

ENT6930 (section 25BA) - Innovation & Sustainability: Business Doing Good
 Fall 2017 - Mod 2, meeting T/R 7-8th (2-3:45pm) in Stuzin 103

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Syllabus: <http://bit.ly/ent6930-innovsusty-syllabus-fall2017>

Access our class in Canvas here

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Questions regarding your grades, course assignments, or other "bookkeeping" issues should be addressed to our TA. When sending email inquiries, be sure to identify yourself.

Social Entrepreneur-in-Residence:

Abhi Lokesh abhi@fractureme.com
 Our SE-in-Residence is available by appointment, email him to connect.

Want more information & resources about Innovation, Sustainability, and Social Entrepreneurship?

See: <http://warrington.ufl.edu/centers/cei/engagement/socialimpact>

(rev. October 13, 2017 please *always* view the most recent version of this syllabus at <http://bit.ly/ent6930-innovsusty-syllabus-fall2017> as the online version is always most up-to-date -- moreso than any PDF version. Please hold down "shift" and click to reload/refresh so you're sure to see the most updated version.)

Required Readings:

[Sustainability, Innovation, and Entrepreneurship](#)
 by Andrea Larson, ISBN: 978-1-4533-2725-8, copyright 2011 (SIE)

[The Responsible Company: What we've learned from Patagonia's first 40 years](#)
 by Yvon Chouinard & Vincent Stanley, ISBN: 0980122783, copyright 2012 (TRC)

[Making Good: Finding Meaning, Money, and Community in a Changing World](#)
 by Billy Parish & Dev Aujla, ISBN: 978-1-60529-078-2, copyright 2012 (MG)

Other Readings are posted in e-Learning or will be made available in class.

Recommended Readings (not required):

-Creating Good Work: The World's Leading Social Entrepreneurs Show how to Build a Healthy Economy edited by Ron Schultz, ISBN: 978-0-230-37203-0, copyright 2013

-Sustainable Venturing: Entrepreneurial Opportunity in the Transition to a - Sustainable Economy by Thomas Dean, ISBN: 978-0-13-604489-5, copyright 2015

-Be the Solution: How Entrepreneurs and Conscious Capitalists can solve all the World's Problems by Michael Strong, ISBN: 978-0-470-45003-1, copyright 2009

-Good Works: Marketing & Corporate Initiatives that Build a Better World and the Bottom Line by Philip Kotler, Davide Hessekiel, and Nancy R. Lee, ISBN: 978-1-118-20668-3, copyright 2012

-The Ecology of Commerce: a Declaration of Sustainability (1993) and Natural Capitalism: Creating the Next Industrial Revolution (1999) by [Paul Hawken](#)

-Cradle to Cradle: Remaking the Way We Make Things (2002) and Upcycle: Beyond Sustainability-- Designing for Abundance (2013) by [William McDonough & Michael Braungart](#)

-[Work on Purpose](#) by Lara Galinsky, ISBN: 978-0615419466, copyright 2011.

-[The Republic of Tea: How an Idea Becomes a Business](#) by Mel Ziegler, Patricia Ziegler, and [Will Rosenzweig](#), copyright 1992.

Course Description

Society is on a number of unsustainable paths: rising costs of healthcare, paradigm shifts in education, environmental degradation & ecosystem decline, pollution, poverty, inefficient transportation, migration & urbanization, etc. In this class, we will examine these unsustainable paths as opportunities and responsibilities for future business leaders, leaders who are innovative and strategic and believe it is possible for business to be a force for good.

The purpose of this course is to offer students practical information about the exciting frontier of innovation and entrepreneurial activity benefiting people, the planet, and profit. Sustainability in business refers to competitively advantageous strategies and practices firms adopt to grow revenues, cut costs, improve market share, enhance brands, and redesign products and processes to reduce or eliminate adverse environmental, health, and community impacts. We will examine key trends and drivers of corporate innovation, strategic shifts, and new markets. Examples of entrepreneurial process, innovation, and strategic shifts will be analyzed to gain insight into the identification of market opportunities, and the application of tools, concepts, and frameworks used by individuals and companies who understand the importance of pursuing innovative & sustainable market opportunities.

We will begin the semester by quickly reviewing "business as usual," we will then move on to a discussion of corporate social responsibility, which will set the context for the remainder of the term focusing on how business can be a force for positive social, environmental, and economic impact-- in other words, how businesses can "do well and do good." This course will be grounded in the Business Case for Sustainability and will involve readings, films, cases, guest speakers, and experiential learning exercises to explore issues including (but certainly not limited to) systems thinking, design thinking, creating shared value, cradle to cradle design, Global Initiative for Sustainability Ratings (GISR), Global Impact Investing Ratings System (GIIRS), certified B-Corporations, one-for-one models, and new hybrid ventures.

Students will learn about innovative ventures across a variety of industries and will be encouraged to explore their personal interests in this exciting new arena of entrepreneurial innovation that is becoming a major force influencing our society, environment, and economy. In short, this course is intended to be an informative and engaging exploration of how business can be a force for positive social, environmental, and economic impact, with an emphasis on how students can take the role of path-bending leaders.

Ultimately, we hope to both empower and inspire you to, as Minor Myers Jr. said, "Go into the world and do well. But more importantly, go into the world and do good."

Course Objectives

Provide students with the opportunity to:

- explore and analyze information, frameworks, and tools for recognizing, assessing, and pursuing sustainable business opportunities
- understand how the process of entrepreneurship (and intrapreneurship) can be used to leverage resources and mitigate risks, when planning & creating ventures to address social, environmental, and economic challenges
- examine examples of innovators implementing successful sustainability strategies
- practice the key skills & mindsets of social entrepreneurs: leadership, optimism, grit, resilience, creativity & innovation, empathy, and emotional & social intelligence

Class Requirements and Evaluation Criteria:

Assignment	Possible Points	FINAL Grade	Total Points
Information Form	4		
Assignments (6 will be submitted, 10 pts each, drop lowest one, count best 5)	50	A	188 and above
Experiential Learning Consulting Projects + Presentations (points vary for Option A/B)	90 - 100 (see below for detail)	A-	180-187
Experiential Learning Consulting Proposal (points vary for Option A/B)	10 - 20 (see below for detail)	B+	176-179
Competencies of Changemakers Exercise	10	B	168-175
Participation	26	B-	160-167

		C+	156-159
TOTAL POSSIBLE POINTS	200	C	148-155
		C-	140-147
		D+	136-139
		D	128-135
		D-	120-127
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx		E	119 and below

Class participation

In addition to attending class, please come prepared to engage with the material and to participate in the class discussion. Before class you should complete the readings and think critically about their application to the topic of the day. On days when we have guest speakers, you should review any background materials provided and think about questions or issues you would like them to address. You are expected to actively participate in class discussion, express your perspectives and listen carefully to the views of your classmates. We expect for your contributions to build on or respond to the readings and lectures and make links to materials and lessons from other courses and current events.

