

Leadership in Sustainability

Spring 2017

DCP 4930, Section 207F

Mondays, 5th-6th periods (11:45-1:40)

Wednesday 5th Period (11:45-12:35)

3 Credits

ARCH, Room 215

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Office Hours: Wednesdays 10:00- 11:30 a.m., or by appointment

The world's population is estimated at 7.4 billion, an all-time record high, and half that population living in urban environments. The growth in population is draining the earth's resources, and climate change compounds the problem by threatening to disrupt fundamental aspects of global economic activity. Over the next century, scientists forecast climate risks to public health, agriculture, ecosystems, and infrastructure. These sustainability challenges are increasingly informing government policy, public advocacy and private investment internationally. But sustainability is also creating opportunities in all sectors of the economy: to increase productivity and revenue; to develop and market new technologies; to differentiate firms from their competitors; and to attract and retain talented employees. It's imperative that sustainability leaders can channel change at a pace matching with these trends. So what does it take to become a leader in sustainability, and to 'lead from within', if that leadership doesn't exist?

Leading in sustainability requires the ability to understand complex global challenges shaping our world, to be able to respond to them and create value from drivers like resource scarcity. Once you've won the argument that taking a sustainable approach is the right one, the next challenge is delivering it and shaping a core business based on economic, environmental and social values. The reality is many of us are still trying to win the argument in the first place, it's clear that great leaders are in short supply and that is why we still desperately need more. The one thing we hear time and time again, when working with others to solve sustainability challenges and for that matter any other challenges is "you need strong leadership". Having a great leader seems to be at the root of inspiring, empowering and delivering sustainability. Without it, change is incremental at best.

The challenges

Our collective struggle as a society to tackle the world's most pressing challenges points to a failure of individual leadership. We have lacked the quality and quantity of bold leadership in business, government and civil society that would enable us to shift towards a more just and sustainable 21st-century lifestyle. The task of creating a more sustainable world is both a serious challenge and an enormous opportunity.

Without bold and effective leadership – at a political, institutional and individual level – we will fail to resolve our most serious social and environmental crises.

What makes a leader for sustainability? Cambridge Institute for Sustainability Leadership's research suggests the following seven key characteristic (traits, skills, knowledge and styles) are among the most important in distinguishing the leadership approach taken by individuals tackling sustainability issues:

- Systemic, interdisciplinary understanding;
- Emotional intelligence and a caring attitude;

- Values orientation that shapes culture;
- A strong vision for making a significant difference;
- An inclusive style that prompts trust;
- A willingness to innovate and be radical; and
- A long-term perspective on impacts;

Course Description

This course covers the essentials of front-line leadership in sustainability, from integrating sustainability into an organization, executing organizational strategy, and committing to it for a lifetime. The course features a combination of a different lecture each week given by a leader in the field of sustainability from the public, private, and non-profit sectors.

This course exposes students to the ways in which leading sustainability practitioners' deal with real world constraints to improve environmental and economic performance in their organizations and share lessons learned. Each guest lecturer presents a new topic related to sustainability management and discusses his/her professional background and organization, sustainability program objectives, and concrete strategies for meeting those objectives. The course provides time for questions and discussion among the instructor, the lecturer, and the students, giving students valuable insights into how sustainability is managed in the real world. The reading material for each module is provided by the guest lecturer. The lectures, along with readings and assignments, will further develop students' understanding and critical thinking about the management tools and strategies that they, themselves, can use. The course is an exploration of the most prominent issues in the field of sustainability management through the knowledge and experience of leading sustainability practitioners.

Also, finding a job in sustainability can seem daunting. In this course you will be guided through all aspects of the job search, from planning your career, as well as how to create an elevator pitch, highlight sustainability skills in your resume, and ways to gain experience in sustainability both in school and professionally. Furthermore, you will learn key skills in how to successfully network with other sustainability professionals.

