

# ENVIRONMENTAL STRATEGY AND SUSTAINABILITY

Course Syllabus, Fall 2005  
1220 Grainger Hall

IES 400, LECTURE 5  
GEN BUS 600

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A Joint Effort of the  
**INSTITUTE OF ENVIRONMENTAL STUDIES**  
And the  
**SCHOOL OF BUSINESS**

**UNIVERSITY OF WISCONSIN - MADISON**

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# COURSE OVERVIEW

## Objectives:

This course is for students interested in the relationship of the environmental and the social license to operate and the ways in which these issues affect corporate strategy, public policy, public decision-making, and individual decision-making. The goal of the course is to give students the knowledge and skills so that you can help organizations understand and act on the principles of sustainability. I also expect that you will leave this class with a deeper understanding about the relationship of day-to-day decisions and the impact of those decisions on the environment and on those less fortunate than us.

Though this is not solely a class about the development of corporate strategy, it is clear that future leadership in the sustainability area will come from, and indeed must come from, the private sector. As one of, if not THE, dominant social institutions of our time, corporations have the financial resources, the technology, the know-how and the global reach to successfully respond to the challenge of sustainability. However, all segments of society have roles to play as we deal with the enormous amounts of waste that society generates which cannot be assimilated by nature or reused by industry.

Global capitalism is at a crossroads. During the last two decades of the 20th century, free trade produced mixed results at best. Wealthy and developed countries have grown richer, while the vast majority of nations and people in the world have been bypassed or damaged by this process. Furthermore, the underlying natural systems that support human economies - forests, fisheries, soils, ecosystems and climate - have continuously declined. Anti-globalization demonstrations have made it apparent that if corporate expansion is seen as coming at the expense of the poor and the environment, it will encounter vigorous resistance.

For global business, therefore, it has become increasingly clear that the historical separation between competitive strategy and social contribution must be eliminated. Rather than treating social and environmental issues as expensive luxuries, companies are increasingly fusing social mission with competitive strategy. Indeed, a form of "new capitalism" is emerging where environmental and social performance is embedded in the competitive strategy of the firm.

The outline of new roles for regulatory agencies, environmental groups, trade associations, and the public is being developed. This outline is premised on the belief that greater environmental gains can be achieved through a process oriented around preventing the creation of waste and more meaningful involvement of all interested and affected parties. Since effective environmental management will mean learning to work with environmental groups, regulators, and other stakeholders, this course seeks a mix of students, representing varying perspectives and disciplines. The class will consist of lectures (generally guest lectures), supplemented with student discussions based on readings and case studies, and research and writing about ways that we can change things right now so that as a society we are able to live and or make choices in a more sustainable manner.

By the end of the term, students should have gained a deeper understanding of how to answer the following questions: What will drive the next generation of environmental protection and social equality efforts? What role will the public sector play if "sustainability" does drive business decisions? How can environmental issues truly be strategic issues to companies? What role can I play as I make my major lifestyle choices?

Remember, this is essentially a survey course, and I hope to whet your appetite for more information on many of the subjects that will be covered.

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**WARNING:** This class carries a relatively heavy reading load. You will be required to indicate that you have done the readings each week (see below). You will learn as much from the preparation of the readings as you will from the lectures. It is essential therefore that you be present and be prepared to discuss the major themes from the readings.

**Class participation** will be a key factor in the success of the course. *This is not a course geared toward "passive learning".* Your purpose for being in this class should not be to passively receive information from "experts", but rather to actively engage in your own inquiry and restructure your thoughts about, and your relationship with, the tenets of sustainability. This means I expect you to be in class, and will penalize you if you are not.

A substantial amount of "out-of-class" time will be required as you work with classmates on the final project.

## **INTEGRITY**

*This class will formally introduce the concept of personal integrity through your responses to the readings each week. This university does not teach about the importance of integrity in any systematized way; however, I believe that any individual's future success in whatever they choose to do is attributable, to a large degree, to their personal integrity.*

*I will ask that you provide brief comments, reflections or questions from the readings you have done to an email distribution list. Please don't send anything if you haven't really done all the readings--ala the integrity issue. To say it again, even with the best of intentions sometimes work just doesn't get done. If your actions are guided by your integrity, you will not submit anything that week.*

Finally, the Business School is seeking to standardize an integrity addition that would show up on any work product that you hand in. Thus, please include the following, either on your cover sheet, or at the end of any paper that you hand in. Don't forget to sign it.