Assignments

The assignments will be submitted via Canvas on the due date & time listed below. You **must paste your work** into the assignment form on Canvas rather than send as an attachment. If you would also like to add an attachment (in order to preserve important formatting) please save as .doc or .rtf, NOT .docx, we can not accept .docx format documents. You will not receive a grade if your work is not pasted in to the Canvas submission form. We will count your 5 best Assignment grades, dropping the lowest grade; all 6 Assignments must be submitted.

Late work will be accepted only in extenuating circumstances (with the exception of the extra credit, which must be submitted on time), the later it is, the less points you will earn; late work will not receive full credit; we believe "better late than never" and we also need time to grade, thus **all late work must be turned in by 12pm on Friday December 1st**. Items due on or after that date are expected to be submitted on time. Contact us if you're in an extenuating situation and are in need of help.

Format: All work for this class (Assignments, Reading Questions, etc.) should be well organized, professional, and proofread-- using grammar and punctuation properly. Assignments should be single-spaced, in 10-12 point arial or times new roman font, with margins of 1" or less. Note that newer versions of Word default to 1.15 line spacing, please change that to 1.0.

Information Form: Due 5pm Fri. 10/27 – 4pts, see: <https://www.surveymonkey.com/s/ent6930infoform>

Assignment 1: Due 10am Tues. 10/31 - 10pts

The Lorax: Just a Child's Story OR a message about CSR?

The LORAX is a fictional story about a man who abused the environment and about what he learned. The story begins in the most run-down part of a dull, gray town. A small boy asks the Once-ler to share the secret of the Lorax and how he was "taken away." Thus, the story is told as a "flashback" as the Once-ler talks about the Lorax and past events. The characters of the story include:

- the Once-ler, a businessman
- the Lorax, a leader of the plants and animals in the natural world.

Part 1: Reflect on the story of The Lorax, by Dr. Seuss

(<https://storify.com/DrKristinJoos/lorax>)

1. The Once-ler moved across the land in his wagon. He came upon a new region with an important natural resource. What was this natural resource the Once-ler found?
2. Humans often appreciate the beauty of the natural world. Experiences such as finding sea shells on a beach or seeing a rare bird often cause strong feelings. Did the Once-ler have feelings about the region and natural resource that he found?
3. The Once-ler used the land's natural resource to start a business which made and sold a product. What was the product? How was it used by buyers?
4. The Lorax appeared at this point and asked the Once-ler some angry questions. What did the Lorax want to know of the Once-ler? How did the Once-ler answer?
5. The Once-ler, like other humans in business, organized a system to manufacture and distribute his product. Listed below are several parts of a manufacturing process. Describe if and how each of the following was used in the story.
 - a. raw materials?
 - b. product design?
 - c. labor (workers)?
 - d. assembly line?
 - e. energy?
 - f. shipping, transportation?
 - g. communication?
 - h. profits/ losses?
6. Business leaders, like the Once-ler, often try to make more money by increasing the number of products they can sell. Often new machines and other systems are invented to do this. Other people use machines to work faster, more easily, and more accurately. What technology did the Once-ler invent to increase the production of thneeds?
7. The use of technology requires the use of natural resources. The use of natural resources often has an effect on the environment. How did the production of thneeds affect a key natural resource, truffula trees?
8. Often, technological production creates "byproducts." For example, a byproduct of sawing wood is sawdust. Sometimes the byproducts of technology are unwanted or dangerous (for example, poisonous chemicals) and are pollutants in the environment. Sometimes byproducts are useful. (For example, wood chips can be used to make particle board.) Name two byproducts that resulted from making thneeds. Were the byproducts that resulted from the making of thneeds harmful or helpful to the environment? The fish and swans were affected by the byproducts of making thneeds. Explain how the byproducts and making thneeds affected these animals.

Part 2: Reflect on the commentary in the article "Corporations in a Lorax State" by Tamara Belinfanti, Professor of Law at NYU (earned JD from Harvard): http://www.huffingtonpost.com/tamara-belinfanti/corporate-responsibility_b_1322136.html

Write a few paragraphs, sharing your thoughts, addressing both the story as well as the points made in Belinfanti's commentary. As students interested in CSR, what resonated most with you? In your work experience have you seen similar themes as expressed in the Lorax? Or can you imagine an instance in your future work experience for this might come up? What might you do if facing this type of situation or how might you prevent it from occurring?

For more information, see:

Cspan video featuring author of HuffPost book as moderator, with expert guests: <http://www.c-span.org/video/?311256-4/business-society-lorax>

Assignment 2: Due 10am Tues. 11/7 - 10pts

Below you will find two files, the one titled Assignment2.pdf (first link) includes the detailed instructions. The second file will help you complete Assignment 2, and is also in the book "The Responsible Company," though I find the xls file much easier to work with.

You are welcome to complete this assignment with one other student in the class. If you choose to do so, only ONE of you needs to submit in Canvas, but be sure that BOTH of your names are clearly listed at the top of your submission.

https://www.dropbox.com/s/7vwwkh0bf1zv1aq/ent6930_assignment2.pdf?dl=0
http://www.patagonia.com/pdf/en_US/checklist.zip

Assignment 3: Due 10am Tues. 11/14 - 10pts

Below you will find two files, the one titled Assignment3.pdf (first link) includes the detailed instructions. The second file will help you complete Assignment 3, and is also in the book "The Responsible Company," though I find the xls file much easier to work with.

You are welcome to complete this assignment with one other student in the class. If you choose to do so, only ONE of you needs to submit in Canvas, but be sure that BOTH of your names are clearly listed at the top of your submission.

https://www.dropbox.com/s/8lvr8wzs5r5tb6l/ent6930_assignment3.pdf?dl=0
http://www.patagonia.com/pdf/en_US/checklist.zip

Assignment 4: Due 10am Tues. 11/21 - 10pts

Below you will find Assignment4.pdf which includes the detailed instructions.

You are welcome to complete this assignment with one other student in the class (the same as for Assignment 2). If you choose to do so, only ONE of you needs to submit in Canvas, but be sure that BOTH of your names are clearly listed at the top of your submission.

https://www.dropbox.com/s/8wajgnhtrd5srsm/ent6930_assignment4.pdf?dl=0

Assignment 5: Will begin in class on Tues. 11/28, due at 12pm on Sunday 12/3 in Canvas - 10pts

Live Case (handout distributed in class): https://www.dropbox.com/s/zgpeifb8z4d7tal/1128_livecase_sift_options.pdf

Assignment 6: Due 10am Tues. 12/5 - 10pts

Discussion Post in Canvas

Please visit the following four sites and read at least two posts from each site. Then choose ONE to write about by answering the five prompts below:

1. Provide the link to the post (story/article/video/podcast) you chose from <http://unreasonable.is>, <http://www.bthechange.com/>, <http://frank.jou.ufl.edu/learn/frankology/>, <https://storytracker.solutionsjournalism.org>
2. 3-6 key points/take-aways from the post.
3. Your reflections on the post you read/watched/heard (a minimum of 200 words that engages, analyzes, critiques, expands upon, and/or questions the post).
4. Your reflections on your experience reading/watching/listening to posts on the site this module (did you learn new information? gain new understandings? see things with a different perspective than you had in the past? reinforce an idea or thought you'd previously had? meet new people? find opportunities of which you previously were unaware? were there other posts to which you'd like to give an "honorable mention" -- that you enjoyed, but were not your top choice to share?)
5. Anything else you'd like to share?

