

Cases in Sustainability
IBUS 545 A&B ~ Winter 2020
Mondays 6-9:20p ~ PCAR 393

Instructor

Elizabeth Stearns - estearns@uw.edu
Office PCAR 438 - Office hours by appointment

Recommended Texts

The Sustainable Company, Chris Laszlo
Flourishing Enterprise, Chris Laszlo & Judy Brown

Session 1: January 6

Introduction & Framework: The Business Case, Senge vs. The Economist

Required Readings	Team Presentations
<ul style="list-style-type: none"> • Innovating Our Way to the Next Industrial Revolution • The Ethics of Business (<i>can be found on Canvas</i>) • The World According to CSR (<i>can be found on Canvas</i>) • The Union of Concerned Executives (<i>can be found on Canvas</i>) 	

Session 2: Friday, January 10 – Nucor Steel Seattle, Site Visit Options #1-2 (10am & 1pm)

Required Readings	Team Presentations
<ul style="list-style-type: none"> • Diamond Developers: Measuring Sustainability • Dow and the Circular Economy: Trash to Treasure? 	

Session 3: January 13

Economic/Social/Environmental: The Whole Model, Corporate Alliances

Guest Speaker: Ben Packard, Exec Dtr UW Earth Lab, FMR Dtr. Corp Engagement, The Nature Conservancy & Fmr VP Global Responsibility SBUX

DUE: Individual Written Assignment: Theory and Conflict (*at start of class in hard copy*)

Required Readings	Team Presentations
<ul style="list-style-type: none"> • Making the Business Case for Sustainability • Sustainable Strategy Transforms the Enterprise → • At Patagonia, the Bottom Line Includes the Earth 	<p>Mini Team 1</p>

January 20 – NO CLASS: MLK Day

Friday, January 24 – Nucor Steel Seattle, Site Visit Option #3 (10am)

Session 4: January 27

Economic/Environmental: Impact Investing & Corporate Actions

Guest Speaker: Will Lana, Vice President, Partner - Trillium Asset Management

Required Readings	Team Presentations
<ul style="list-style-type: none">• Memo to Board: We Need to Talk About BP• Five ways that ESG creates value• Corporate Action on Climate Change has to Include Lobbying• Inside VW's Campaign of Trickery• Levi Strauss & Co: Driving Adoption of Green Chemistry• CASE: Fiji Water: Carbon Negative?	<p>Mini Team 2 Mini Team 3</p>

Session 5: February 3

Energy: Renewable Energy Background, PPA's, Power and Influence, Social Impact

Guest Speaker #1: Bryce Smith, Founder and CEO, LevelTen Energy

Guest Speaker #2: Nat Sahlstrom, Director of Energy AWS, Amazon

Required Readings	Team Presentations
<ul style="list-style-type: none">• In the Line of Fire: The World is Losing the War Against Climate Change• The LEGO Group Reaches 100% Renewable Energy Target Three Years Ahead of Schedule• A Year After Paris Pullout, U.S. Companies Driving a Renewables Boom• Down the Mighty Columbia River, Where a Power Struggle Looms• Downside of Growth: Tackling Asia's Wicked Environmental Problems• Light Up the World; Lighting Up the Developing World• The Black Hole of Coal: India Shows How Hard it is to Move Beyond Fossil Fuels• Air Pollution Extracts a Serious Psychological and Economic Toll in the Workplace• Global Climate Change and Children's Health• Wind Energy Company to Pay \$1M in Bird Deaths	<p>Mini Team 4 Mini Team 5 Mini Team 6</p>

Session 6: Friday, February 7 from 5-7:30pm

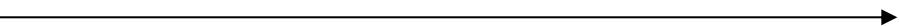
Environmental/Economic/Social: The Quest for Sustainable Energy, Sustainable Supply Chain

Required Readings	Team Presentations
<ul style="list-style-type: none">• CASE: Pagani Electric Cars• CASE: CO2 to H2O: Transition to Sustainable Energy• Imagining a World Without Growth• Patagonia’s Sustainability Strategy: Don’t Buy Our Products• In Brazil, Paying Farmers to Let the Trees Stand• Norway to Complete \$1B Payment to Brazil for Protecting Amazon 	<p>Energy: Electric Automobiles</p> <p>Mini Team 7</p>

Session 7: February 10

Social/Customer/Food

Guest Speaker: Davey McHenry, Vice President, Consulting Services, The Hartman Group

Required Readings	Team Presentations
<ul style="list-style-type: none">• The Elusive Green Customer• Growing Green: Three Smart Paths to Developing Sustainable Products• Coca-Cola Just Achieved a Major Environmental Goal• CASE: General Mills Regenerative Farming• Enough to Go Round But Millions Still Starve• Climate Change Seen as Posing Risk to Food Supplies• A Warming Planet Struggles to Feed Itself 	<p>Mini Team 8</p>