Course Objectives

- Explain how managers develop sustainability strategy; how they gain support for sustainability initiatives; and how they evaluate sustainability performance in their organizations;
- Analyze work processes and operations in order to understand how to improve resource efficiency and limit environmental impact;
- Identify models for financing and evaluating the economic performance of sustainability initiatives;
- Discover the importance of varied stakeholders' interests, inside and outside of organizations, in the formulation of sustainability initiatives;
- Synthesize, apply and communicate sustainability knowledge to solve environmental problems;
- Learn how to build your leadership skills and role you play while in school and at work place;
- Create a career plan to manage professional and personal directions;
- Prepare for sustainability position and how to seek, find and get that job;

Course Format

Delivery Method: Lectures, discussions, guest speakers, work in teams, and final project.

Course Website: <http://elearning.ufl.edu/>. This course is on Canvas including course material from guest speakers, lecture slides, announcements, book, and assignments.

Communication: Outside of class, barmagh@ufl.edu email is the best and preferred method of communication.

Required Reading Materials

- Power point slides, links and short selected publications including material from guest speakers will be posted on Canvas.
- **Leadership Theory and Practice, 7th Edition, by Peter G. Northouse, available on Ares at Library.**
- Student resources for this book, <https://edge.sagepub.com/northouse7e/student-resources>

Students are expected to stay current on news and trends in sustainability policy and business. As there will be discussion on required readings and current events at the beginning of each class, students will be advised to read various sources of sustainability news. Below are examples of these news sources.

Sustainability News / Trade websites

- <http://www.greenbiz.com/>
- <http://www.environmentalleader.com/>
- <http://grist.org/>
- <http://www.sustainablebrands.com/>
- <http://www.csrwire.com/>
- <http://www.unep.org/newscentre/>
- <http://www.nrdc.org/policy/>
- <http://www.edf.org/blog>
- <http://www2.epa.gov/newsroom>
- http://www.doi.gov/customcf/DOI/doi_rss.cfm
- <http://climatepolicyinitiative.org/>
- <http://www.guardian.co.uk/environment>
- <http://www.wasterecyclingnews.com/>

Paperless Activities

E-learning on Canvas will be the hub for the communication, discussion, announcements, papers/projects, and presentation material.

- Check e-learning on Canvas for the material and presentations that will be covered weekly.
- Set up and Check your e-mail to receive class announcements from e-learning on Canvas.

Class Attendance and Make-Up Policy

This is an interactive course with student engagement – you must participate. This course is pragmatic and you will find useful for your future contacts and work with people.

- Attendance is required. It is up to you to attend class and make the most of it.
- Students attend class prepared for active participation and discussion. A quality learning experience in this course rests heavily on interaction and exchange ideas.
- You are encouraged to take notes electronically, but not using the computer for surfing web for non-class related topics and doing work for other classes. **In this case student must e-mail the instructor his/her notes at the end of the class.** Also, using cell phones and texting during class is not allowed except in case of an emergency.
- Arriving late to class (5-10 minutes after start of the class, or falling asleep in the class) will be considered a ½ absence. Leaving early while the class is in session will be considered an unexcused absence.
- The policy for attendance is as follows:

Unexcused Absences	Grade point deduction
4-5	5%
6-7	10%
8-9	15%
Each addition 2 absences	Additional 2%
Final presentations	Additional 5%

- Only excused absences can be made up. Excused absences include illness, religious holidays, a death in the family, or participation as an athlete in official UF athletic events; to be excused, absences must be properly documented, for example with a doctor's note.

- All assignments must be turned in on time; projects or assignments may be turned in early. If you will not be in class, even if it is an excused absence (e.g. studio field trip), you must turn the assignment in early. Any material turned in after it is due will be marked late, and your grade will be penalized.
- Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Requirement for the class to attend spring semester Green Building Learning Collaborative event. To be announced early in the semester.



Attendance and Participation (10 points)

There will be 30 minutes of discussion in each class to discuss the lecture, current events (see below links), reading assignments, and any thoughts related to the previous week's lecture.

Coursework Discussion Assignments (20 points)

Starting with the third class meeting, a different student team each week will prepare a 2.5 – 3-minute oral briefing, using PowerPoint or video/skit. The team will also write a two-page memo to accompany the briefing. The briefing is to address the upcoming speaker's contribution to sustainability management and how the readings illuminate the speaker's contribution. Students will be randomly assigned to teams. Each team will convene early in the semester to assign roles and responsibilities, including team manager, and the members who will produce either the oral briefing or the written memo. The memo is due at the beginning of the designated class and to be uploaded to the Team's Canvas page.

