

DRAFT SYLLABUS**PRACTICUM: SUSTAINABILITY FRAMEWORKS, INDICATORS AND PLANS, FALL TERM 2014**

COURSE NUMBER: OLIS 611
CLASS HOURS: T/TH 12-1:50 PM
CLASS LOCATION: Room 230 Lawrence

OFFICE HOURS: Th 2-3 Susan Campbell Hall, Office 11b
or by appointment

INSTRUCTORS: Kelly Hoell ("Hail"), Aaron Toneys
COURSE CREDIT: 4.0
E-MAIL ADDRESS: kelly.hoell@goodcompany.com
Aaron.toneys@goodcompany.com
TELEPHONE/VOICEMAIL: Kelly (cell): 541-968-9034
Aaron (office): 541-341-4663 x218

COURSE DESCRIPTION AND OBJECTIVES

Beginning in the 1970s and 80's communities began to realize that financial frameworks and decision-making alone were not sufficient to overcome growing environmental and social problems such as natural resource depletion, loss of biodiversity, human health concerns and rising pollution levels especially in low-income and minority neighborhoods (among many others). New frameworks and indicators were needed to determine the key issues and how they could be improved over time. Businesses and local governments have taken on this challenge for a wide variety of reasons and now there are numerous sustainability frameworks in use across the globe. Businesses and governments regularly measure and report on their sustainability performance while focusing on economic issues as well as environmental and social equity concerns. New jobs with titles such as Sustainability Coordinator, Resource Conservation Managers and Corporate Social Responsibility Directors have been created to develop and implement strategy, risk management techniques, and report performance.

This class has four learning goals:

1. Review the most common and frequently used sustainability frameworks for business and government.
2. Learn to assess the relevant or "material" sustainability issues for a broad range of organizations.
3. Explore how sustainability programs are implemented in business and government and how to incorporate sustainability principles into business strategy and government plans. Projects analyzed in this course have a focus on the food industry.
4. Analyze sustainability indicators to understand how they are calculated, what the results mean, and how they can be used to set performance targets.
5. Practice managing projects and developing professional work habits for real-world clients.

COURSE MATERIALS

There are two required texts for this course while the other readings are available online and/or will be posted on Blackboard:

1. Duerksen, et al, 2009. The Citizen's Guide to Planning, 4th Ed. APA.
2. Roseland, Mark, 2012. Toward Sustainable Communities, New Society Press.

COURSE REQUIREMENTS

Deliverable	Due Date	Percent
Attendance and contributions to class discussion	Ongoing	10%
Sustainability frameworks project – first draft	October 28	10%
Sustainability frameworks project – second draft	November 4	
Informational Interview	November 6	10%
Group Project: First draft project management documents & timeline	October 14	20%
Group Project: Final draft project management documents & timeline	October 23	
Group Project: First draft client project Memo	November 20	25%
Group Project: Final draft client project Memo	December 4	
Group Project: Practice client presentation	December 2	15%
Group Project: Final client presentation	December 10	
Group Project: Project debrief	December 10	10%
TOTAL		100%

GRADING POLICY: Grades will be based on the above individual and team assignments. *These assignments are not optional, but required to avoid receiving an incomplete for this course.* When students contact me ahead of time about conflicts related to assignments and/or due dates, I am (sometimes) able to work with them to determine a deviation from the general outline of the course to accommodate their circumstance. When I am contacted after the fact (except in cases of life and death emergencies) there is little I can do.

In order to receive full credit on assignments, each assignment must meet the following criteria:

- Assignments must be sent by e-mail to kelly.hoell@goodcompany.com *no later than 9 AM* on due date.
- E-mails must include “OLIS 611” followed by a relevant description of the email content in the subject headings.
- Assignments must be sent as *both* a Microsoft Office document (Word, Excel or PowerPoint as relevant) and a PDF. The file names for both the Word/Excel/PPT doc and PDF must include a description of the assignment and your name or initials.

Late assignments or assignments that don't meet the above criteria will be penalized by one full letter grade. All assignments will be graded based on a mutually determined grading rubric so expectations are clear and known in advance. Rubrics will focus on content, format, spelling/grammar and clarity. If you have any questions or concerns about expectations on assignments please see Kelly at any time.

I believe in rewriting as the surest path to better writing. Therefore, for all assignments I will allow a rewrite. You will be able to get full credit for the assignment if you take advantage of all of my comments on the first version (and had submitted your original assignment on time and in the correct format – see bullets above).

You are expected to prepare for, attend, and actively participate in classes. Accordingly, the quality of your learning is directly related to the quality of your preparation. I encourage you to bring a laptop to class, but do not surf the web or try to complete other work during class unless your purpose is tied to our discussion. These practices are disrespectful to your fellow students and to me.

