ENVR 531
Sustainability Management and Leadership Strategies
Friday 10:50A-1:35P—SJMC 115

Phillip Barnes, PhD                  Byrnes Bldg. Room 434
Emeritus Faculty                    (803)-777-1373
Environment and Sustainability Program pbarnes@environ.sc.edu

Course Syllabus

Course Description:
Integrated management system principles and advanced leadership strategies to create sustainable development initiatives.

Course Overview:
The Sustainability Management and Leadership Strategies course is an advanced course in systems management and leadership focused on teaching integrated management system principles and leadership strategies to create a sustainable development. Students will learn to develop and manage a sustainability management system and apply the skills needed to create strategies to lead the organization to meet its environmental, social and economic goals.

Learning Outcomes:
At the completion of this course, students will be able to:
- Describe the foundations of sustainable development based on management system standards and leadership strategies.
- Discuss how integrated management systems optimize sustainable development initiatives and provide effective and efficient mission readiness.
- Analyze the effectiveness of sustainable development initiatives across different types of organizations in their cultural contexts.
- Develop sustainability management and leadership strategies for a sustainable development.
- Describe the leader’s responsibility in supporting private and public sustainability performance goals.
- Analyze the attributes of leadership that support the sustainability mission of the organization and its value chain.
- Examine the qualities of leadership and the skills and behavior needed to implement a sustainable development.
- Apply sustainability management and leadership practices of public and private organizations.

*Textbook: Case Studies in Sustainability Management and Strategy. Textbook is provided during course and will be returned to the instructor after the final exam. Links and articles for course readings are posted on Blackboard.

*The Oikos Collection, 2007, Edited by Jost Hamschmidt, Greenleaf Pub
Grading:

1) For students taking the course for 3 credit hours:

Undergraduates:
Assignments (40%): Four assignments described in Course Outline below (10% each).

Participation (20%) is attending scheduled class sessions, participating in on-line group discussion, and classroom discussion/homework, as well as, contributing to sustainability materials, e.g., if you find an article, or website distribute on Blackboard or sharing a 2-5 minute sustainability news item during scheduled class sessions (please request to present news item to instructor prior to scheduled session).

Final Exam (40%) is based on readings, in class discussions and speaker presentations.

Graduate Students:
Assignments (20%): Four assignments described in Course Outline below (5% each).
Participation (20%) as defined above
Team paper/presentation (20%) (See details under Class 14)
Final Exam (40%)

Grading Scale: A=90-100, B+=85-89, B=80-84, C+=75-79, C=74-70 D+=65-69 D=60-64 F=59 and below

2) For students taking the course for 4 credit hours:

The above grades will represent 75% of your grade. The lab grade, as described below, will be 25% of your grade. The above grading scale will be used.

Graduate Student Assignments: In addition to regular course assignments, graduate students are required to complete a presentation on sustainability management and leadership strategies based on a case study provided from the course textbook. Presentations will be given on Power Point format, with discussion on the case study strategies, types of leadership styles and organizational culture created. Graduate student assignments are evaluated on a more rigorous basis than those submitted for undergraduate credit.

Sustainability Lab: Students taking the course for 4 credits must complete, in addition to all assignments associated with 3 credits, a sustainability lab assignment. The sustainability lab will be a minimum of 25 contact hours. The sustainability lab report is due at the same time as the On-Line Final Exam. Format and details of this assignment will be posted on Blackboard. Students who wish to complete the sustainability lab must register within the first week of the semester. Contact information for the Sustainability lab assignment is provided.
**Sustainability Lab Grading:** The sustainability lab report is 80% of your lab grade, Lab site supervisor and course instructor evaluation is 20%. The final sustainability lab grade will be 25% of your final grade.

**Class Structure:** Classroom meetings and on-line options taking place at designated times during the semester. The class includes on-line readings and course work completion. During the semester the course instructor will place questions on a discussion board for participation. Presentations by guess speakers will be made in the classroom, Skype, or Adobe Connect.

**Attendance:** It is crucial for students to attend each scheduled classroom session and participate in on-line discussions as indicated on the syllabus. In classroom sessions students will discuss readings, case study progress, and highlight sustainability awareness within the student’s department/unit. Classroom sessions will also include speakers.

**Classroom and On-line Assignments:** Class meetings are in the School of Journalism and Mass Communications, and on-line. Course readings and assignments can be accessed and completed at your own pace; however, assignments and presentation due dates are specified. 5 point penalty is subtracted if an assignment is turned in after class due date. 10 points is subtracted from assignment grade for each day after due late. If there are situations where assignments or presentations cannot be completed on time, please notify the course instructor. Students are expected to complete each section and be prepared to discuss during the scheduled classroom session. The Blackboard on-line discussion page can be accessed anytime for input or placing links, or news items you think are important to meeting our course objectives. There are additional homework and discussion to contribute to class participation.

**Course Outline:** Classroom and On-line Sessions

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Assignment 1 is due on January 20. Questionnaire is to be completed and emailed to pbarnes@environ.sc.edu.

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Assignment 1 Due: Questionnaire based on readings from Class 1 and Class 2 is posted in Assignments on Blackboard; Discussion in class.
Jan 27 SJMC 115
Class 3: The Foundation of Sustainability (cont.)
Questions posted on Blackboard are based on the readings below. The reading assignment is completed prior to the class and the discussion thread posted by the instructor is the class content. Instructor will be in SJMC 115 during on-line session. You will have the class period to respond to the instructor’s questions, and can also start your own thread for response from others. The Blackboard discussion is noted as class participation, so please make a comment, start your own thread, or ask for additional information. Short answers and comments should be used.

Management Systems in a Sustainable Development
Management Systems and Meaning
UN Sustainability Blueprint

Feb 3 SJMC 115
Class 4: Design for Sustainability Management

Review of On-line Blackboard discussion.