Action Memos (30 points)

Two 2-page action memos will account for 30 points of the course grade, 15 points for each one. In each memo, you will report to the manager of your own fictitious organization, or any other organization you select for case study, one key action discussed by a speaker that should be adopted by the organization. The memo should:

1. Provide detail on the action.
2. Explain why the action was taken in the speaker's organization, and why the action should be used in your organization. Account for the internal and external environments that inform the decision to take the action.
3. What impact the action had in the speaker's organization and what impact it would have in your organization.
4. Indicate how the action should be funded and compare and contrast your funding model with the one that was used in the speaker's organization.
5. Alternative actions that could be taken in place of the one suggested by the speaker.
6. The immediate steps you would take to implement the proposed action in your own organization.

- Memo #1: Due by start of week 9
Choose a topic covered by one of the speaker lectures from week 4 - 8
- Memo #2: Due by start of week 14
Choose a topic covered by one of the speaker lectures from week 9 - 13

Final Project Group Presentation/Memo (15 points)

Each student to develop a personal resume.

Final Project Group Presentation/Memo (25 points)

The class is divided into teams of two-four members. Each team will select an organization that can be real or fictitious; public, private or none-profit to assess their sustainability practices, and at the end of the semester deliver

recommendations based on learning from the guest speakers in this course. Team delivery; 3- 5 minutes Video/skit related to any topic presented in the class related leadership in sustainability, a two page recommendation memo, and a presentation.

Grading

Assignment	Instruction	points	Due date
Action memos 1&2	Team; 15 points each	30	On Canvas memo 1; 2/27/2017 memo 2; 4/3/2017
Assignments,	Team; complete assignment	20	On Canvas
Attendance & participation	Individual; assigned reading, attend class, and participate in discussions	10	
Resume and interview	Individual; complete your resume	15	On Canvas. See schedule 4/17/2017
Final project	Team; 3-5 minutes Video, Two page final recommendation memo to your selected organization, and a presentation All to be uploaded to Canvas on team’s page.	25	4/17/2017 & 4/19/2017

Grade Scale

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
Numeric Grade	93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	0-59
Quality Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0

See the following link to UF’s grade policy:
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Online course evaluation

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu> Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu>.

Accommodating Students with Disabilities

Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

Student Honor Code and Academic Honesty

Under the Student Honor Code see <http://www.dso.ufl.edu/students.php>, “on all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: ‘On my honor, I have neither given nor received unauthorized aid in doing this assignment’” (6C1-4.040(a)).

Papers will be screened for plagiarism using the text-matching Tools Turnitin (<http://turnitin.com/static/index.html>).

Students must submit work that is original to this course, i.e., not the student’s work from another course (unless it is used as a reference and properly cited).

Health and Wellness

U Matter, We Care:

If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department, 392-1111 (or 9-1-1 for emergencies). <http://www.police.ufl.edu/>

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu

<https://lss.at.ufl.edu/help.shtml>

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask> . Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

<http://writing.ufl.edu/writing-studio/>

Student Complaints Campus: https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf

On-Line Students Complaints: <http://www.distance.ufl.edu/student-complaint-process>

Need Help? Don't hesitate to ask

PROBLEMS WITH e-learning in Canvas

For issues with technical difficulties for E-learning in Canvas, contact the UF Help Desk at:

Learning-support@ufl.edu

(352) 392-HELP(4357) - select option 2

<https://lss.at.ufl.edu/help.shtml>

For any other helps contact your instructor.

Disclaimer

This syllabus represents our current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning and availability of guest speakers. Such changes, communicated clearly, are not unusual and should be expected.

Course topics and schedule

The course covers a series of key dimensions of sustainability practice that are related but independent of one another. Each week's class concludes with a lecture that reviews important themes, key management strategies, and effective funding models that emerged from the preceding lectures.