Experiential-Learning Consulting Project

More information about the Experiential Learning Consulting Project (aka Final Projects) will be discussed in class and are linked here: <http://bit.ly/ent6930-innovsusty-elcproject-fall2017>. We will be working in teams (of 1-5 students). Please be sure to review the link above as it includes all of the details + due dates. The [list of options is here](#).

Competencies of Changemakers Exercise

10 points possible - due Wed. 12/6 at 12pm in Canvas. It is highly recommended that students not wait until the near the end of the term to begin the exercises, as they are best started closer to the beginning of the term and completed over time. More information is here: <http://bit.ly/ent6930-innovsusty-competenciesofchangemakers-fall2017>

Schedule of Topics

The Syllabus, especially the sections including the Course Schedule & Reading Assignments will be updated as we go along. The online version of this document *always* supersedes any printed version.

Please complete the readings **before** coming to class on the day they're assigned. Guest Speakers, Panels, Live-Cases, and Presentations always deserve the same level or preparation and participation as does any other class.

Spontaneity Clause: Due to the number of guest speakers (all of whom are busy with their own social ventures & whose time is precious), the schedule will be revised as necessary. Advance notice will be given when possible, most likely by email or as announcements posted in e-Learning.

Date	Topic	Readings
Week 1: 10/24, 10/26	Introduction & Course Overview -What are Innovation & Sustainability and why are they important for the future of Business? -Becoming business leaders, creating a more just, sustainable, healthy, happy world: activities from Work on Purpose & the Transformative Action Institute -Guest Panel of Student Social Entrepreneurs & Introduction to our Social-Entrepreneur-in-Residence	Online: -Ashoka: What is a Social Entrepreneur? -Schwab: What is a Social Entrepreneur? -Drayton: Everyone a Changemaker -Forbes: Let's Stop Calling everything Social Entrepreneurship -Devex: A New Framework to Better Understand Social Entrepreneurship Canvas: -Albion: What's your Impact? TRC: Chapter 1 MG: Chapter 1
	Innovation & Sustainability: a myriad of social, environmental, and	Online: TechCruch: The Real Reason we should be Thinking about Sustainability

<p>Week 2: 10/31, 11/2</p>	<p>economic challenges = a plethora of opportunities</p> <p>-The Business Case for Sustainability</p> <p>Pitches from Experiential Learning Consulting Project Community Partners</p>	<p>Canvas: -Sustainability Revolution, Chapter 1 -HBR, Making the Business Case for Sustainability</p> <p>TRC: Chapter 2</p> <p>MG: Chapter 2-3</p>
<p>Week 3: 11/7, 11/9</p>	<p>Innovation & Sustainability: -"Business as Usual," unsustainable paths, and greenwashing</p> <p>-Corporate Social Responsibility, the Double/Triple/Integrated Bottom Line</p>	<p>SIE: Chapter 1-2</p> <p>TRC: Chapter 3</p> <p>MG: Chapter 4-6</p> <p>Canvas: -Time/Newsweek, Can Companies be good + do well? -HBR, Creating Shared Value -Business Week, The Corporate Givers</p> <p>Online: Fortune: 45 Companies that are Doing Good by Doing Well TriplePundit: Fortune 500 Companies Pledge to go 100% Renewable TriplePundit: The Anti-Trends for 2016 or "Enough is Enough"</p>
<p>Week 4: 11/14, 11/16</p>	<p>Innovation & Sustainability: the entrepreneurial process & building better models - Certified B-Corporations</p> <p>-Panel of local social entrepreneurs with for-profit ventures</p>	<p>SIE: Chapter 3</p> <p>TRC: Chapter 4-5</p> <p>MG: Chapter 7-8</p> <p>Canvas: -BCorp Declaration of Interdependence -Earth Charter</p> <p>Online: -Slideshare, Structuring Social Enterprise for Impact -Good Mag, What is a B-Corp? -Forbe: Empathy is not just the Flavor of the Month</p>
<p>Week 5: 11/21 11/23 - Off for Thanksgiving Holiday :)</p>	<p>Innovation & Sustainability: creating shared value and measuring impact and funding strategies (Global Initiative for Sustainability Ratings (GISR), Global Impact Investing Ratings System (GIIRS))</p> <p>-Guest Miguel Asse from Google.org</p>	<p>SIE: Chapter 4</p> <p>TRC: Chapter 6</p> <p>MG: Chapter 9</p> <p>Canvas: -Time, Bill Gates on "Creative Capitalism" -New York Times, Impact Investing Teeters on Edge of Explosive Growth -Business Week, The Halo Effect: Impact Investing -Huff Post: Impact Investing</p> <p>Online: HuffPost: It's Time to Stop Talking about Social Entrepreneurship NYTimes: Giving Capitalism a Social Conscience SSIR: When can Impact Investing Create Real Impact? SSIR: Marginalized Returns</p>
<p>Week 6: 11/28, 11/30</p>	<p>Innovation & Sustainability: innovation, sustainability, and entrepreneurship in a nascent startup</p> <p>-Live Case with Sam McPherson of Sift Local</p>	<p>Online: The Economist: Why Social Entrepreneurs are Taking the Lead Forbes: Key Business Trends for 2016</p> <p>TRC: Chapter 7</p> <p>MG: Conclusion</p>
<p>Week 7: 12/5, 12/7</p>	<p>Experiential Learning Consulting Project Presentations</p> <p>Final Class</p>	<p>Canvas: -Drayton, Everyone a Changemaker -Galinsky, Not Everyone should be a Social Entrepreneur -NetImpact, What Workers Want -NetImpact, State of Sustainable Business</p> <p>Online: WEforum: 5 Powerful Ideas for Global Impact from Social Entrepreneurs HuffPost: The Three Traits of Great Social Entrepreneurs</p>

		WEforum: How Larry Page, Elon Musk, and Jack Dorsey overcame their fear of failure
Week 8 (Finals):	Experiential Learning Consulting Project Presentations will continue, if more time is needed	

Important Notes:

- Information on this syllabus is tentative & subject to change. Adjustments & revisions will be announced in class.
- **Please keep your laptops and cell phones silenced and stored in your bags while in class,** I will let you know if we need to use them for an activity.
- **If you have questions, please ASK-- either during class, in my office, or email me (kristin.joys@warrington.ufl.edu)**
- **Email is always the best way to initially contact us, and then we can follow up in a more personal manner (like phone or scheduling an online or in-person appointment) if needed.** The "conversation" tool in Canvas is fastest IF you're contacting us during our scheduled office hours-- followed by email, and perhaps the least-quick way to reach me is by phone, though you're welcome to leave a message and I promise to call back as soon as I receive it, I check VM once or twice a week. Again, we ask that you please NOT contact us using the Messages or Comments tools in Canvas as we often are not notified that your messages.
- If you have any special needs or considerations, please let us know as soon as possible so we may make the necessary accommodations. Please be sure to register with the Disability Resource Office (<http://www.dso.ufl.edu/drc/>) who will provide documentation to students to assist in requesting accommodation.
- 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>.
- UF students are bound by The Honor Pledge which states: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity. 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." (from the Student Guide: <https://www.dso.ufl.edu/%20sccr/process/student-conduct-honor-code>)
- Students who violate the Academic Honesty Guidelines will be penalized according to the procedures outlined in the guide above, which include failing the course. Students are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions as to the integrity of your conduct or the conduct of other students, please review the information in the link above and contact me. **"I didn't know," is not an excuse.**
- 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/results>.
- Students with concerns about this course should first please contact us so we can do whatever we can to be of help, if we are somehow unable to help, the DSO also has resources [here](#).
- Student Support Services: If you are experiencing an extenuating circumstance (personal/family emergency, health concern, or other serious problem) I strongly recommend you contact the Dean of Students Student Support Office (<http://www.dso.ufl.edu/supportservices/>), it is their mission to be of help to you. Perhaps most helpful is their U Matter, We Care program (<http://www.umatter.ufl.edu/>). Also, UF Counseling & Wellness Services (<http://www.counseling.ufl.edu/>) can be reached at 352-392-1575 and UPD (<http://www.police.ufl.edu>) can be reached at 352-392-1111.
- For any technical issues you encounter with Canvas please contact the UF computing Help Desk at 352-392-4357. For Help Desk hours visit: <http://helpdesk.ufl.edu/>

If you have read this far, there is one more thing that you might find helpful to know... During the Fall 2012 semester I was honored to receive a scholarship to attend the *International Social Entrepreneurship Programme* at INSEAD Business School. One of the professors there was [Hal Gregersen](#), author of [The Innovator's DNA](#). He is working on a new book entitled *The Social Innovator's DNA*. At the very end of his lecture, in closing, he shared with us a finding from his newest research on social entrepreneurs-- explaining that it's one of the few dimensions where entrepreneurs & social entrepreneurs tend to differ. Dr. Gregersen said, "The achilles heel of the social entrepreneur is that they... care too much." I felt as though he'd spoken directly to my own heart. I've been told countless times over the past two decades, "Kristin, your problem is that you care too much." I share this with you as perhaps knowing this, helps you to better understand where I'm coming from and why I teach the way I do-- trying to fit too much information into too little time, attending to both the big picture and the myriad of tiny details, and having high expectations. I really do care. A lot. Perhaps, at times, too much.

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Assignment #1

Strategic Corporate Social Responsibility Assessment – Focusing on a Major Multinational Corporation

(inspired by the Entrepreneurial Audit by Professor Michael Morris)

The purpose of this assignment is to engage in a detailed and thorough examination of a major multinational corporation that claims to have a strong commitment to CSR and/or Sustainability.

I recommend you choose a venture that is featured in one of the reputable CSR/Sustainability-rankings, like:

- Global100 Most Sustainable Corporations - <http://global100.org/global-100-index/>
- The Dow Jones Sustainability Index - <http://www.sustainability-indices.com/review/industry-group-leaders-2015.jsp>
- Corporate Register Awards - <http://www.corporateregister.com/crra/?d=2013>
- The VERGE 25 Awards - <http://www.greenbiz.com/slideshow/2013/10/17/verge-25-awards>
(note not all of these are corporations, some are individuals, and policy-related groups)
- Sustainable Brands + 2DegreesNetwork Awards – <https://www.2degreesnetwork.com/awards/past/>
- CSRWire Awards - http://www.csrwire.com/ratings_awards

Note that for the purposes of Assignment #1, it is **not** permissible to choose a Certified B-Corporation. That means if the venture you want to examine is listed here:

<http://www.bcorporation.net/community/find-a-b-corp> or if someone on their website or in their materials or external materials it says they're a Certified B-Corp, please do not choose them for this assignment (you will have an opportunity to complete an assessment of a Certified B-Corporation for Assignment #2).

As part of your effort to choose a major multinational corporation that claims to have a strong commitment to CSR and/or Sustainability, its important to check the class Discussion Forum in Sakai before you begin working.

1. The first step is to be sure that someone else has not already “claimed” the venture on which you'd like to focus.
2. The second step, after confirming no one else is working on “your” venture, is to post your name & the name of your venture to the Discussion Forum so that other students know that you have claimed it.
3. The third step is to follow the instructions below, regarding your research and writeup.

Please be sure to follow the formatting instructions listed in the syllabus. Please answer each response (no need to include the questions, I know what they are).

Part 1

1. Describe and critique the company’s core business model. What are its key components? Is it well-conceptualized? How original or innovative is it?
2. How innovative, risk-taking, and proactive is this venture? Position the company in the entrepreneurial grid (see page 2). Characterize its entrepreneurial intensity, and discuss whether you think this is an appropriate level of entrepreneurial intensity.
3. Does the company set innovation goals? Do these cover product and process innovation?
4. How market-driven is this enterprise? Draw implications.
5. What are the critical resources that they require, in your opinion, to effectively capitalize on the key opportunities confronting them today.
6. Has their strategy for identifying and obtaining resources changed over time? Do they attempt to own or to leverage resources? Do any of these resources provide a sustained source of competitive advantage? How well have they managed this? Are they now more resource-driven than opportunity-driven or vice versa?
7. At the present time, what are the core competencies of the venture? How do these relate to the original business concept?
8. Critique the structure of the company. In what ways does it support or constrain entrepreneurship? Is it flat? How does the organizational structure encourage or discourage innovation by employees?
9. Look at the way in which the company evaluates and rewards employees. Are the appraisal

- and reward systems encouraging entrepreneurial behavior? Explain why or why not.
10. What kind of culture does the company have? What are the key values? How are these reinforced? How strong is the culture? Is it supportive of entrepreneurship?
 11. Is failure tolerated in this company? In what ways? How do they learn from failures?
 12. Identify two innovation champions in the company. Why do you think they are champions?
 13. What is the most entrepreneurial thing the company has done in the past two years?
 14. What do you see as the major challenge facing this venture today?