WRITING ASSIGNMENTS: You have several written assignments as part of this course:

(1) Informational Interview

You will select, initiate and carry out an informational interview with a professional whose current job is of interest to you. Informational interviews can be conducted by phone or in-person so you are not limited to any geographic boundaries when selecting a professional to interview.

You will write a 1-page summary of your informational interview. Include details about the person you interviewed, why you selected him/her, and what you learned. Include any reactions to the information you learned (this was exciting... this was disappointing... the skill set required fits my background and interests... this does not seem like a good potential job for me because...). Also include what your next steps will be to learn more in the future.

(2) Sustainability Frameworks Project

You will envision you are a sustainability consultant working to help a range of organizations understand and improve their social and environmental performance. Three different clients have asked for your services to determine which sustainability framework they should adopt and why.

You will:

1. Read through the client descriptions provided on Blackboard.
2. Select which framework you think makes the most sense for each client based on what you have studied about the three sustainability frameworks discussed in class: The Natural Step, Global Reporting Initiative, and CDP. (Note: You may select the same framework for more than one client if you can justify why it makes sense. There are no right or wrong answers, but your reasoning must make sense.)
3. Write a one-page memo to the executives of each client describing which framework you selected for them and why. (Therefore your total submitted assignment should be close to but no more than three pages). You should research other similar companies for reference and you may make up details about the clients' operations to fit your rationale for selecting a particular framework as long as it is plausible. Your memos should focus on the high-level business case for each organization and what each framework will allow them to accomplish.

(3) Client-Based Group Projects

Option 1: Assist Café Yumm become registered as a Benefit Company in the state of Oregon

Café Yumm is a fast casual restaurant franchise founded and headquartered in Eugene. Its mission is to be a leader in providing exceptional products and services, which promote a *Soul satisfying... Deeply nourishing* lifestyle through a triple bottom line approach.

Café Yumm is one of Oregon's first 29 companies to register as a Benefit Company under legislation effective January 1, 2014. Part of Café Yumm's responsibility as an Oregon Benefit Company is to file a report each year, beginning in Spring 2015. The report must identify third party standards of sustainability from which to measure its operations and explain how the company improved on those standards.

Student Tasks:

1. Review qualifying sustainability standards under the Oregon Benefit Company rules. Understand what the differences are, and which standards would be most appropriate for Cafe Yumm's business model.
2. Select the sustainability standard that is most relevant and explain why it is appropriate for Cafe Yumm.
3. Review industry peers (e.g., Chipotle, Burgerville, etc.) and determine what sustainability metrics they are reporting on for reference.
4. Work with your project mentor at Cafe Yumm to understand who the appropriate stakeholders are.
5. Create a materiality matrix based on stakeholder needs and environmental / social impacts.

Project Mentor:

Ed Gerdes

VP and General Counsel *Beau Delicious! International, LLC*.

Phone: 541-683-YUMM (9866)

Email: ed.gerdes@cafeyumm.com

Option 2: Gap Analysis for Regional Food Policy Development for City of Eugene

Eugene City Council has expressed interest in forming a regional food policy group to oversee the development of a regional approach to our food system. The primary function of the regional group would be to conduct a gap analysis of our regional food system taking a triple bottom line approach and looking at the economic, environmental and equity issues that impact our local food system. Eugene is looking for student support to identify the stakeholders of the local food system and understand what needs are not being met in our community in order to develop a regional food policy strategy.

Project Mentor:

Babe O'Sullivan

City of Eugene Sustainability Liaison, City Manager's Office

Phone: 541-682-5017

Email: Babe.OSullivan@ci.eugene.or.us

COURSE POLICIES AND PROCEDURES

COMMUNICATION: I will communicate mainly by e-mail (kelly.hoell@goodcompany.com). Please put "OLIS 611" and a short description of the e-mail content in the subject heading to ensure I see your message. Please confirm I have the correct e-mail address for you at the beginning of the term and check this e-mail account regularly.

ATTENDANCE: Please inform me as soon as possible if you will be absent from any classes to determine if we can work out a way to accommodate the absence. Class attendance and participation count for 10% of your final grade (as shown above). If you are absent, please review that day's materials on Blackboard and be sure to get the notes and main points of any class discussions from a classmate.