Date	Topic
Week 1: Introduction to the Course	
W, 1/4	<ul style="list-style-type: none"> - Welcome & Introduction - Review syllabus - Review use of Canvas, course files, material, and paperless approach - Final project expectations <p>Video 2014, The blueprint for a carbon-free and just built environment by 2050. https://vimeo.com/101548831</p> <p>TED Talk, watch and discussion</p> <ul style="list-style-type: none"> - Everyday Leadership, Drew Dudley https://www.ted.com/talks/drew_dudley_everyday_leadership - What it takes to be a great leader, Roselinde Torres https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en - This country isn't just carbon neutral -- it's carbon negative, Tshering Tobgay https://www.ted.com/talks/tshering_tobgay_this_country_isn_t_just_carbon_neutral_it_s_carbon_negative
Week 2: Introduction to Leadership	
M, 1/9	<p>Introduction: Leadership is a highly sought- after and highly valued commodity. Therefore, it is important to understanding leadership definition and its evolution. Also, describing and understanding the difference between trait and process leadership. This module will address these basics about leadership and discuss case studies for trait and process leadership.</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 1 & 2, Trait approach</p>
W, 1/11	<p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 3, Skills approach</p>
Week 3: Leadership Styles and Approaches	
M, 1/16	Holiday: Martin Luther King
W, 1/18	<p>Introduction: In this module, we will examine the different leadership styles and traits. Case study on will be discussed.</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 4, Behavioral approach</p>

Week 4: Leadership and Management

M, 1/23

Introduction: This class session will focus on the difference between successful leaders and managers.

Speaker: Adam Boudreaux, PhD
V.P Foresight Construction Group

Speaker's Bio: Dr. Adam Boudreaux is currently serving as the Vice President of Foresight Construction. In this role, he is responsible for the executive and operational functions of a commercial, industrial, and institutional construction company serving clients including the University of Florida, Marion County Schools, Alachua County, the City of Gainesville, the Department of Veterans Affairs, and the Department of Defense. Prior positions included experience in higher education at the University of Florida as Assistant Director, where he had responsibility for IFAS' major construction projects, maintenance and project support staff; as Director of Facilities for Edward Waters College, and as a Support Services Specialist for the IRS in Memphis. He served in the US Air Force for 9 years, and is a decorated veteran of the first Gulf War. Dr. Boudreaux completed his PhD in Organizational Development & Leadership from the University of Florida, as well as his MBA in Business & Leadership.

Readings: Leadership Theory and Practice, 7th Edition, Chapter 10, Servant Leadership

W, 1/25

Readings: Leadership Theory and Practice, 7th Edition, Chapter 10, Servant Leadership, case studies discussion.

Week 5: Cutting-edge Strategies for Team Building

M, 1/30

Introduction: In terms of any business development, team-building exercises are important not for the immediate experience of the activities performed by the team, but also for the group skills, communication and bonding that result. The main goals of team-building are to improve productivity and motivation.

Speakers: Brad Pollitt, AIA
Vice President, Facilities, UF Health Shands Hospitals

Matt Webster, LEED AP BD+C
Executive Vice President, Charles Perry Partners, Inc.

Speakers' Bio:

Brad Pollitt: Vice President, Facilities, UF Health Shands Hospitals

Since joining UF Health Shands in 1989 Mr. Pollitt has served as Hospital Architect, Director of Major Construction Projects, Director of Facilities Planning, and Director of Facilities Development. In 2000 he was named Vice President of Facilities with responsibilities for core services including strategic facility planning, construction, facilities operations, environment of care, safety, security and transportation serving the UF Health Hospital