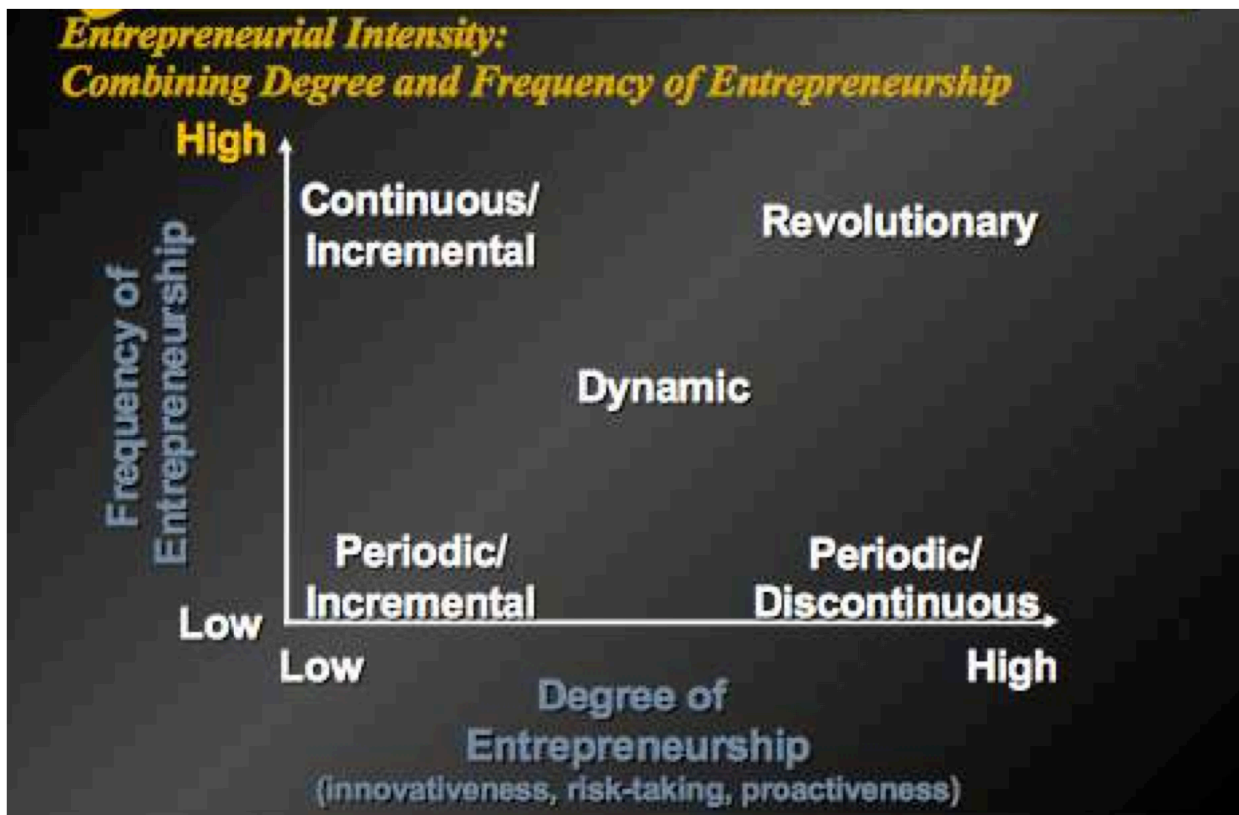
Part 2: Using the Checklist created by Patagonia (beginning on page 95 of the book, but available much easier to access XLS checklist), analyze the venture you chose using each of the categories (tabs) in the Checklist (note that it is not necessary to answer ALL of the questions for each category, but you should try to answer a number of them and then summarize your findings as you respond to #15-19 below:

15. Business Health
16. Workers
17. Customers
18. Community
19. Nature

Part 3

20. Conclusion: Spend some time reflecting on what you've learned about the major multinational corporation you chose to examine for this assignment. In summary, what are their strengths, weaknesses, opportunities and challenges/threats when it comes to being both innovative & sustainable?

The Entrepreneurial Grid (Morris et al., 1994), for Question #2, above



Assignment #2

Strategic Corporate Social Responsibility Assessment – focusing on a Certified B-Corporation (inspired by the Entrepreneurial Audit by Professor Michael Morris)

The purpose of this assignment is to engage in a detailed and thorough examination of a Certified B-Corporation that claims to have a strong commitment to CSR and/or Sustainability.

The venture you choose must be listed here: <http://www.bcorporation.net/community/find-a-b-corp> (or you must have documented evidence that they were only recently certified and will soon be added to the site-- as approx. 10 new ventures are added each week). Note that these Case Studies (<http://bimpactassessment.net/case-studies>) are really informative, but if you choose one of these ventures, please be careful not to lean too heavily on what's written here rather than doing your own research.

As part of your effort to choose a Certified B Corporation that claims to have a strong commitment to CSR and/or Sustainability, its important to check the class Discussion Forum for Assignment #3 in Canvas before you begin working.

1. The first step is to be sure that someone else has not already “claimed” the venture on which you'd like to focus.
2. The second step, after confirming no one else is working on “your” venture, is to post your name & the name of your venture to the Discussion Forum so that other students know that you have claimed it.
3. The third step is to follow the instructions below, regarding your research and writeup.

Please be sure to follow the formatting instructions listed in the syllabus. Please answer each response (no need to include the questions, I know what they are).

Part 1

1. Describe and critique the company’s core business model. What are its key components? Is it well-conceptualized? How original or innovative is it?
2. How innovative, risk-taking, and proactive is this venture? Position the company in the entrepreneurial grid (see page 2). Characterize its entrepreneurial intensity, and discuss whether you think this is an appropriate level of entrepreneurial intensity.
3. Does the company set innovation goals? Do these cover product and process innovation?
4. How market-driven is this enterprise? Draw implications.
5. What are the critical resources that they require, in your opinion, to effectively capitalize on the key opportunities confronting them today.
6. Has their strategy for identifying and obtaining resources changed over time? Do they attempt to own or to leverage resources? Do any of these resources provide a sustained source of competitive advantage? How well have they managed this? Are they now more resource-driven than opportunity-driven or vice versa?
7. At the present time, what are the core competencies of the venture? How do these relate to the original business concept?
8. Critique the structure of the company. In what ways does it support or constrain entrepreneurship? Is it flat? How does the organizational structure encourage or discourage innovation by employees?
9. Look at the way in which the company evaluates and rewards employees. Are the appraisal and reward systems encouraging entrepreneurial behavior? Explain why or why not.
10. What kind of culture does the company have? What are the key values? How are these reinforced? How strong is the culture? Is it supportive of entrepreneurship?
11. Is failure tolerated in this company? In what ways? How do they learn from failures?
12. Identify two innovation champions in the company. Why do you think they are champions?
13. What is the most entrepreneurial thing the company has done in the past two years?
14. What do you see as the major challenge facing this venture today?