February 17 – NO CLASS: Presidents Day

Session 8: February 24

Social/Labor in the Supply Chain/Buying a Problem

Required Readings	Team Presentations
<ul style="list-style-type: none">• Thirsty Planet• Better World Fashion: Circular Economy and Competitive Advantage• Profit and the Public Good• LaborVoices: Bringing Transparency to the Global Supply Chain• CASE: Bayer Crop Science in India (A): Against Child Labour• What Supply Transparency Really Means• Co-Creating the Future: The Dawn of System Leadership	<p>Labor</p> <p>Water: Food & Fashion</p>

Session 9: March 2

Water and Plastic: Economic/Environmental/Social

Cameo Speaker: Matt Syzmanowicz, M.S., School of Marine and Environmental Affairs

Required Readings	Team Presentations
<ul style="list-style-type: none">• Unilever’s New Global Strategy: Competing Through Sustainability• We Made Plastic. We Depend on It. Now We’re Drowning in It.• For Animals, Plastic Is Turning the Ocean into a Minefield• We Know Plastic is Harming Marine Life. What About Us?• Water: All Dried Up• China’s Poisonous Waterways• Creating a Desert in China• CASE: ABB’s Hydropower Sustainability Dilemma	<p>Water: Conflict & Dams Plastics</p>

Session 10: March 9

Wrap Up/Systems Thinking

Required Readings	Team Presentations
<ul style="list-style-type: none">• A Better Scorecard for Your Company’s Sustainability Efforts• Sustainability Lessons from the Front Lines• The Biosphere Rules →• A Road Map for Natural Capitalism• Building a Learning Organization →• Joining Forces: Collaborative Leadership for Sustainability } →• 3 Ways to Incorporate Sustainability into Everyday Work }	<p>Mini Team 9</p> <p>Mini Team 10</p> <p>Mini Team 11</p>

STUDENT ASSESSMENT is based on:

Individual

- Written Assignment: Theory and Conflict (*hand in at start of class in hard copy*) 15 points

Mini Teams

- One (1) Mini Team White Paper & Class Discussion (with ppt submission) 25 points

Case Teams

- One (1) Case Research Assignment (with ppt submission) 40 points

Class Participation & Team Evaluations 20 points

Class Participation is important and either counts for or against your final assessment depending on the richness and quality of your contribution to the overall experience. In addition, knowledge from readings should be demonstrated in your commentary. You are responsible for all readings.

TOTAL POINTS **100 points**

INSTRUCTOR-STUDENT INTERACTION

Please feel free to contact me if you have any questions regarding class policies, readings, written assignments, or any other aspect of the course. Many of you are either Evening Students or from other UW schools, it is better to prearrange meetings. I am available in person by appointment.

The best way to reach me is email: estearns@uw.edu

Email Etiquette:

At minimum, all emails sent Monday through Thursday will be answered within 24 hours. Emails sent Friday through Sunday will be answered on the following Monday.

If for some reason you would like to discuss something, please indicate your phone number in the email and include a few good times to call you.

Class Attendance:

- Students are responsible to attend every class session, but it is understood that sometimes work requirements or events come up that cannot be moved.
- Missing more than one class session is discouraged and will lead to a grade adjustment.
- If you are going to miss a session, please inform me by email in advance.

HONOR CODE

The UW Foster MBA Honor Code is strictly followed for individual and team assignments. No discussions or assistance should occur outside of your designated mini team or case team.

NUCOR STEEL SEATTLE SITE VISIT INFORMATION

Sign up for one of three site visits:

- Friday, January 10 at either 10am or 1pm
- Friday, January 24 at 10am

Mandatory Tour Requirements from NUCOR Management– PLEASE READ:

- Everyone must be over 18 years old for insurance reasons. Unfortunately, there are no exceptions.
- Please wear long pants (no shorts or skirts) and flat-bottomed, closed-toe, sturdy shoes with socks (no sandals, heels, etc.). We provide hardhats, safety glasses, overcoats, and earplugs.
- The tour takes 1.5 - 2 hours. In order to finish on time, please try to arrive 10 minutes or so early to get signed in.
- There are no bags or purses permitted inside the plant. These items should be left in your car or can be checked in at our security office.
- There are no pictures or video recording permitted on the tour.
- The tour requires over a mile of walking and ascending and descending several sets of stairs. We ask that everyone please consider if they are able to do this comfortably ahead of time.
- Visitors will be asked to present picture ID when signing in. Please make sure to bring this with you.

Directions to Nucor Steel Seattle:

- Plant address: 2424 SW Andover St., Seattle, WA 98106
- If you are coming via West Seattle Bridge, take the 1st exit on right after crossing bridge (Delridge Way)
- Exit splits into two options, stay towards the left side and merge onto Delridge Way
- Turn right at the 1st stoplight (SW Andover St.)
- Driveway is a few hundred feet down on the right after the intersection
- Turn into driveway and continue straight past the plant entrance until the driveway opens up into a parking lot
- There are visitor spots on the left, but feel free to park anywhere and walk back to the main plant entrance and check in at the security building next to the scale