

Agenda for class:

We will view a 25 minute video on “Biomimicry: Innovation Inspired by Nature” narrated by Janine Benyus and discuss its message.

Several class members will be called up on to present the case study they reviewed on the ZERI website. Be prepared with a 4-5 slide PowerPoint format to present to the class.

March 4 (Wed) – SOCIAL OUTREACH I

Corporate Social Responsibility

Read before class:

- *Beyond Greening: Strategies for a Sustainable World*, by Stuart Hart. Harvard Business Review, January – February 1997, pg. 66 ff.
- *Attaining Sustainable Growth Through Corporate Social Responsibility*, – IBM Institute for Business Value. (PDF #17 on Carmen).
- *Saving the World's Poor Profitably*, by C K Prahalad and Allen Hammond. Harvard Business Review, September 2002, pg. 48 ff.

Agenda for class:

Guest Lecture: Ms. Stephanie Glass, a member of the Fisher faculty, will discuss the social component of the triple bottom line.

March 9 (Mon) – SOCIAL OUTREACH II

Sustainability Reporting

Read before class:

- Become familiar with the GRI (Global Reporting Initiative) Reporting Framework and the Supporting (G3) Guidelines. <http://www.globalreporting.org/ReportingFramework>
- *Sustainability Reporting: Earth in the Balance Sheet*. CFO.com.http://www.cfo.com/printable/article.cfm/10234097/c_10234153?f=options
- *The Quiet Revolution in Business Reporting*. CERES. <http://www.ceres.org//Document.Doc?id=67>
- *Sustainability Reporting by S&P 100 Companies Made Major Advances From 2005-2007*. <http://www.siran.org/pdfs/SIRANPR20080717.pdf>

Agenda for class:

Guest Lecture: Mr. Richard Crabtree, Salvato, Coe & Gabor, and Jason Clymer from Brown Flynn will discuss corporate sustainability reporting

March 11 (Wed) – CORPORATE ROLE MODELS
2 Case studies: Interface Corp. & Limited Brands

Read before class:

- Review the website www.interfacesustainability.com.
- “From Plunderer to Protector”. Business Week, July 19, 2004. P60-61.
- *Limited Brands in Action*. http://www.limitedbrands.com/social_responsibility/environment.jsp

Agenda for class:

We will view a 60-minute video presentation by Ray Anderson, CEO of Interface Carpets, on the exemplary sustainability initiatives of this company.

Guest Lecture: Mr. Greg Cunningham, Associate Vice President of Environment, Health, and Safety (EHS) and Environmental Stewardship, will discuss Limited Brands’ sustainability initiatives, the business case driving those initiatives, results achieved and current challenges.

Course evaluation. At the end of class about 10 minutes will be utilized to perform course evaluations using the evaluation instruments supplied to each instructor by OSU.

Topics may be re- arranged to accommodate changes in the availability of guest speakers.

ATTACHMENT 1

Suggested Independent Study Topics

Students are encouraged to design their own independent study around a topic of significant personal interest and value. The suggestions below are neither preferred nor recommended.

1. Green business certification – comparative analysis of several programs or an in-depth critique of one program (e.g. Columbus')
2. Corporate sustainability reporting – comparative analysis of reports by two or more competitors or an in-depth analysis on a single company's reporting practices.
3. Comparative analysis of green building certification programs.
4. Comparative analysis of sustainable campus initiatives or an in-depth review of a single campus initiative (e.g. OSU).
5. Review and assessment of government incentives for alternative energy investments.
6. Review and assessment of highly successful vs. less successful community recycling programs.
7. Summary of Cap and Trade programs for carbon emissions.
8. Green Investing: Opportunities and performance track record.
9. Carbon Footprint calculation methods.
10. Energy audits: Benefits, methods and procedures.
11. Economics of hybrid vehicles.
12. Identification of sources and Markets for Post consumer PVC.

ATTACHMENT 2

Written Homework Essay Topics

Be sure to address **all parts** of the topics. Partial answers will detract from your grade. The target length for all essays is 500 words, except in the case of assignment #6 where a PowerPoint presentation is indicated.

Essay Topic #1:

From your own experience describe in writing a product or process that could be made more environmentally efficient. What would it take to make the product or process environmentally effective? What would be the benefits of doing so, both to the provider of the product or process and to the user(s)?

Essay Topic #2:

Do you believe there is a gap between climate change awareness and action? Is the answer different for different populations in the U.S.? For different institutions? For different countries? Provide evidence for your answers. How do you anticipate that alignment between awareness and action will change over the next 5 years. Why?

Essay Topic #3:

How do you anticipate that corporate America will respond to currently available information and projections regarding world oil supplies during the time period of your career and why? What will be the consequences be in your view? How will this impact your career options and choices?