Part 2: Using the Checklist created by Patagonia (beginning on page 95 of the book, but available much easier to access XLS checklist), analyze the venture you chose using each of the categories (tabs) in the Checklist (note that it is not necessary to answer ALL of the questions for each category, but you should try to answer a number of them and then summarize your findings as you respond to #15-19 below:

- 15. Business Health
- 16. Workers
- 17. Customers
- 18. Community
- 19. Nature

Part 3

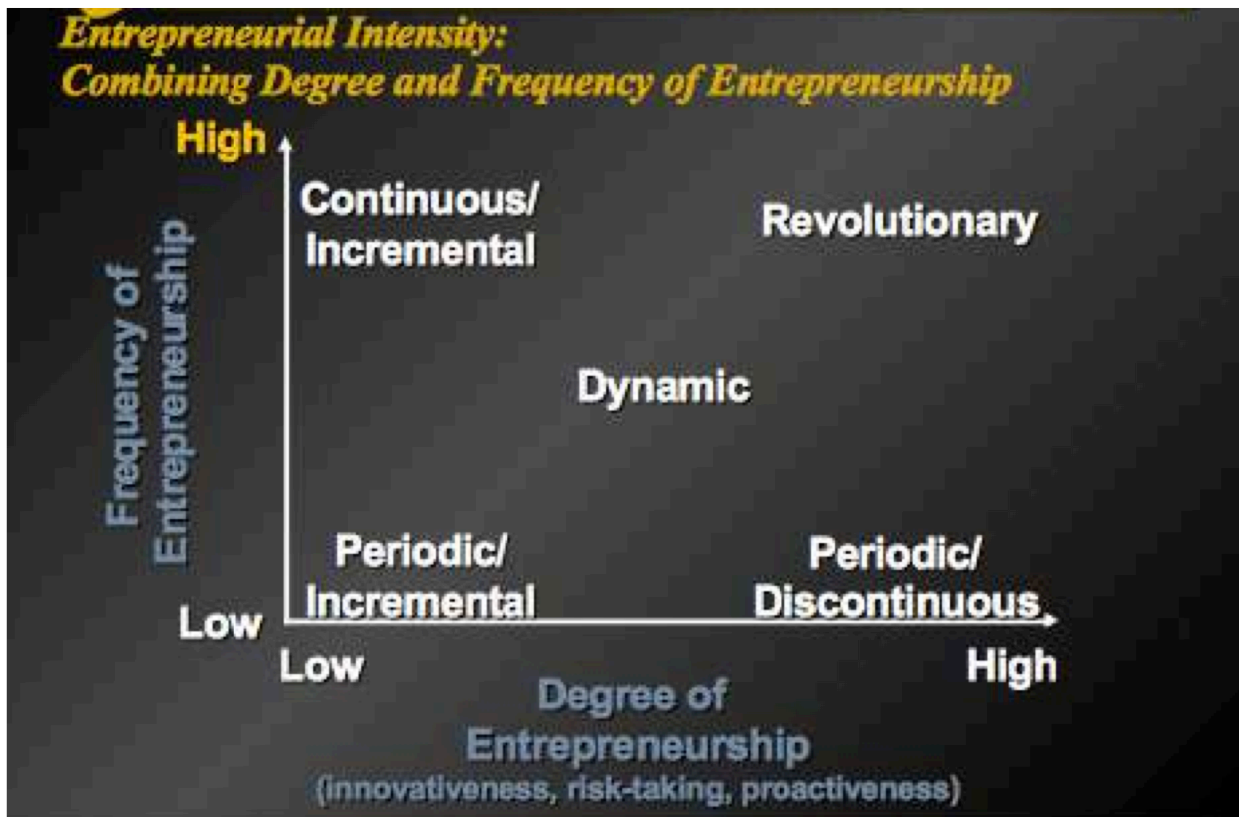
20. Conclusion: Spend some time reflecting on what you've learned about the Certified B Corporation you chose to examine for this assignment.

What did they score on their B Impact Assessment (<http://bimpactassessment.net>), note that the Report score is listed for each Certified B Corporation in their corporation profile, here:

<http://www.bcorporation.net/community/find-a-b-corp>

In summary, what are their strengths, weaknesses, opportunities and challenges/threats when it comes to being both innovative & sustainable?

The Entrepreneurial Grid (Morris et al., 1994), for Question #2, above



Assignment #3

Strategic Corporate Social Responsibility Assessment - focusing on a Major Multinational Corporation Revise & Critique

The purpose of this assignment is to revise and critique your Assignment #1 (which focused on creating detailed and thorough examination of a major multinational corporation (MMC) that claims to have a strong commitment to CSR and/or Sustainability).

Part 1: Reconsider your Assignment #1

1. Does your MMC engage in any external audits, if so, by whom? Explain. What did those audits find/report?
2. Does your MMC have any third-party certifications/eco-labels? If so, which ones? Are they Type I, II, or III (see: <http://www.justmeans.com/blogs/green-products-decoding-ecolabels/>)? Explain why this is important and what it means in terms of the product/services your MMC provides.
3. Look up your MMC here and report what you find (note that this site was recently reprogrammed and it no longer works like it use to and sometimes is entirely down)
http://www.greenamerica.org/programs/responsibleshopper/learn_hub.cfm
if you can't find the option to search by company name or industry, linked from the greenamerica website above, use this older link to try to find your MMC:
<https://archive.greenamerica.org/programs/responsibleshopper/companiesbyname.cfm>
and if that link is not working you might try:
<https://web.archive.org/web/20170617235742/https://archive.greenamerica.org/programs/responsibleshopper/companiesbyname.cfm>,
or as a last resort, if you google "responsible shopper" and the name of your business, you should get something like this example I created for Abercrombie & Fitch: <http://archive.li/4K7uW> (so sorry, I don't have control over external sites and that Responsible Shopper tool used to be outstanding).
4. Also search to see if these reputable NGOs mention your MMC and report what you find:
<http://www.stopcorporateabuse.org>, <http://www.transparency.org/topic>, <http://www.sai-intl.org/index.cfm>
5. Do an online search (i.e. "google") phrases like: (not in quotations) "(name of your MMC) greenwashing," "stop (name of your MMC)," "(names of your MMC) cited for," "protest (name of your MMC)" and summarize what you find.

Part 2: Reflect on what you learned in Part 1 above as well as our discussion corporations that have a foundational commitment to people, planet, and profit (many of which are certified B Corporations).

1. If your MMC were to complete the B-Impact Assessment (<http://bimpactassessment.net>), do you think it would earn a passing score? Why or why not? And if not, what sorts of changes would they need to make to their business practices in order to earn a passing score?
2. Can you say with some degree of certainty that your MMC is truly committed to sustainability/CSR or that their efforts are largely for positive PR? Explain.
3. Consider that many certified B Corporations are quite a bit smaller than the MMCs we've discussed (though there are some pretty big B Corps too-- like Ben & Jerry's, Patagonia, Seventh Generation, Dansk, Etsy, etc.), given the scope & scale of a MMC, do you think it's possible for a MMC to hold true to their commitments to sustainability/CSR (assuming that they're genuine and not just "good PR")?
4. If you were hired to be an Innovation & Sustainability Consultant to executives at your MMC, given your findings in Assignment 1 contrasted with your findings in Part 1 of this assignment, what would your advice to them be? Explain. (Note you may want to reference some of the studies listed here: <https://natcapsolutions.org/wp-content/uploads/2017/02/businesscasereports.pdf>)
5. Given that we're all consumers (though some of us engage in consuming commercial products & services more than others) how has what you've learned in this assignment impacted your own understanding of Anna Lappe's quote, "Every time you spend money, you're casting a vote for the kind of world you want."? Discuss.