<p>W, 2/1</p>	<p>System. During his tenure, UF Health has seen the development of over \$1 billion of construction, renovation and capital improvement to enhance the operations and quality of UF Health facilities.</p> <p>Mr. Pollitt has lectured on facility management topics at the American Society of Healthcare Engineers, and other numerous healthcare forums. In addition he has provided educational instruction at the University of Florida College of Engineering as a guest lecturer on facility process and quality improvement in facilities management.</p> <p>Mr. Pollitt has a BA and an MA degree in Architecture from the University of Florida College of Architecture. He is a licensed architect in the State of Florida, is certified by the National Council of Architectural Registration Boards and is an active member of the American Institute of Architects Academy for Health. Prior to joining Shands in 1989, Mr. Pollitt worked as an architect in the fields of healthcare, hospitality and historic preservation.</p> <p>Matt Webster: <i>Executive Vice President, Charles Perry Partners, Inc.</i> Matt is a 1995 graduate of the University Of Florida M.E. Rinker School Of Construction Management. He was in Army ROTC and was commissioned a 2LT prior to graduation. After four years as a combat engineer and two tours overseas, he decided to separate from the Army. Matt returned to Gainesville and started working for Charles Perry Construction in 1999. In 2011, Charles Perry Construction merged with PPI Construction Management to become Charles Perry Partners, Inc. From 1999 to present, Matt has continued to work for Charles Perry Partners Inc. and is now Executive Vice President.</p> <p>Teamwork and Stewardship are two of Charles Perry Partners five core values. Teamwork is the foundation for successful projects and people. Over the years, he has been involved with many teams such as the Builders Association of North Central Florida since 2002 and serviced as President in 2012. As part of Charles Perry Partners team, he has been involved with Rebuild Together North Central Florida, Habitat for Humanity and Santa Fe College Apprenticeship Program. He graduated from Leadership Gainesville Class 35 and is a member of the Leadership Gainesville Alumni Association. He currently serves on the Audit Committee for Campus USA Credit Union, Chair of the Alachua County Economic Development Advisory Committee, Executive Committee member for the University Of Florida Rinker School Of Construction Management and is a board member to the Community Foundation of North Central Florida.</p> <p>Matt is a certified general contractor, plans examiner and building inspector in the state of Florida. He holds LEED AP BD&C and Green Globes certifications.</p> <p>Readings: TBD</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 6, Path-Goal Theory</p>
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Week 6: Approach to Net Zero Energy. The two main topics will be 1) Reducing Building Demand, and 2)Renewable Energy Production

M, 2/6

Introduction: In this session, we will delve into the challenges that sustainability managers face as they seek to reduce energy consumption and improve the environmental performance of energy production.

Speakers: Kristy M. Walson, PE, LEED AP BD+C, BEMP
Associate/Sustainability Consultant
TLC Engineering for Architecture

Mark A. Gelfo, PE, LEED Fellow, GGP, CxA, EMP, LEED Faculty
Principal
TLC Engineering for Architecture

Speakers' Bio:

Kristy M. Walson, is a mechanical engineer by trade who focuses on sustainable design as a Sustainability Consultant at TLC Engineering for Architecture. Kristy provides green building consulting, LEED Administration, and energy modeling on numerous projects. In addition to her project duties at TLC, she has served as the Director of Education for the Central Florida Chapter of the USGBC, as well as Chapter Secretary. A graduate of Virginia Tech and the University of Michigan, Kristy has extensive experience in Visual DOE, Equest, and IES VE-Pro energy modeling software and uses these tools to accurately model the life cycle costs of building systems and energy use.

Mark A. Gelfo, As Director of Energy Services for TLC Engineering for Architecture, Mark Gelfo leads TLC's sustainability, commissioning, LEED, and high performance engineering design. Mark has been a practicing electrical engineer for more than 20 years, specializing in healthcare facility design, lighting design, sustainability, energy management, and commissioning. In addition to being a PE in six states, Mark is a LEED Fellow a Certified Commissioning Agent and a Certified Energy Management Professional. Mark serves on the Board of Directors of the AABC Commissioning Group and USGBC Florida, and currently serves as the Vice-Chair of the USGBC LEED Implementation Advisor Committee.

Mark is originally from Allentown, PA and is a proud alumni of Penn State University's Architectural Engineering program. He currently lives in Jacksonville, FL.

Readings:

AFFORDABLE ZERO ENERGY HOME CONSTRUCTION & DESIGN IN 12 Steps

<http://zeroenergyproject.org/build/twelve-steps-affordable-zero-energy-home-construction-design/>

When Will Rooftop Solar Be Cheaper Than the Grid?

