

week of...	CORE COURSE	Instructors
9/1	<p>Week 1: Introduction You'll have an opportunity to familiarize yourself with the program's on-line technology. Optional material will also be provided if you want to refresh your understanding of business fundamentals, environmental issues, and societal concerns.</p>	Nancy Artz
9/8	<p>Week 2: Sustainability and the Triple Bottom Line In this unit, you'll gain perspective on the global movement toward sustainable business. You'll be introduced to the concepts of Sustainability, Triple Bottom-Line (TBL), Corporate Social Responsibility (CSR), & external costs. You'll learn the factors driving the TBL movement, and the business case for sustainability -- how sustainability practices and CSR can reduce costs and increase revenues.</p>	Nancy Artz, in collaboration with Dudley Greeley
9/15	<p>Week 3: Sustainability Frameworks and Corporate Strategies This unit introduces you to the Natural Step, a succinct, yet comprehensive model of sustainability that can guide organizational activities. You'll also examine various corporate strategies that firms have adopted as they have moved toward sustainability.</p>	
9/22	<p>Week 4: Sustainability Frameworks (continued) and Case Studies You'll explore practice-based sustainability frameworks such as the Ceres Principles and the Global Reporting Initiative (GRI). You will also be exposed to local & global examples of sustainable business practices.</p>	
9/29	<p>Week 5: Assessing Environmental Impacts You'll explore different approaches to assessing the environmental impacts of your business, including life cycle analysis, carbon footprinting, ecological footprinting, and business-specific sustainability indicators. You'll be introduced to tools such as greenhouse gas calculators and resources provided by the U.S. EPA and other governmental units.</p>	
10/6	<p>Week 6: Corporate Social Responsibility (CSR) This unit will ask you to reflect on social responsibility at multiple levels: responsibility toward your employees, your community, and the world. We'll briefly examine the evolving standards for social responsibility, the importance of stakeholder engagement, and corporate governance.</p>	
10/13	<p>Week 7: - Steps in Moving Toward Sustainability (with optional tour) How can you put into practice what you've learned? We'll review the continuous improvement cycle of audit - benchmark – goal setting – action – assessment-and-revision. We'll also cover basic issues related to energy use, waste reduction, green buildings (LEED), environmentally preferable purchasing (EPP), and the incorporation of sustainability into corporate decisions.</p>	
10/20	<p>Week 8: - Social Enterprise and Global Sustainable Development (Optional self-study unit) Materials will be provided for those interested in exploring the global perspective on sustainability, often referred to as sustainable development, social enterprise, or bottom-of-the-pyramid strategies. Topics will include global economic inequity, water resources, Fair Trade, ethical global trade, and the development of healthy markets.</p>	

week of...	ELECTIVES	Instructor
10/27	Elective #1 – Business Response to Climate Change This unit considers business threats and opportunities resulting from climate change, as well as strategies for becoming carbon neutral. Topics will include energy sufficiency, conservation, and efficiency; renewable energy; and carbon off-sets. Tools introduced in Core Unit 4 -- carbon footprints and greenhouse gas inventories – will be explored in more detail.	Nancy Artz & Dudley Greeley
11/3	Break	
11/10	Elective #2 - Corporate Sustainability Reporting This unit explores the complex field of corporate sustainability measures. A key aim is to help participants develop tools to evaluate, and ultimately to construct, sustainability metrics that assess financial, social and environmental profit. Using these tools, students will learn to differentiate between good practices, weak practices and little green lies. Students will realize that it is important to delve deep into a company’s value chain in order to evaluate the sustainability of its operations. The unit will consider the developing standards of Global Reporting Initiative and the Greenhouse Gas Protocol Initiative, as well as the progress to date toward uniform assurance standards.	Jeff Gramlich
11/17	Elective #3 - Environmental Accounting Is your organization’s management accounting system up to the task of managing the triple bottom-line? In this unit you will examine the developing practice of environmental management accounting and its links with the Global Reporting Initiative. You will explore the implications of these areas of practice for developing and refining your management accounting system so that it can be used for tracking and reporting information relevant to managing the triple bottom-line. You will learn how accounting systems hide many environmental costs, how to make these hidden costs more transparent, and how to create incentives in your organization for improving environmental performance.	Jeff Shields
11/24	Thanksgiving Break	
12/1	Elective #4 - Life Cycle Analysis and Product Issues This elective builds on the concept of Life Cycle Analysis, introduced in Core Unit #4. You'll learn more about the technique of Life Cycle Assessment (LCA and the ISO 14040 framework). You'll also be introduced to production and supply chain management topics such as extended producer responsibility (EPR), DfE, green chemistry, biomimicry, and industrial ecology. You'll also be exposed to general issues related to packaging, disposal, and waste.	Nancy Artz & Dudley Greeley
12/8	Elective #5 - Leading Triple Bottom Line Change How do you mobilize action toward achieving triple bottom line performance? Some people are eager and ready to jump on board while others are skeptical at best. Some people know quite a bit about triple bottom-line performance while others have never heard of it. In this unit you will learn how to lead people of differing motivations and capabilities along the path toward living triple bottom-line performance.	Rick Grover
12/15, 22, & 29	3-week holiday break	
1/5	Elective #6 - Green Marketing: part I You'll learn about green consumer segments, the greening of mainstream consumers, and effective ways to position your products to appeal to the various segments. You'll also be introduced to the topics of social marketing and cause-related marketing.	Nancy Artz
1/12	Elective #7 – Green Marketing: part II Building on what you learned in the prior unit, you'll explore additional aspects of green positioning and promotion, including ways to reduce the environmental impact of your promotional materials. You'll also develop insight into greenwashing, eco-labeling and 3 rd -party certification	Nancy Artz