### **Academic Integrity Policy**

I understand this paper must be entirely my own work and that the University of Wisconsin's Code of Academic Integrity applies. By signing below, I affirm that the paper is my own work and that I did not plagiarize any parts of the paper or receive any unauthorized aid in completing the paper.

Signature: \_\_\_\_\_

## **READING RESPONSES**

As described above, each week you will be asked to send the list serve ([genbus600-1-f05@lists.wisc.edu](mailto:genbus600-1-f05@lists.wisc.edu)) an email that contains brief comments, reflections or questions about the week's readings, due by 10:00 p.m. on the Sunday before class.

## **SHORT PAPERS**

You will also be asked to write two short papers during the semester. Short means 2 pages (standard margins, **single spaced** and 10 point or 12 point font). It is important to note that you will be graded on both content and your writing skills. This means that your factual arguments and logic are given equal weight with grammar, paper organization, development of your ideas, and other writing skills. Being able to say what you need to say concisely is an important skill to learn.

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## PERSONAL RESEARCH PROJECT

For this project, you are being asked to describe how you will integrate what you learn in this class into your life. You will be asked to reflect on your own "likely" or "possible" career choices and possible linkages between those prospects and sustainable development perspectives. This project involves research into possible alternative futures for you. In other words, you will be asked to develop a 5 and 10 year goal of where you see yourself, and then describe the path that you might take to reach those goals.

The intent of this assignment is for you to consider potential futures for yourself. Your futures could include things like additional school, your first job, a description of what does your ideal job look like, where do you want to live, what kind of family life you would choose, and what responsibilities do you see yourself taking on. Basically, this is a plan on where your life is going over the next 10 years. As part of this project, identify your vision (cause) and your mission. Additional details on how to do this are found below.

### Developing your cause (vision), your mission and identifying your values

Understanding your cause, developing your mission and identifying your values are the foundation for long term success, as demonstrated by Collins & Porras in their book, *"Built to Last"*. Just as this works with successful companies, it also works at the individual level. You would not set out on a journey without a compass. Or a map. Or a destination! So what about in life? Can you answer the question "why do you want to work"? Do you have a mission in life that answers the question "what do you want to do"? Have you explicitly identified your personal values?

Developing a vision, mission and values is a serious business. It takes time. And commitment. But it is worth it.

#### Cause

A cause answers the question "why". "Why are we in business?" "Why am I working for this company?" The answer must be deeper than to return value to shareholders, or to bring home a paycheck. Understanding and agreeing on "why" creates purpose and helps unite people around that purpose. Creating and living a vision is the role of leaders in organizations, and the role for each of you in your own lives. You have to lay it out on paper, and put it somewhere to remind yourself.

Visions are aesthetic and moral, they come from within as well as outside.

According to Disney, a successful vision accomplishes six goals:

- gives a sense of the future
- guides decision making and strategy
- creates a shared purpose
- provides guidelines that determine behavior
- inspires emotion
- connects to values

#### Mission

A mission statement is a unifying statement. It can describe what an organization is in business to do, or it can describe what you intend to do. It is a key reference point in the planning and implementation of change. It answers the question "what" as in what do you intend to do with your life, or what is the organization created to do?

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## Values

Values describe, or perhaps lie beneath, beliefs. These beliefs are our core beliefs, or they may be the core beliefs of an organization. Values often describe who we want to be, or who we believe ourselves to be. It is just the same in an organization. Values can be used to describe what the organization stands for and how it will conduct itself. Values are at the core of your being. They underpin your life choices because they provide an anchor and a reference point for all things that happen.

You will be asked to develop a Cause statement, a Mission statement and identify your ten key Values. This will be due to Tom during the last class period. You will not be graded on the substance of what you write, only on whether you do the assignment.

## HAIKU

The brain has two halves that are connected by a complex network of nerve fibers. In most people, the left cortex deals with logic, words, numbers and reasoning, "the so-called academic activities". The right cortex deals with images, imagination and patterns. Research showed that when people worked to develop the creative side, all mental performance seemed to improve.

In addition to exercising the creative sides of your brains, I have found that many students are more comfortable exploring issues involving their relationships with the world and each other through writing. Thus, in order to inspire you to actually think about your relationship to the world and your responsibility for doing something about the problems which now face us, I am requiring you to submit three haiku each week.

Your haiku can address your connections to each other, to where you live and to the world around you. Each week I will provide initial direction for your haiku. Your haiku will count toward your final grade for the course.