<http://www.usnews.com/news/articles/2016-03-31/when-will-rooftop-solar-be-cheaper-than-the-grid>

GTM Research: 20 US States At Grid Parity For Residential Solar

<https://cleantechnica.com/2016/02/15/gtm-research-20-us-states-grid-parity-residential-solar/>

W, 2/8	<p>TLC Does Solar (YouTube presentation) https://www.youtube.com/watch?v=vg-Qx4GxNk0</p> <p>Resources / Tools: www.nrel.gov http://pvwatts.nrel.gov/</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 7, Leader-Member Exchange Theory</p>
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Week 7: Integration of Sustainability in U.S. Cities, City of Orlando

M, 2/13	<p>Introduction: This class session will focus on the strategies that successful urban sustainability managers have used to implement sustainability programs in the face of political obstacles and fiscal austerity. The lecture and discussion will center on the importance of developing partnerships, securing funding, engaging the community, and measuring progress to achieve sustainability objectives.</p> <p>Speaker: Chris Castro Sustainability Director, City of Orlando Eco Entrepreneur, Urban Farmer, Smart City Practitioner</p> <p>Speaker's Bio: Chris is an eco-entrepreneur, community organizer, urban farmer, and sustainability professional with a passion for accelerating the transition to a smart, resilient and clean energy economy.</p> <p>He's currently the Director of Sustainability for Mayor Buddy Dyer and the City of Orlando, developing policies and programs to support the sustainability, energy & climate-related goals of the Green Works Orlando municipal and community action plans.</p> <p>In 2008, Chris co-founded IDEAS For Us, an international 501c3 nonprofit & UN-accredited NGO, working to create global environmental solutions and fund local action that advances the Sustainable Development Goals. In 2012, Chris also co-founded a clean energy consulting firm - Citizen Energy - that provides energy services and development of energy efficiency + renewable energy solutions in commercial buildings in Washington DC Metro area.</p> <p>Chris has held sustainability & energy-related positions with University of Central Florida, Orange County Government, and the US Department of Energy. He's been awarded a Delegate for the National Wildlife Federation (NWF) and the Clinton Global Initiative, selected as a 'Global Shaper' by the World Economic Forum, and is the co-founder and chairman of Florida Green Chamber of Commerce (FGCC), the first state-wide business chamber aimed at creating environmentally-friendly, sustainable business practices & policies.</p> <p>In addition, Chris is a public speaker and has been recognized for his effort as an emerging environmental leader; including the prestigious IAMECO Warrior designation, formal recognition from President Bill Clinton, and 'Champions of Change' honorable mention from the White House & Obama Administration. Most recently, Chris gave an inspiring TEDx Talk in October 2012 on Biomimicry; he spoke at the United Nations HQ & the UN Rio+20</p>
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W, 2/15	<p>Summit; and was a keynote speaker at the 2013 NASA KSC Innovation Expo, and 2013 International Economics Congress in Berlin, Germany.</p> <p>Readings: http://www.cityoforlando.net/greenworks/</p> <p>http://www.cityoforlando.net/mayor/sustainability/</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 8, Transformational Leadership</p>
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Week 8: Integrated Sustainability into the Company's DNA and construction

M, 2/20	<p>Introduction: This session will show how companies focus on the sustainability areas where they make the most significant positive contributions: Safety, Ethics, Green, Corporate Community Investment, and Diversity and Inclusion. All of these areas relate to core business and expertise, and are interconnected for every company. Ultimately, the goal is to grow from being a leader in each area to being an industry leader and authority within sustainability as a whole.</p> <p>Speaker: David Letlow Project Manager, Shands HealthCare New CV/NS Hospital Skanska USA Building Inc.</p> <p>Speaker's Bio: David Letlow is project manager at Skanska USA Building. He has worked in North and Central Florida, including in Daytona Beach, Jacksonville, Gainesville, and Orlando. His project history includes a federal courthouse, museums, K-12, higher education, and healthcare. He has worked with BIM 360 Field software since 2010 when it was named Vela. He is the BIM 360 Field implementation manager for all new construction projects in Florida, which involves assistance with project setup and training. Letlow's credentials include LEED Accreditation (LEED AP BD+C) since 2006. Currently he is working in a project controls capacity on a \$250 million healthcare project in Gainesville, Florida, ensuring all standard processes are followed, from cost management to document control to quality assurance and quality control.</p> <p>Readings: TBD</p>
W, 2/22	<p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 9, Authentic Leadership</p>

Week 9: Standards and Metrics for Sustainability Performance;