ACADEMIC INTEGRITY: I will not tolerate plagiarism or cheating. If you are found to be cheating, I will, without exception, pursue punishment to the fullest extent that university and program policies allow. Sadly, these issues have become a significant problem on this campus and other campuses; sometimes they occur in gray areas that are not obvious to the student. Please become familiar with UO's policies:

- Conduct (including plagiarism): <http://libweb.uoregon.edu/guides/plagiarism/students/>

For all written assignments, you must cite your sources according to the guidelines given by the UO library and using the APA citation format. Please see the following websites:

- Citing sources: <http://libweb.uoregon.edu/guides/citing/>
- APA Style: <http://libweb.uoregon.edu/guides/citing/apa.html>

<p>Students With Disabilities: If you need support or assistance because of a disability, you may be eligible for academic accommodations through Accessible Education Center (formerly Disability Services). For more information, call: (541) 346-1155, email: uoac@uoregon.edu, or stop by Room 164 Oregon Hall.</p>

TOAST MASTERS INTERNATIONAL: For anyone who would like more practice with public speaking, consider joining the University chapter of Toast Masters International. They meet on Tuesday evenings from 7-8:15 PM at the University of Oregon in the Lillis Business School Complex – Chiles 125 B. Drop-ins are welcome. See website for additional info: <http://reports.toastmasters.org/findclub/zoomclub.cfm?clubNumber=7093>.

UO TEACHING AND LEARNING CENTER WRITING LAB: For anyone who would like free writing or proofreading assistance, please drop in or make an appointment at the UO Writing Lab. Located in 72 PLC, its hours are 9-4 Monday through Friday. Please see the handout included at the back of this syllabus for additional information.

DRAFT CLASS SCHEDULE:

Class Date	Topic	Required Reading	In-Class Activities / Assignments Due
1 A Sep 30	Course Overview	N/A	<ul style="list-style-type: none"> • Classmate resource map • How do you define professionalism? • Introduce Informational Interview assignment
1 B Oct 2 AT	Business Case for Sustainability Project Management	<ul style="list-style-type: none"> • Read syllabus in entirety • Business Case for Sustainability video • Business Case for Sustainability – Ray Anderson InterfaceFLOR (5:03 video) • What is Project Management? Video • Roseland Chapters 1,2 	<ul style="list-style-type: none"> • What is project management? • Select group projects • Introduce Project Management and Gantt Chart assignment
2 A Oct 7	Sustainability Frameworks/ The Natural Step	<ul style="list-style-type: none"> • TNS website pages • OGC TNS case study • TVWD TNS case study 	<ul style="list-style-type: none"> • Introduce sustainability frameworks assignment • Project work time
2 B Oct 9	GRI (1) Materiality	<ul style="list-style-type: none"> • GRI G4 Reporting Principles & Standard Disclosures (p. 16-18) • GRI G4 Implementation Guide (p.9-16) • SFTA Declaration of Sustainability • ICLEI Star Communities Rating System (p.9-10) 	<ul style="list-style-type: none"> • Review examples of materiality matrix • Look at other sustainability frameworks that have attempted to define the “material” issues for different industries (SFTA / Cities)
3 A Oct 14	Guest Speakers: GRI and TNS in practice	<ul style="list-style-type: none"> • GRI G4 Reporting Principles & Standard Disclosures (p. 47-69) • GRI user database – search and find Hormel • Hormel Foods CSR report: Materiality Matrix and GRI Content Index 	<p>Project Management Outline & Gantt Chart due</p> <p>Guest speakers:</p> <ul style="list-style-type: none"> • EWEB, Steve Newcomb, Environmental Manager at Eugene Water & Electric Board 12-1 PM Confirmed • Cheryl Welch, Strategic Planning Coordinator, Tualatin Valley Water District 1-1:50 PM Confirmed
3 B Oct 16	GRI (2) Indicators AT CDP (1) Climate Change	<ul style="list-style-type: none"> • Skim CDP website on climate change disclosure • Hormel 2013 Supply Chain CDP Response • Organic Valley 2014 Supply Chain CDP Response • GRI / CDP Comparison – skim this doc for similarities and differences. 	<p>YUMM! students receive feedback on Project Management Outline and Gantt Chart by email.</p> <ul style="list-style-type: none"> • Review the range of GRI indicators. • Examine the CDP climate change questionnaire. Understand what CDP is trying to accomplish and how.
4 A Oct 21	CDP Guest Speaker Yumm! Project kick-off meeting	<ul style="list-style-type: none"> • Read through all project-related reading materials listed in project descriptions on Blackboard. 	<p>EUGENE student receive feedback on Project Management Outline & Gantt Chart by email.</p> <p>Final draft of project management Outline and Gantt Chart due – YUMM!</p> <p>Guest Speakers:</p> <ul style="list-style-type: none"> • 12-1 PM Rory Schmick, Director of Sustainability and Environmental Affairs, Pacific Natural Foods, confirmed <p>Project Kick-off Meeting with Yumm!:</p> <ul style="list-style-type: none"> • 1-1:50 PM Ed Gerdes, VP and General Counsel, Beau Delicious! International, LLC, confirmed <p>Project work time for Eugene students.</p>