Note these sites may help you with Part 1, #2 above:

<http://www.justmeans.com/blogs/green-products-decoding-ecolabels>
<http://sinsofgreenwashing.org/indexce0e.pdf>
<http://www.ecolabelindex.com/ecolabels/>
<http://www.forbes.com/sites/bethhoffman/2013/01/14/are-consumers-growing-weary-of-eco-labels/>

<http://www.greenerchoices.org/eco-labels/>

BUL4443 – Ethics & Responsible Business
Spring 2018 – Dr. Kristin Joys

Experiential Learning Consulting Project Options

50 points possible, students will be assigned to a team of approx. 4 students and will work together as a team to create their submission for ONE of the following two Project Options. Presentations & Reports will be due on Monday April 23rd.

Students will be permitted to indicate their preferences by completing this online form between 1:30pm on Monday March 26th and no later than Tuesday March 27th at 12pm, if you sign up after that time, we can not promise that you will get one of your choices:

https://www.surveymonkey.com/r/bul4443_spring2018_elcproject-signups

Please do not begin working until team assignments are announced.

Option A: Fracture's Impact Initiatives

Introduction to Fracture

Fracture is much more than a modern photo decor company. We have our roots in the non-profit world, and a big part of our vision is to become the sort of company whose growth impacts not just the employees and the shareholders, but the community we're in and our neighbors.

More than this just being a one-time project or initiative, our dream is to bake philanthropy and serving the community into our DNA, making it an integral part of who we are. If Fracture does well, so should the community and hopefully the world at large. We're in the process of becoming a certified B Corporation and trust that when that's complete, it will help towards questions #1-2, below.

Fracture has a couple of incredibly unique, defining characteristics as a company. Our employee diversity is remarkable. Because Fracture is a "full-stack" company that does it all under one roof, from prototyping the product to designing it, engineering it, manufacturing it, marketing it, providing customer service, and building/maintaining our digital platforms, we have an incredibly diverse team that pulls from all areas of the community. We're grateful to have such a diverse workforce and we know that it makes us who we are.

Fracture is also very environmentally conscious. Our goal is to have as minimal a footprint on the environment as possible. If there's a way we can use less packaging, waste less glass/ink, optimize shipping - we'll figure out how to do it. We think the world is a big beautiful place that people should travel capturing amazing memories, and we want to do our part to keep it beautiful.

So - knowing all that, how can we bake environmental stewardship/community development into our corporate DNA? Fracture wants your help in figuring out the most impactful way we can accomplish our vision in these two areas.

Provide detailed, thoughtful, thorough responses to each of the following 6 questions:

1. How can Fracture leverage community resources/institutions to find high quality employees to add to our team?
 - We want to provide opportunities for hard-working individuals from all walks of life and we believe in investing in our community to do so
2. What can we do that demonstrates a true passion and genuine care for the environment instead of just a desire for good media/PR?
3. How else can Fracture involve the community in it's growth and progress?
4. What are some truly worthy causes that Fracture could get behind and support philanthropically? Do you think it has to be photography related? Or can it be any good cause?
5. What are some companies out there who you believe are really championing social causes well? Why? Here are some that we think stand out:

- Patagonia - for demonstrating a genuine care of the world and environment through their funding efforts and their corporate responsibility.
- Everlane - the radical transparency they demonstrate regarding their product costs, their supply chain practices, and the quality/conditions of their raw material factories.
- Ben & Jerrys/Greyston Bakery - for working with the community and providing people a second chance through their workforce.
<http://www.npr.org/sections/thesalt/2015/05/24/408767745/no-resume-criminal-background-no-problem-at-this-yonkers-bakery>
- Michell Gold & Bob Williams – for creating good blue-collar jobs in the community where their factory is located and for holding true to their values of making things in the US when it would be cheaper to do so overseas
<http://www.mgbwhome.com/whoweare.aspx> &
<http://www.mgbwhome.com/manufacturing.aspx>
- other good ideas might come from <https://medium.com/best-for-the-world> +
<http://bestfortheworld.bcorporation.net>

6. We've recently identified ways for us (Fracture) to be able to potentially reuse glass that's already been printed on. We've figured out a process for removing the ink and foamcore backing from Fractures in a way that leaves the glass intact. We can then potentially print another image on the glass. If this process is perfected and scaled, it can have huge ramifications for us as a business. There's no other photo decor company out there that can actually reuse their product - it's the ultimate example of sustainability.

However, we are unsure whether consumers would care? Would consumers be interested in a product that they could potentially reuse? Picture a scenario where you, if you ever got tired of a Fracture and wanted a new one, could send your Fracture back to us (we'd send you a prepaid envelope/package) and we could then reuse the glass and send you another one. If the glass cracked on the way back, we could at least dispose of it responsibly (we contract with a waste facility to recycle the glass we can't reuse).

Is that appealing to consumers? How significant of a factor would that be in convincing interested visitors to purchase from Fracture? What do you think about this idea? Do you think there would be consumer interest or not?

Option B: B Corporation College Student Movement

About B Lab and the B Corp Movement:

The B Corp movement aims to create a more shared and durable prosperity for all. The current economic system is not working for the majority. With wealth concentrated in the hands of a few, environmental crises affecting and burdening widespread populations, the need for system change is urgent. B Lab, the non-profit behind B Corp certification, was founded as a way to harness the power of companies working to shape this renewed vision of how capitalism can work, and to scale it to create a more inclusive economy – in short, we empower people to use business as a force for good.

The nitty gritty details:

B Corp Certification is a process for companies that measures their social and environmental impact. Similar to how an apple can be Certified Organic by the USDA, or how a building can be LEED-Certified, B Corp certification is an assessment process, but instead of looking at a single product, the entire business is evaluated. Companies looking to become B Corps must first complete a rigorous online assessment, designed to evaluate their impact across five categories: community, environment, customers, employees and governance. There are two additional pillars of certification: a commitment to transparency and accountability.

Transparency, because they commit to communicate their assessment score publicly on the bcorporation.net website, and accountability, by making legal changes to bake their social and environmental values into the DNA of the company.

B Corps are companies that are using their business as a force for good in the world, and come from all types of industries and geographies. There are over 2,400 globally, across 130 industries in 67+ countries. To become a B Corp, a company must have been in operation for at least one year (so the assessment can be verified through documentation) and must be a for-profit. The

assessment itself is open and free to use, but in order to certify, a company must sign a term sheet, commit to a Declaration of Interdependence, and pay an annual fee.