M, 2/27	<p>Introduction: This lecture will be on data/information management to support decision-making and investments in energy conservation. Also, how to translate data in to actionable information, and as it relates to buildings and energy data.</p> <p>Speaker: Ari Kobb, LEED® AP O&M Director, Energy and Sustainability, Building Technology, Siemens</p>
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W, 3/1	<p>Speaker's Bio: Ari Kobb leads the Energy and Sustainability consulting practice within the Siemens Building Technologies Division. He is responsible for the portfolio of energy and sustainability offerings, and manages a team of consultants focused on helping customers improve their performance in the areas of energy and sustainability strategy, energy conservations greenhouse gas reductions and green building certification. As founder and chair of the Siemens Internal Sustainability Committee, Ari continues lead the Division's own transition towards broader sustainability both corporately and throughout the field organization. Since 2008 total emissions for Siemens Building Technologies declined by 25% and total building energy use has declined by nearly 15%, while total company sales have increased by 20%.</p> <p>Ari joined Siemens in 2005 as Senior Marketing Manager for the Building Technologies U.S. Energy and Environmental Solutions business segment. Prior to joining Siemens, he held senior marketing positions with R.R. Donnelley and United Parcel Service. Ari earned a bachelor's degree in Political Science and Spanish from Dickinson College and a Master's of International Management from the American Graduate School of International Management (Thunderbird). Ari is a LEED Accredited Professional and was elected to the Board of Directors of the United States Green Building Council – Illinois Chapter in 2012, serving as Board Chair in 2014.</p> <p>Readings: TBD</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 5, Situational approach</p>
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Week 10, Spring Break

Week 11: The Making of Greener Products

M, 3/13	<p>Introduction: This lecture and discussion will center on the integration of environmental concerns in the design and manufacture of consumer products. Students will learn about ways in which sustainability managers make the case for green products, as well as about strategies for gaining collaboration from colleagues in the process of developing a green product. Case studies will illustrate how firms such as Interface are improving the environmental performance of their products.</p> <p>Speaker: Jarami D. Bond Sustainability Coordinator Interface, Inc.</p> <p>Speaker's Bio: Jarami Bond is the Sustainability Coordinator for Interface, Inc., the global sustainability leader and the world's largest manufacturer of commercial carpet tile (NASDAQ: TILE). In May 2015, Jarami graduated from North Carolina State University with a B.S. in Environmental Science and a minor in Sustainable Materials and Technology.</p> <p>Rooted in the belief that business can be the solution to the environmental and societal challenges that threaten our planet's future, Jarami is committed to guiding purpose-driven companies toward meeting aggressive sustainability goals through the strategic development,</p>
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W, 3/15	<p>implementation, and facilitation of green programs and initiatives. Jarami is also experienced at inspiring and engaging employees and external stakeholders, setting vision that aligns with corporate values and directives, supporting the integration of responsible practices into all business functions, and leveraging sustainability positioning in the sales marketplace.</p> <p>Readings: Read the 1st chapter of The Ecology of Commerce, by Paul Hawken, http://infohouse.p2ric.org/ref/31/30233.pdf</p> <p>The founder of Interface, Ray Anderson has become an innovative ground-breaker of sustainable business thought Ray Anderson TED Talk,</p> <p>http://www.triplepundit.com/2009/07/ted-talks-ray-anderson-on-the-business-logic-of-sustainability/</p> <p>https://www.youtube.com/watch?v=iP9QF_1BOyA</p> <p>https://www.bing.com/videos/search?q=ray+c.+anderson+memorial+video&view=detail&mid=93D96AEEB7B50B6910B193D96AEEB7B50B6910B1&FORM=VIRE</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 11, Adaptive Leadership</p>
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Week 12: Behavioral Management in The Built Environment