4 B Oct 23	Eugene project kick-off meeting CDP (2) Water / forestry	<ul style="list-style-type: none"> • Skim CDP website on forest and water disclosures • Hormel 2013 CDP Water • Stonyfield 2013 CDP Forest Response • World Resources Institute – Aqueduct tool – play around to get a sense of the tool. 	<p>Final draft of project management Outline and Gantt Chart due - EUGENE</p> <p>Project Kick-off Meeting with Eugene:</p> <ul style="list-style-type: none"> • Babe O’Sullivan, Sustainability Liaison, City Manager’s Office, City of Eugene, confirmed
5 A Oct 28	Sustainability in Business Connections between business and government	<ul style="list-style-type: none"> • Readings TBD 	<p>Sustainability Frameworks Assignment due</p> <ul style="list-style-type: none"> • Jonathan Reinbold, Sustainability, Research and Grants Manager at Organic Valley. 12-1 (2-3 Central) Confirmed • How to develop a sustainability program • How to write a sustainability report (audience, purpose, formats, distribution, goals) • Project work time.
5 B Oct 30	Sustainability in Cities Comp Plan as sustainability tool	<ul style="list-style-type: none"> • Roseland, Ch 3, 15, 16 • Duerksen, Ch 2 • Sustainability Plans for cities? 	<p>Sustainability Frameworks Feedback Due to students</p> <ul style="list-style-type: none"> • Planning as a power in cities • Main players in city government • Relationship to other governments • Comprehensive plan basics
6 A Nov 4	Sustainability in Cities Comp Plans	<ul style="list-style-type: none"> • Duerksen Ch 3, 4, 5 • Roseland, Ch 9 	<p>Sustainability Frameworks re-write due</p> <p>Mid-term course evaluation due</p> <p>Guest Speaker:</p> <ul style="list-style-type: none"> • Babe O’Sullivan, Sustainability Liaison, City Manager’s Office, confirmed. • Carolyn Burke, Principal Planner and Manager of Long-Range Planning, City of Eugene. (Former Acting in Capacity Planning Director.) Confirmed.
6 B Nov 6	Triple Bottom Line (TBL) Assessment AT	<ul style="list-style-type: none"> • Roseland Ch 13 • Roseland Ch 5 • MWMC TBL Assessment (p. 3 - 19) 	<p>Informational Interview Due</p> <ul style="list-style-type: none"> • Project work time
7 A Nov 11	Comp Plan as climate change tool	<ul style="list-style-type: none"> • Readings TBD 	<p>Guest Speaker:</p> <ul style="list-style-type: none"> • Dr. Vicki Elmer, former OLIS Director, Instructor in planning at UC Berkeley, and Public Works Director for City of Berkeley, confirmed.
7 B Nov 13	Climate Action Planning	<ul style="list-style-type: none"> • Eugene Climate & Energy Action Plan <p>Roseland readings:</p> <ul style="list-style-type: none"> • Food Secure Communities Ch 4 • Waste Reduction & Recycling Ch 6 • Energy Efficiency & Renewables Ch 7 • Transportation Ch 8 • Land Use Ch 9 	<p>Guest Speaker:</p> <ul style="list-style-type: none"> • Matt McRae, Climate and Energy Analyst, City of Eugene, unconfirmed.

8 A Nov 18	Peer Review	<ul style="list-style-type: none"> Finalize first draft of group projects 	First Draft report due for peer feedback during project work time.
8 B Nov 20	Budget as a sustainability tool	<ul style="list-style-type: none"> Readings TBD 	First draft due to KH/AT and project mentors Guest Speaker: <ul style="list-style-type: none"> Pavel Gubanikhin, Assistant Finance Director, City of Eugene, confirmed.
9 A Nov 25	Regional sustainability planning AT	<ul style="list-style-type: none"> Creating Sustainable Places: A Regional Plan for Sustainable Development in Greater Kansas City (PDF p. 2-20 and 31-47. Note: these are not the document page numbers) 	KH / AT and mentor feedback back to students on first draft. <ul style="list-style-type: none"> Project work time.
9 B Nov 27	No Class – Enjoy your Thanksgiving Holiday!		
10 A Dec 2	Practice presentation	<ul style="list-style-type: none"> Get caught up on all course materials and assignments. 	Deliver practice presentations in class.
10 B Dec 4	Catch up – cover new topics as desired by students	<ul style="list-style-type: none"> Get caught up on all course materials and assignments. 	Final draft of project report due
8 AM Wed Dec 10	FINAL EXAM Final Client Presentation	<ul style="list-style-type: none"> Get caught up on all course materials and assignments. 	Final draft of presentation due Final project debrief due