## FINAL PROJECT

You will be asked to work in groups on a project that will not only satisfy the major portion of your grade, but will also satisfy a need of the "client" that you are working with. Descriptions of the possible projects will be provided at the first class, and you will have the opportunity to select your first 3 choices. The first part of your final paper will provide the basic detail about the needs of your client. This part of the paper should then serve as background material for the preparation of a strategic recommendation. You will be asked to recommend an action or implementation plan, and describe how it could be implemented by your "client". Your recommendation is an advocacy piece to convince a decision-maker to do what you want. You must develop your most convincing argument(s) and be prepared to answer objections (it costs too much, no one would want to do this, etc.).

This is NOT your traditional academic paper, and if you insist on writing a traditional research paper, you will have missed the point of this assignment. You must talk with your client, and other experts in the real world as you prepare your recommendation. I think you will find it useful to distinguish the kind of writing you have learned to do in an academic setting from the kind of writing you will be asked to do in the real world. This is meant to introduce you to the kind of writing that you will be asked to do outside of school.

Finally, I encourage you to visit the web site that has been developed for the class. It is designed to be a resource for everything from getting a job, to finding great classes to take at the university, to finding great books to read, to finding graduate programs that focus on sustainability. I also would like you to register under the alumni section if you are interested in staying connected to future classes. The web site is <http://instruction.bus.wisc.edu/teggert>.

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# **GRADING**

25% of your final grade will be based upon Citizenship - includes attendance, teamwork on project, classmate respect and support, attitude, interest, appreciation, enthusiasm, active and productive participation and attention in class, showing familiarity with readings and knowledge of topics.

10% will be based upon your haiku.

5% will be based upon your personal research project

20% of your final grade will be based upon your papers.

35% of your final grade will be based upon your final project.

5% of your final grade will be based upon your presentation of your final paper.

**In fairness to others in the class, late submissions of the written material will be penalized at a rate of 20% of the submission's value per day (e.g., your final papers presented one day late will receive at most a weight of 28 out of the 35 points available).**

## **LIST OF MATERIALS**

### **Books:**

Cradle to Cradle: Remaking the Way We Make Things, by William McDonough and Michael Braungart (New York; North Point Press, 2002). \$25.00

Biomimicry, by Janine Benyus (New York, HarperCollins, 1997) \$13.95

Capitalism at the Crossroads, by Stuart Hart (New Jersey, Wharton School Publishing, 2005). \$27.95

### **REQUIRED READINGS:**

Reading Packet available from Underground Textbook Exchange on State Street

### **Recommended Books:**

Promise Ahead: A vision of Hope and Action for Humanity's Future, by Duane Elgin (New York, HarperCollins, 2002) \$23.00

How Should I live My Life: Psychology, Environmental Science and Moral Traditions, by George Howard (Maryland, Rowman & Littlefield, 2002)

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**September 12)** Introduction - The current system of environmental protection: Where we've been and where we are.

The first class is designed to accomplish five things. First, the goals, purpose, structure and format of the class will be made clear through a review of the syllabus and other relevant materials. Second, students will fill out information about themselves and indicate what grade they intend to work for in the class. Third, we will discuss the purpose and structure of the haiku that you will be asked to write. Fourth, we will discuss the final project with representatives from some of the potential clients. Finally, we will talk about the three major approaches that the government uses for exerting influence over business decisions about the environment. One approach is characterized by rules and regulations that specify what a company can and can not do. This approach has been accused of creating perverse incentives and disincentives for holistically addressing environmental problems. The second approach involves managing the environment through "the market". This approach is theoretically appealing, but has been difficult to implement. The third approach involves disseminating information to the public, and allowing public pressure to influence corporate decisions.

**September 19)** The Concept of Sustainability: Developing a Framework for Discussion

We will start off the class by introducing ourselves with a short story from our past that no one in this class has ever heard. We will then define the term "sustainability" and I will explain how one group has translated the concept into issues that anyone can understand and agree on. I will then discuss factors favoring the movement toward a more sustainable society, and impediments to that movement. Finally, I want to view the events of September 11 and the Iraq war through the lens of sustainability.

**READINGS:** The Future in a Word, by Alan AtKisson from Believing Cassandra: An Optimist Looks at a Pessimist's World, (White River Junction, VT, 1999) pp.133-152.

Saying Grace, by Barbara Kingsolver from Small Wonder (HarperCollins Publishers, 2002) pp. 22-30

The Natural Step: A Framework for Achieving Sustainability in Our Organizations by Karl Henrik Robert, from Innovations in Management Series (Pegasus Communications, Cambridge, MA 1997) pp. 1-14.