M, 3/20	<p>Introduction: This class session will address the extent to which the pursuit of change in the building occupants and a change in the building management is a major contributor to the success of introducing any changes to the built environment.</p> <p>Speaker: Sanjyot Bhusari, PE, CEM, LEED® AP Project Manager/Intelligent Buildings Practice Leader AEI Affiliated Engineers, INC.</p> <p>Speaker's Bio: Mr. Bhusari leads AEI's National Intelligent Building Practice. He has over 17 years' experience in intelligent building design, energy management, system integration, and commissioning. Sanjyot works directly with facility operations staff to implement enterprise strategies that increase operational and energy efficiencies and improve occupant experience. This hands-on facility management experience coupled with systems experience allows Sanjyot to provide strategic facility management advice.</p> <p>Mr. Bhusari has developed control standards, optimized facility management work processes, established key performance metrics, and evaluated facility management skill sets for higher education as well as healthcare clients nationally. Mr. Bhusari has written several articles and book chapters as well as presented in over 25 conferences on the topics of Intelligent Building Solutions. Sanjyot holds a Master of Science degree in mechanical engineering from the University of Florida; He is a Certified Energy Manager and holds a Professional Engineering license in the State of Ohio. San also serves on the advisory board of RealComm Intelligent Building conference.</p> <p>Readings: TBD</p>
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W, 3/22

Readings: Leadership Theory and Practice, 7th Edition, Chapter 12, Leadership Ethics

Week 13: Consulting/Business Start-Ups

M, 3/27

Introduction: Success for consulting business shouldn't be a matter of luck. It is a commitment, dedication, and hard work. This session will be delivered by the pros in starting a successful consulting in sustainability.

**Speaker: Alexa Stone, LEED AP, SFP, ENV SP
President
ecoPreserve - Building Sustainability**

Speaker's Bio: Alexa Stone has worked in sustainability since 2001, beginning at Home Depot Supply's Corporate Headquarters. There, as Energy Specialist, she championed energy efficiency and led the company to complete cost-saving upgrades for major commercial and government clients.

By 2008, Alexa earned LEED Professional Accreditation from the U.S. Green Building Council. Soon she was teaching LEED AP prep classes. In 2010, she completed Orlando's first LEED EBOM certified commercial building which was selected as the LEED Building of the Year.

Alexa has served on the U.S. Green Building Council board and formerly chaired the Green Committee for the Building Owners and Managers Association (BOMA). She is a founding member of Green Destination Orlando and the Central Florida Energy Efficiency Alliance.

In 2009, civic and company leaders nationwide had just begun to envision opportunities in energy efficiency, reuse, recycling, and environmentally-sound business practices. Alexa launched ecoPreserve then to advocate and lead progress in sustainability. Over the past 7 years, ecoPreserve has grown to more than 14 professionals, providing services to the Orange County Convention Center, the Greater Orlando Aviation Authority, Orlando Health, Florida Hospital, the PGA and leading companies across Central Florida.

Readings: TBD

W, 3/29

Readings: Leadership Theory and Practice, 7th Edition, Chapter 13, Team Leadership

Week 14: How to Find a Sustainability Related Position

M, 4/3

Introduction: Finding a job in sustainability can seem daunting. In this course you will be guided through all aspects of the job search, from planning your career -- both from a professional perspective, and also from a personal perspective -- as well as how to create an elevator pitch, highlight sustainability acumen in your resume, and ways to gain experience in sustainability both in school and professionally. Furthermore, you will learn key skills in how to successfully network with other sustainability professionals and tips to rock the interview once you've decided on your dream job.

W, 4/5	<p>When you are going to look for a job in sustainability, or advance your career in this field, there are ways to make yourself rise to the top of the résumé pile. In this course you will learn what some of the best practices are for sustainability professionals who are job hunting.</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 15, Gender and Leadership</p>
Week 15: Resume Writing, UF Resource Center	
M, 4/10 W, 4/12	<p>Introduction: this session will cover how to present yourself on paper. This is going to be your one and only chance to capture a potential employer's attention, or for your resume to be tossed into the file of those they don't want to pursue. The statistics are that the average employer only spends a few seconds looking at a resume, so it is imperative that it makes an impression. Enhance your ability to be a competitive candidate even if you don't have confirmed career plans.</p> <p>Speaker: Vanessa Patrick <i>Assistant Director for Career and Professional Development</i> University of Florida Division of Student Affairs Career Resource Center</p> <p>Readings: Leadership Theory and Practice, 7th Edition, Chapter 16, Culture and Leadership</p>
Week 16: Project Presentations	
M 4/17 & W, 4/18	<p>Teams: 3-5 minutes Video and presentation.</p>