As momentum continues to grow on the B Corp movement, there is a need to engage companies beyond the usual suspects, as well as a wider segment of the population. The following projects are aligned to this goal, working out how we engage student populations to understand this alternate view of business, and how we engage companies to benchmark and improve upon their social and environmental impact.

Create an initiative to engage college students in the B Corp movement

In order to move towards a more durable and sustainable economic system, all stakeholders must be part of the conversation. This includes entrepreneurs and business owners, but also their employees, and consumers – and college students make up an influential group of consumers in the U.S. For this project option, the task is to design a campaign that will motivate college students to engage in the B Corp movement. The first task would be to understand what you are asking students to accomplish.

Create a campaign that students at any other college or university could employ, outlining the reasons to engage and crafting the resources & toolkit needed for them to get started.

Your campaign MUST include 3 of the following 5 components:

- Are you asking them to engage students in thinking of their choices as consumers and educating them about being more conscientious consumers, seeking out certified B Corporations when making everyday purchases (like Patagonia clothing, Ben & Jerry's Icecream, Cabot Creamery cheese, Numi or Stash Organic teas, New Belgium Brewing beers, Seventh Generation or Method brand cleaning products, Preserve toothbrushes & razors, Klean Kanteen water bottles, AllBirds, Dansko, or Olukai shoes, Better World Books, etc.)
- Are you asking them to seek out employment with a B Corp, using the B Work job platform?
- Are you asking them to host a panel on B Corp certification in their school or with a student group?
- Are you asking them to lobby their local-level government to recognize the B Corp community through and/or by including B Corps as a preferred supplier in their government procurement process?
- Are you asking them to help enact Benefit Corporation legislation in their state? (find more about benefit corporation status here: <http://benefitcorp.net/> -- we have had it here in Florida since June 2014, we were the 25th state)?

Examples of other College Student Campaigns:

- WE.org is affiliated with a B Corp (ME to WE) that empowers student ambassadors to choose a social or environmental cause that they are passionate about and act on it. Check them out here: <https://www.we.org/we-schools/>. This model works well for any individual that wants to take their passion and create change based around this.
- OpenIDEO creates challenges around a specific world issue, and then asks for ideas, collaborative projects and input on how to tackle that issue. This is a model that takes a singular problem and harnesses the power of the community to work towards that focused issue. You can learn more here: <https://www.openideo.com/>.

Things to think about:

- What model fits best with the change you're hoping to achieve?
- What time commitment and resource commit are you asking students to make? What types of resources will they need to make this a turn-key campaign?
- How will you measure success? What impact are you trying to achieve, and what will be the markers to understand how your campaign went? What levers of feedback to you have in place?

Resources:

-There is a lot of great information here:
<http://www.bcorporation.net/educators/>

...including the beginnings of a student campaign here: <http://www.bcorporation.net/educators/b-impact-teams>

-Slides with an introduction to what B Corporations are:

<https://www.dropbox.com/s/nlnq63ap9nx8dea/what-is-a-bcorporation.pptx>

-20 minute TED talk by the founder, Jay Coen Gilbert: <http://tedxtalks.ted.com/video/TEDxPhilly-Jay-Coen-Gilbert-On>

-2 minute video: What are B Corps: <https://www.bcorporation.net/what-are-b-corps>

-2008 B Corporation Founders Video: <https://www.youtube.com/watch?v=7O0m9ptF8qY>

-Why B Corporations are important/awesome:

<http://sustainable-lawyer.com/10-tips-to-maximize-the-value-of-your-b-corp-certification/>

http://www.ssireview.org/blog/entry/has_the_b_corp_movement_made_a_difference

-The B Corp Handbook (written by my friend, Ryan Honeyman):

<https://www.bcorporation.net/handbook>

Recognizable Certified B Corporations (this is a totally subjective list, in no particular order) of Certified B Corporations I thought might be most familiar to College Students)

1. Ben & Jerry's <https://www.benjerry.com> (Food and Beverage)
2. Etsy <https://www.etsy.com> (Retail)
3. Patagonia <http://www.patagonia.com> (Apparel)
4. Kickstarter <https://www.kickstarter.com> (Crowd Sourcing)
5. New Belgium Brewing Co. <http://www.newbelgium.com/beer> (Food and Beverage)
6. Seventh Generation <https://www.seventhgeneration.com> (Cleaning and Personal Care)
7. Method Cleaners <https://methodhome.com> (Cleaning and Personal Care)
8. Athleta Clothing <https://methodhome.com> (Apparel)
9. Eileen Fisher Clothing <https://www.eileenfisher.com/> (Apparel)
10. King Arthur Flour <https://www.kingarthurfour.com> (Flour and Baked Goods)
11. Warby Parker <https://www.warbyparker.com> (Eyewear)
12. Klean Kanteen <https://www.kleankanteen.com> (Water Bottles)
13. The Honest Company <https://www.honest.com> (Cleaning and Personal Care)
14. Brew Tea Co <https://www.brewteacompany.co.uk> (Food and Beverage)
15. White and Elm <https://www.whiteandelm.com> (Beauty Products)
16. Preserve Products <https://www.preserveproducts.com> (Household Products)
17. Cabot Creamery <https://www.cabotcheese.coop> (Cheese and Other Dairy Products)
18. Hootsuite <https://hootsuite.com> (Tech)
19. WorkSquare <http://worksquare.com> (Staffing Company)
20. Better World Books <https://www.betterworldbooks.com> (Online Bookseller)
21. Laureate International Universities <https://www.laureate.net> (Education)
22. New Leaf Paper <http://newleafpaper.com> (Paper Products)
23. Comet Skateboards <https://www.cometskateboards.com> (Skateboards)
24. AllBirds <https://www.allbirds.com> (Shoes)
25. Stash Tea Company <https://www.stashtea.com> (Food and Beverage)
26. Sift Local <https://www.siftlocal.co> (Local Artisan Online Retailer)

Certified B Corporations Started by UF Alumni/Gainesville Based:

1. Alter Eco <http://www.alterecofoods.com> (Organic/Fair Trade Chocolate, Rice, Quinoa)
2. Numi Organic Tea <https://numitea.com> (Organic/Fair Trade Tea)
3. First Green Bank <https://www.firstgreenbank.com> (Banking Services)
4. Cafe Campesino / Sweetwater Organic Coffee <https://www.sweetwaterorganiccoffee.com> (Coffee Roaster)
5. TreeTop Commons LLC <http://www.treetopcommons.com> (Cloud-Based Software)
6. Do Good Well Consulting <https://www.dogoodwellconsulting.com> (Consulting)
7. SiftLocal <http://siftlocal.co/> (helps connect customers with local makers/crafts-people)

See the complete directory, here: <https://www.bcorporation.net/community/find-a-b-corp?>