## PROJECT PREFERENCES DUE

**September 26)** Setting the Context: How are We Doing With Our Current Generation?

Sustainability has economic, environmental and social components. As this is a business class, we will devote time to the economic component, and as this is a Nelson Institute for Environmental Studies class, we will devote time to the environmental component. But the third leg of sustainability is difficult to come to terms with. Laura will talk with us about where we are as a state in terms of social equity, including looking at the growing gap between the haves and have nots. She will extrapolate the trends that COWS has seen in the state to the nation, and to our relationships with other nations.

**Guest Lecturer:** Laura Dresser, Research Director, Center on Wisconsin Strategy (COWS), Madison, WI

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**READINGS:** Avoiding Trends that Deprive Us of Humanity: The Atrophy of Social Life, by D. Stanley Eitzen, delivered as a speech on October 16, 2003 and published in Vol. 70, No. 5 of Vital Speeches of the Day, Dec 15, 2003.

Rich Poor Divide Growing by Radhika Sarin, published in Vital Signs 2003.

Bowling Alone: America's Declining Social Capital – An Interview with Robert Putnam, published in Journal of Democracy 6:1, Jan. 1995, 65-78.

Cradle to Cradle, Introduction – ch 1.

## PROJECT TEAMS DISTRIBUTED

### October 3) The Changing Role of Business in Society

Packer Game

The old school thought on the role of business in society is gradually being replaced by a realization that business must become involved in both social and environmental issues. In fact, just recently the former head of Whirlpool said "The truth is, we can't afford not to become involved in social problems. It has got to be a cost of doing business -- and it will be costly -- so that your community will be worth doing business in and living in." -- Elisha Gray II. Sev is involved in professional basketball, and uses his position, and his teams to demonstrate his belief that business must do more.

**Guest Lecturer:** Dr. Severko Hrywnak, Chairman of the Board, Rochester Sports Partners Inc.

**READINGS:** The Johannesburg Conundrum: Do We Save the World, or Save the World's Poor? By Michael Brown, published in The Independent, Aug 13, 2002 (published on-line at [http://argument.independent.co.uk/regular\\_columnists/michael\\_brown/story.jsp?story=323911](http://argument.independent.co.uk/regular_columnists/michael_brown/story.jsp?story=323911)).

Cradle to Cradle, ch 2 - 3.

### October 10) Revisiting the role of non-profits and for profits

One theme in the class is that corporations can and should exercise the power that they have to change the world. Jane Ann argues from a different perspective. She argues that we should return the power that corporations have succeeded in capturing to the public. If we can limit the power of corporations, we will have a greater chance to do our own world saving. See what you think!

**Guest Lecturer:** Jane Ann Morris, Corporate Anthropologist and author, Madison, WI

**READINGS:** Help! I've Been Colonized and Can't Get Up... By Jane Ann Morris, published on-line at <HTTP://WWW.RACHEL.ORG> (#806).

Excerpts from The Divine Right of Capital, by Marjorie Kelly, selected excerpts, 2001.

Plus ça change, plus c'est la même chose, by Tim Wright, published in the Guardian, Dec 17, 2003.

**PAPER ASSIGNMENT:** You have been asked to write an editorial response (a letter to the editor) in your local newspaper on the following talk. Argue persuasively in support of the position that you take. Use facts and other arguments that are based in logic. Your response may not exceed 2 pages single-spaced.

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On July 23, 2004, Tom DeWeese, president of the American Policy Center, addressed the fifth annual Freedom 21 Conference in Reno, Nevada.

My friends, we come here today from many walks of life. A wide variety of reasons got each of us started on the road to activism.

Some of us started simply because we noticed something funny about our child's curriculum in school. Some of us were outraged by government trying to take away our guns. A good many of us suddenly found government agents and members of private groups plotting to take away our land. Some have had their livestock confiscated. Some have found themselves facing jail just for doing what their fathers and grandfathers have done on the same land for decades.

Some of us just wanted to be allowed to go to church, pray to God and celebrate Christmas without being fined for it. A few of us would even like to be able to go to a restaurant and order food we like - even if it is greasy, fattening and full of carbs and calories. All of us just want to live in an America where our rights and pursuit of happiness is protected. And so we fight. And now we've found ourselves here today in a room with hundreds of others in the same boat.

I have one thing to tell you. You are not going to win. Because the other side has cut us up into little pieces. They've divided us and conquered us.