Essay Topic #4:

Discuss the waste=food concept articulated by William McDonough as it applies to SWACO's plans for its green industrial park. What will be the primary barriers and drivers for success of the SWACO concept?

Essay Topic #5:

Sustainability is a concept that is supported by most major corporations and business leaders. The business case seems reasonably well-established. Yet integration of sustainable business practices into business operations is proceeding slowly and there are still pockets of resistance. What are the primary reasons? How do you anticipate that corporate integration of sustainability will evolve throughout your career? Why?

Essay Topic #6:

You work for a mid-size, vertically-integrated, publicly traded, marginally profitable manufacturer of food products. The company has historically complied with all environmental regulations but has not been proactive as regards sustainability initiatives. A member of the board of directors has challenged the CEO to consider the merits of natural capitalism principles as means of enhancing business performance.

Your CEO has not heard of natural capitalism, but knows of your expertise and has asked you to brief him/her on the topic. Prepare an 8-10 page PowerPoint presentation for this purpose.

Essay Topic #7:

Review the environmental/sustainability report for a major corporation (available on most corporate websites). Discuss its adherence to the Sustainability Reporting Guidelines of the Global Reporting Initiative (www.globalreporting.org).

Essay Topic #8:

Think about the building you live or work in. What could be done to make it more sustainable in terms of its construction or operation? Which of the improvements would have short term pay back and which ones would be long term? If you were the building owner, which improvements would you make now and why?

ATTACHMENT 3

Books for Review

The instructor will have copies of all of these books for perusal at the class meetings on September 20 and 25. This will be an opportunity for you to select the book(s) you will review or at least to narrow your selection significantly.

Most of these books are available on Amazon at very good prices, especially as used books in good condition. Older titles may not be in print any longer. If you do not want to purchase the book you select or if it is not available, you may borrow the instructor's copy.

Diagnostic Books

Silent Spring. Rachel Carson. (1962).

Our Common Future. Gro Harlem Brundtland. (1987).

Our Stolen Future. Theo Colburn and others. (1996).

Collapse – How Societies Choose to Fail or Succeed. Jared Diamond (2005). This is a very long book; Part 1 & 2 may be counted as “1 book” (40 homework units) and Parts 3 & 4 as “1 book” (40 homework units).

The Last Refuge. David W. Orr. (2004).

An Inconvenient Truth. Al Gore. (2006).

Solutions Books - Prescriptive

Natural Capitalism. Paul Hawken & others. (1999).

Cradle to Cradle. William McDonough & Michael Braungart. (2002)

Mid-Course Correction. Ray C. Anderson. (1998). *See Also Agenda for Class on October 30.*

The Triple Bottom Line. Andrew Savitz. (2006) [*instructor has multiple copies*]

Green to Gold. Daniel C. Esty & Andrew S. Winston. (2006).

The e-factor. Joel Makower. (1993).

Plan B 2.0. Lester R. Brown. (2005).

World Inc. Bruce Piasecki (2007)

Capitalism at the Crossroads. Stuart L. Hart (2007).

The Fortune at the Bottom of the Pyramid. C. K. Prahalad (2006).

An Inconvenient Truth. Al Gore (2006).

Hell and High Water. Joseph Romm (2007).

Competitive Environmental Strategy. Andrew J. Hoffman. (2000).

The Next Sustainability Wave. Bob Willard. (2005).

Beyond Compliance. Bruce Smart. (1992).

Competitive & Green. Dennis Kinlaw. (1993).

Changing Course. Stephan Schmidheiny. (1992).

Out of the Box: Zeri Management Stories. Gunter Pauli. (2007). *See also Agenda for Class on November 15.*

Solutions Books – Tools

The Sustainability Advantage. Bob Willard (2002).

The Business Guide to Sustainability. Darcy Hitchcock & Marsha Willard. (2006).

Winning the Oil End Game. Amory Lovins. (2004). *Very detailed book – counts as 2 books (i.e. 80 homework units).*

Biomimicry. Janine Benyus. (2002). *Also see Agenda for Class on November 15.*

Design for Environment: Creating Eco-efficient Products & Processes. Joseph Fiksel. (1995). *Also see Agenda for Class on October 18.*

Assessment and Metrics Books

Radical Simplicity. Jim Merkel. (2003).

Measuring Corporate Environmental Performance. Marc. J. Epstein. (1996).

Industrial Environmental Performance Metrics. National Academy of Engineering. (1999).

Implementing ISO 14000. Tom Tibor & Ira Feldman. (1997). *Very detailed book – counts as 2 books (i.e. 80 homework units). [instructor has multiple copies]*

EcoSystems and Human Well-Being. United Nations. Available on-line at <http://www.maweb.org/en/Framework.aspx#download> (2003).