ISO 14001 Environmental Management Systems (EMS): Case studies of organizations are reviewed including, Federal agencies, University of South Carolina, Corporations, and NGOs.

The Management Systems Approach as the Foundation of a Sustainable Development

Policy
Planning
Implementation
Checking

Internal and External Context
Aspects and Impacts
Legal and Other Requirements
Objectives and Targets
Roles and Responsibility and Authority
Training, Competency and Awareness
Communication
Documents/Document Control
Operational Control
Emergency Preparedness and Response
Monitoring and Measurement
Evaluation of Compliance
Risk Assessment and Analysis
Control of Records
Internal Audit

Management Review

Presentation: Brian Hann, Director, USC office of Risk Management: The University’s Enterprise Risk Management (ERM) Program

Feb 10 SJMC 115
Class 5: The Global Sustainability Initiative
Class discussion on Blackboard based on video selection: Review short video placed in Assignments on Blackboard and comment on the video. Students will also watch and make comment on classmates’ selected video. Professor will be in SJMC 115 during class and on Blackboard to answer questions and discuss case study and assigned questions.

Assignment 2 is Due Feb 24: From your course textbook choose a case study and prepare a least a 2 page summary of the case study to present on Feb 24th. Contact instructor with name of your case study.
Feb 17 SJMC 115
Class 6: The Global Sustainability Initiative (cont.)
The Criteria for Global Sustainability
World Business Council of Sustainable Development
The U.S. and EO 13514

Feb 24 SJMC 115
Class 7: The Global Design for Sustainability

Assignment 2 Due: Presentations/discussion on Global Sustainability: Be prepared to present and discuss your 2 page paper on course textbook case study.

Skype Presentation: Speaker: Professor Dr. Peter Letmathe, Aachen University, Germany

March 3 SJMC 115
Class 8: Management Systems Integration and Sustainable Development

Determine how integrating management systems would assist in solving problems and reducing conflict. Remember to take into account both internal and external operations. What are the positive and negative aspects of management systems integration?

Integrated Management and Geographic Information Systems (IMGIS)

ISO 14000  Environmental Management Series
ISO 26000  Social Responsibility Management Systems
ISO 50001  Energy Management Systems
ISO 9001  Quality Management Systems
ISO 31000  Risk Management Guidance Standards
ISO 45001  Health and Safety Management System

The Circular Economy

Skype Presentation: Professor Dr. Arne Remmen, Urban Planning Department, University of Aalborg, Denmark

March 10: Spring Break

March 17 SJMC 115
Class 10: Economics and Sustainability

Student teams will complete a spreadsheet (provided) to determine how to link environmental, social, and economic balance in a sustainable development plan; the cost/benefits of sustainability.

March 24
Class 11: Leadership

This is an On-line class through Blackboard: Students will read the documents on Blackboard Assignments and prepare to answer questions and discuss leadership on Blackboard. Please participate in this discussion
class by answering questions, responding to your classmates’ comments, posting a thread of your own, or bring up additional questions for the instructor. The instructor will be in SJMC 115, if students want to participate using a computer in the classroom. Either classroom or on-line option is acceptable for class 11.

Leadership styles in government, for profit, and NGOs will be reviewed and discussed.

Assignment 3 is due on March 31: Questionnaire is located on Blackboard Assignments.

March 31 SJMC 115
Class 12: Leadership and Sustainable Development (Green Quad Learning Center) Classroom
This class session takes place at the Green Quad Learning Center for Sustainable Futures. A discussion of the development, sustainability management practices, and future growth of GQLC and Sustainable Carolina will be discussed. Also, a presentation from the USC Office of Sustainability is scheduled. This class will demonstrate the evolution of leadership at USC in initiating and developing the Green Quad and Sustainable Carolina. Issues discussed will be on the University's leadership in energy reduction, environmental stewardship and economic development for a sustainable development.

Prior to this class meeting, find the University of South Carolina's Environmental Policy and other statements and instructions for personnel at the University to better assist the Office of Sustainability in accomplishing its mission.

Assignment 3 Due: Questionnaire for Assignment 3 should be completed and emailed to pbarnes@environ.sc.edu

April 7
Class 13: Leadership Culture in Sustainability Programs On-Line Option
Presentation and Discussion on Adobe Connect
The Sustainability Scorecard (Key Performance Indicators)
Creating Leadership Strategies for a Sustainable Development Center for Creative Leadership

Assignment 4: Due on April 14: From the GEMI Mapping Tool select two topics and describe the predicted organizations of the future and how Sustainability Management and Leadership strategies create the foundation for sustainable development. Be prepared to justify and defend your description.) (2 pages single spaced)

April 14 SJMC 115
Class 14: The Future of a Sustainable Development Classroom
Class discussion on global sustainability Review the GEMI Mapping Tool

Assignment 4 Due: GEMI Mapping Tool 2 page paper single spaced. Please follow instructions on Blackboard Assignments and contact instructor with any questions.

Graduate Requirement Presentation--30 minutes: Textbook: Case Study 6: Purchasing Strategies and Sustainability: Migros Palm Oil. Give an overview of the case study, problems discusses, solutions, strategies discussed for sustainability, determine the leadership culture. What is the current situation of Migros Palm? Give a presentation in the April 14 class using power point. At the conclusion of the presentation have three questions to ask the class.

April 21
*Class 15: Final Exam Review On-Line Option
Final Exam will be posted and instructor will answer any questions for clarity
*Instructor will be in SJMC 115 if anyone wants to drop by and ask questions
May 1
*Final Exam Due: On-Line Option

Sustainability Lab Project Paper Due:
*Instructor will be in SJMC 115 if anyone wants to take the exam in the classroom and turn in.