They've succeeded because you think your fight is against gun control. Because you think your fight is against bad schools. Because you think your fight is against the Endangered Species Act and roadless programs, and wetlands regulations, and water rights and Heritage Areas. Because you think your fight is against Democrats and not Republicans. Because you think it's a fight between evil liberals and good guy conservatives.

You're wrong. Your fight is against a well-planned, well-orchestrated agenda for the complete transformation of America. And unless you learn that fact now, today... and unless you fully educate yourselves to every aspect of that agenda and fight it on the proper terms then you cannot win! I'm here to tell you that every one of these issues you are facing is interrelated. There is an agenda being implemented before your very eyes. It's called Sustainable Development.

And I will tell you now, if you want to keep your guns, your property, your children and your God - if you love liberty - Then Sustainable Development is your enemy! So what is Sustainable Development? Imagine an America in which a specific "ruling principle" is created to decide proper societal conduct for every citizen.

That principle would be used to consider everything you eat, what you wear, the kind of homes you live in, the method of transportation used to get to work, the way you dispose of waste, perhaps the number of children you may have, even your education and employment decisions.

Sustainable Development is that "ruling principle" for the implementation of what former Vice President Al Gore said we must all suffer through in order to purify our nation from the horrors of the Twentieth Century's industrial revolution. In his book, "Earth in the Balance," Gore called it a "wrenching transformation of society." Those are pretty powerful words that should concern anyone who values liberty. It's a warning that the rules are changing. That a new power elite is taking control. Perhaps you are beginning to notice such changes as you go about your daily routine, but haven't understood where those changes, and the ideas behind them, are coming from. But Sustainable Development is a very difficult concept to grasp. It's written in an almost foreign language - designed to mislead and refrain from alarming you.

Let me put it in the simplest language I possibly can. The Atkins Diet is not sustainable. Now, why do I say that? Because on page 350 of the UN's Global Biodiversity Assessment Report it says that the grazing of livestock, including cows, sheep, goats and horses is not sustainable. One reason for that concept is because Sustainablists contend that the animals pollute and damage the banks of streams.

Getting us to stop eating beef is a major effort needed to fully implement the Sustainable Agenda. Since they are cowards who fear your reaction to an outright banning of eating meat, they have to try to trick you into thinking that not eating meat is your idea. So they use scare tactics. For years they have told you that eating meat raises your cholesterol. Fat is bad for you. Meat causes heart attacks. With PeTA's help they were succeeding in turning us all into little sissies eating salads.

Then along comes Dr. Atkins who shows us that a low carb beef diet will help you lose weight in a healthy way. Suddenly the nation has gone Atkins crazy. Beef sales are sky rocketing. The Sustainablists are in a tail-spin. They've lost control of your eating habits.

Now watch what they are doing to get you back on track. Suddenly reports are being published in leading women's magazines about Atkins being dangerous to your health. Lawsuits have begun to pop up against the diet.

Do you see how it works? That's how the Sustainable Development agenda is implemented. Behavior modification based on fear. Freedom of choice is not part of Sustainable Development. And so I repeat, - the Atkins Diet is not sustainable.

Now, perhaps you'll understand why there are Sustainable Development papers, guidelines and regulations to impose the ruling principle:

- On our public education system - to prepare our children to live in a sustainable world.
- On our economy - to create partnerships between business and government, making sure business becomes a tool to help implement the policies.
- On the environment - leading to controls on private property and business.
- On health care - the new drive against obesity is leading directly toward controls on what we eat.
- On farming - Sustainable Development policies affect farmers' ability to produce more crops by regulating or banning precious chemicals, biotechnology and genetic engineering in the name of environmental protection.
- On our social and cultural environment - where political correctness is controlling policy hiring practices, immigration policy, multiculturalism, marriage laws, etc.
- On our mobility - with emphasis on carpools and public transportation and away from the freedom of personal transportation. And
- on public safety - where the rule of law and the court system is being challenged by new regulations that affect the right to privacy and unreasonable search and seizures.

It's important to understand that these leading issues we face today are not just random concerns that find their way into the forefront of political debate. They are all interconnected to the policies of Sustainable Development.

And you must understand that Sustainable Development is the official policy of the government of the United States of America - and every state, city and small burg in the nation.

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It is completely bi-partisan. It is being equally implemented by Republicans and Democrats. No matter the outcome of any election - the Sustainable Development agenda moves forward unabated. What we are telling you here today, my friends, is that Sustainable Development isn't just some land use policy. It is a complete transformation of American society; away from the rule of law; away from the ideals of property ownership, free enterprise, free travel and even free association.

Sustainable Development. It's a life plan. Planned by someone else. Not you.

And Sustainable Development is not a myth, or a theory or a conspiracy - as I've heard some in our own movement call it.

Since the 1970's literally hundreds of issue papers, charters, guidelines and treaties have been presented at scores of international meetings, each becoming a building block in the creation of what would eventually become Sustainable Development.

Finally in 1992 the UN's Earth Summit in Brazil brought all of these ideas together in two major documents called "Agenda 21" and the "Biodiversity Treaty." Here the ideas were officially presented to world leaders that all government on every level, needed to be transformed into top-down control over housing, food production, energy, water, private property education, population control, gun control, transportation, social welfare, medical care, and literally every aspect of our lives.

To get the full picture, add to these the UN's Convention on the Rights of the Child and the Convention on the elimination of all forms of discrimination against women, both of which create UN-mandates on abortion, child rearing and government interference on families.

In 1993 President Clinton created the President's Council on Sustainable Development. From that Council came a flood of policy papers and recommendations to enforce it as government policy. And the Clinton Administration didn't need Congress to get into the act. All Cabinet officials had to do was change some wording of existing programs and reroute already-approved funding to begin to implement the agenda - without Congress and without debate. Former Commerce Secretary Ron Brown told a meeting of the President's Council that he could implement 67% of the Sustainable Development agenda in his agency with no new legislation. Other agencies like Interior, EPA, HUD and more did the same thing. To help it all along, Clinton issued a blizzard of Executive Orders. The American Heritage Rivers Initiative was born that way. So were roadless policies designed to stop logging in national forests. National parks have become core biosphere reserves designed to shut out any human activity. And the buffer zones around them are designed to shut off existing human activity, allowing the core to continually grow like a cancer tumor.

Any possible excuse to control human development or activities began to sprout up - from rails-to trails bikeways - to wet lands regulations - to historic preservation projects. Endangered species, real or made up, have been used to close down industry and steal private lands. Valuable natural resources have been locked away in national parks and preserves.

In this way an international agenda to transform the world into global governance under Sustainable Development policy took hold and became official policy of the United States of America.

## **October 17)** It's Not Easy being Green: Partisan Politics and Environmental Issues.

John ran as a Republican against Tammy Baldwin when she was first elected to Congress. He ran as a Republican who was also an environmentalist. He'll reminisce about the campaign, and the lessons that he learned from the campaign. His story is a great story to remember in these overly partisan times.

**Guest Lecturer:** John Sharpless, Professor

**READINGS:** Last Gasp by Jonathon Porritt, The Guardian, July 17, 2002, (published on-line at <http://www.guardian.co.uk/Print/0,3858,4462437,00.html>).

The Cultural Creatives: How 50 Million People are Changing the World, by Paul Ray and Sherry Anderson, published on-line at <http://www.stuttgartconference.de/CulturalCreative.html>.

Biomimicry, ch. 1 – 2.

Cradle to Cradle, chs 4 - 5

## **October 24)** Linking the For Profit and Non-profit worlds

As we continue to think about sustainability, hopefully we find ourselves looking at opportunities from new perspectives. One area that I want to introduce you to is the growth of for profit ventures by not for profit entities. In many ways, what results from this is business with a conscious. One example of this is a group in Milwaukee that runs a couple of coffee houses called Coffee with a Conscious. Not only is organic, fair trade coffee the only coffee that is sold, but the money made from this business venture is poured back into the community to support a variety of causes. Kathryn will talk to us about the dynamic growth of earned income ventures by non-profits. These represent an exciting new kind of entrepreneur.

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**Guest lecturer:** Kathryn Dunn, Helen Bader Foundation, Milwaukee

**READINGS:** Designs of the Future: Harlem Textile Works, AND Sweet Success: The Latin American Youth Center's Ben and Jerry's PartnerShop, from Profiting from Purpose, published by SEEDCO, Jan. 2005

Biomimicry, ch. 3 - 5

Cradle to Cradle, ch. 6.

## **October 31) Sustainability in Herman Miller**

Among the companies that have a nation-wide reputation for embracing sustainability is Herman Miller. Herman Miller has worked closely with Bill McDonough on a number of new designs for products that they produce. They have sought to educate their clients on the benefits of sustainability, and also sought to influence their supply chain. Jerry will talk about why Herman Miller has made the commitment to sustainability that they have, and how they have turned this commitment into a corporate asset.

**Guest Lecturer:** Jerry Kosterman, Herman Miller, MI

**READINGS:** Strategies for a Sustainable World by Stuart Hart, vol. 75, No. 1 of the Harvard Business Review, pp. 67-76, (January-February, 1997).

Mother Earth and Other Business Blather, by Harold Geneen, from The Synergy Myth, and other Ailments of Business Today, ch. 13, (1997).

Biomimicry, ch. 6.

**PAPER ASSIGNMENT:** Second paper due. In two pages (no more) develop 4 recommendations for your current employer (if you are employed) or, if you are not, develop 4 recommendations for a manufacturer or retailer of your choice, for how they can better embrace the concepts of sustainability. These need to be specific recommendations that are backed up by an explanation for why the recommendations would make a difference. For instance, you may recommend that your local coffee shop start selling fair trade coffee. You would support this recommendation by laying out why such an action would be better for the environment, better for property owners who are growing the coffee beans, and better for the shop because customers are willing to support such an effort, and may take their business to a shop that does sell fair trade coffee. But, your coffeehouse may need to educate its customers about these benefits, so education would be included in the recommendations. You may also recommend that at first, the additional cost of fair trade coffee be absorbed by the coffeehouse while it was building up an understanding about the benefits of such coffee and building up a demand. You may recommend how advertising would be done and that the focus would be on education. In short, all of your recommendations could be linked together to accomplish one overall goal that was designed to be better environmentally and socially. This does not have to be the case though. The recommendations do not need to be linked, and may address diverse steps that lead in a more sustainable direction. Finally, present your recommendations to your boss or to the manufacturer or retailer that you are writing about. If you get a response, please share it with the class.

## **November 7) The New Purpose of Business**

\*This packet of readings was copied on 100 percent post-consumer recycled, process chlorine-free paper as an example of how even small decisions can help encourage local businesses to think about the environment.

We have heard from a number of business folks about what great sustainability stuff they are doing. What we have not heard much about is why? No one has talked about the emerging broader role for business in society. You have heard in many classes what the purpose for business is, but I would argue that a new purpose is emerging. This new purpose does not replace the old one of profit maximization (in order to reward shareholders), but complements that purpose. In fact, with businesses that really understand this idea, they can do a better job of meeting the profit maximization purpose over the long run.

Jim will talk about the new purpose(s) for business, why it is important to civil society that business accept this purpose, and how what his company is doing actually reflects this new understanding.

Guest Lecturer: Jim Bradley, President, Home Savings Bank

**READINGS:** Putting Your Heart Into It by Mallen Baker, published in Ethical Corporation, September 12, 2002 (and available on-line at [www.ethicalcorp.com/content\\_print.asp?ContentID=198](http://www.ethicalcorp.com/content_print.asp?ContentID=198)).

The Role of Business in the World of Today by David Henderson, published in JCC by Greenleaf Publishing, Spring 2005.

Corporate Social Opportunity: An Interview with P&G's George Carpenter, published by GreenBiz, March 2005.

Biomimicry, ch. 7 – 8.

Capitalism at the Crossroads, ch. 1

## **November 14)** What Does a Business Interest in Sustainability Look Like?

The carpet and rug industry has been a surprising leader in exploring what sustainability might mean in the development of corporate strategy. Two heavy-weights in the carpet industry are Collins & Aikman and Interface. Dobbin Callahan will talk about what has motivated C & A to embrace the concepts of sustainability by designing carpet in an ecologically friendly way.

**Guest Lecturer:** Dobbin Callahan, Collins & Aikman Floorcoverings, Dalton, GA.

**READINGS:** Environmental Innovation and Accountability at Collins & Aikman, by Mac Bridger, Vol. 5, No. 3 Corporate Environmental Strategy, Spring, 1998, pp. 1-4.

Toward Factories Without Smokestacks: Environmental Competition Between Interface and Collins & Aikman, published by Future 500 on the web (but no longer available), 2000.

On Course: More on the Interface Journey Toward Sustainability, by Ray Anderson, published in the Green Business Letter (originally published on the web, but no longer available) 2000.

A Walk in the Garden by Steve Bradfield, Published on-line at [www.mbdc.com/features/feature\\_june2003.htm](http://www.mbdc.com/features/feature_june2003.htm) June 2003

Capitalism at the Crossroads, ch. 2-4

## **November 21)** The Role of Government in Sustainability

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**Packer Game** This country's approach to environmental regulation has evolved over time. While clearly many of the gains we have seen in the quality of our environment can be attributed to actions of the government, continuing trust and belief in the government as the protector of the public is at a low ebb. Many now question whether the traditional role of regulation and enforcement is likely to lead the US to a sustainable future. Peter will talk about a business perspective on the role of the government as we look toward the future. What role is there to play for this much maligned sector?

**Guest Lecturers:** Peter Peshek, Esq., DeWitt, Ross & Stevens, Madison & Scott Hassett, Esq. Secretary, WI Department of Natural Resources

**READINGS:** Government's Business: Enabling Corporate Sustainability by Roger Cowe and Jonathon Porritt (Forum for the Future, London, UK, 2002).

Comment: Voluntarism versus Regulation for Corporate Responsibility by Simon Zadek, Nov 27, 2003, originally published on-line at [www.ethicalcorp.com](http://www.ethicalcorp.com)

A New Era: The Coming Regulatory Revolution ... and What It Means for Business, published in the Green Business Letter, January, 2001.

Governance Barriers To A Sustainable World: How Do We Get There From Here? By Richard Lamm, Vol. LXVII, Vital Speeches Of The Day, NO. 21, Aug. 15, 2001.

Capitalism at the Crossroads, ch. 5-7

**November 28)** Sustainability and Personal Decisions: What You Can Do to Promote Sustainability  
Sustainability is not a concept that is only applicable to large institutions. In fact, if our society is truly to move in a sustainable direction, it must start with individual decisions. Decisions on what to buy, how to react to advertising (how much to buy), how to allocate our energy and resources and general lifestyle choices. In addition, you might consider how this class has changed your lives and find ways to contribute towards creating a more sustainable world now. Peter will talk generally about the importance of integrating sustainable thinking into your lives, and talk about a unique program that he has developed.

**Guest Lecturer:** Peter Boescher, Engineering Professor and Aspiring of Engineers Without Borders

Video: The Man Who Planted Trees.

**READINGS:** Thinking About Forever: A Personal Journey, by Jeanne Marie Hibberd, published on-line at <http://www.communitiesbychoice.org/docs/booklet24.pdf>.

Dying of Consumption: The More we Spend, the Happier we Become. Probably. By George Monbiot, published in The Guardian, Dec 28, 2000.

Gold Footprints by Sara Ryan, published in Sustainability Network Update 24E, March 27, 2003 (available on-line at [www.bml.csiro.au/Snnewsletters.htm](http://www.bml.csiro.au/Snnewsletters.htm)).

Walking North on a Southbound Train by David Orr, published by Rachel's Environment and Health News, April 3, 2003 at [www.rachel.org](http://www.rachel.org).

Capitalism at the Crossroads, ch. 8-9

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Recommended books

**December 5)** Final papers due and first presentations of Final Papers to entire class.

**December 12)** Presentation of remainder of Final Papers to entire class.

Schedules and Procedures: Scheduled meetings are summarized immediately below.

**Summary Schedule:**

**September 19: Project preferences due**

**September 26: Project teams created**

**October 10: 1<sup>st</sup> paper due**

**October 31: 2nd paper due.**

**December 5: Final papers due. Presentation of first papers (this is a formal presentation).**

**December 12: Presentation of rest of papers (this is a formal presentation).**

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## A Vision

If we will have the wisdom to survive,  
to stand like slow-growing trees on a ruined place, renewing, enriching it,  
if we will make our seasons welcome here,  
asking not too much of earth or heaven,  
then a long time after we are dead  
the lives our lives prepare will live  
here, their houses strongly placed  
upon the valley sides, fields and gardens  
rich in the windows. The river will run  
clear, as we will never know it, and over it, birdsong like a canopy.  
On the levels of the hills will be green meadows, stock bells in noon shade.  
On the steeps where greed and ignorance cut down  
the old forest, an old forest will stand,  
its rich leaf-fall drifting on its roots.  
The veins of forgotten springs will have opened.

Families will be singing in the fields.  
In their voices they will hear a music  
risen out of the ground. They will take  
nothing from the ground they will not return,  
whatever the grief at parting. Memory,  
native to this valley, will spread over it  
like a grove, and memory will grow  
into legend, legend into song, song  
into sacrament. The abundance of this place,  
the songs of its people and its birds,  
will be health and wisdom and indwelling  
light. This is no paradisaal dream.  
Its hardship is its possibility.

-Wendell Berry