Instructor Bios:

Nancy Artz, Ph.D., is Professor of Business Administration at the University of Southern Maine. She teaches undergraduate and graduate courses in consumer behavior and triple-bottom-line business. As Chair of USM's Presidential Council on Climate Neutrality, she is developing a plan to make USM carbon neutral. She is also helping to conduct a sustainability audit of USM as part of the AASHE STARS program (Sustainability Tracking, Assessment, and Rating System).

Before receiving her doctorate in Marketing from Northwestern University in 1989, Professor Artz worked at the John Morton Company in Chicago as a marketing consultant for Fortune 500 or equivalent firms. She currently serves on the Advisory Board of the Maine Watersheds Project, which trains faculty to incorporate sustainability into their teaching. She has previously served on the Board of the Maine Marketing Association, on the Board of the Maine Audubon Society, and as an examiner/judge with the Margaret Chase Smith Maine State Quality Award.

Professor Artz has worked with the Maine Department of Environmental Protection to study the use of the internet to foster sustainable behavior in employees and consumers (*Journal of Marketing Communication*, 2007 and *Competition Forum*, 2005). Other research has examined marketer's environmental responsibility, social marketing, quality management, market opportunity analysis, marketing communications, customer service, and consumer psychology.

Dudley Greeley, Sustainability Coordinator, University of Southern Maine

Dudley grew up in a small Kentucky coal-mining town and at an early age came to understand some of the external costs of powering America's industrial expansion with Appalachian coal. He received a degree in Environmental Health and Toxicology from the University of Wisconsin, Madison. Dudley's goal as Sustainability Coordinator at the University of Southern Maine is to reduce the university's ecological footprint and improve quality-of-life.

Dudley does energy consulting, presents programs on household energy management, and has taught courses on principles of sustainability, including "Ten Billion People, One Damp Rock." Dudley lives with his family and their three geese on an early 19th century farm that is powered with clean energy.

Richard Grover, Ph.D., is Associate Professor of Business Administration at the University of Southern Maine. He teaches organizational behavior in the Business Administration Program and leadership, change, creative problem solving, conflict management and negotiation in the MBA Program. His research focuses on collaborative leadership, conflict management and negotiation. Research projects he is currently working on include evaluation of collaborative leadership education and the application of conflict management strategies to health care delivery. Professor Grover's work has been published in a variety of journals including *Group and Organization Management*, *Journal of Management Issues*, *Organizational Behavior and Human Performance*, *Competition Forum*, *Organizational Behavior Teaching Journal* and *Quality Management Journal*.

Professor Grover earned his doctorate in Organizational Behavior and M.S. in Pharmacy Administration from The Ohio State University. He earned his B.S. in Pharmacy from the University of Connecticut. Prior to joining the USM faculty Dr. Grover served as a professor at the Indiana University School of Business and before that practiced mental health pharmacy for several years in Columbus, Ohio.

Jeffrey D. Gramlich, Ph.D., is Professor of Accounting and L.L. Bean/Lee Surace Endowed Chair. He joined the University of Southern Maine in July 2003 after two years as visiting professor at the University of Michigan Business School and 13 years as a professor at the University of Hawaii College of Business Administration. He delivers decision-oriented courses in financial accounting and financial statement analysis and valuation. Gramlich organizes the L.L. Bean/Lee Surace Colloquium Series to serve as an interface between current research and Maine business practitioners and students. His research appears in *Journal of Accounting & Economics*, *Journal of Accounting Research*, *Contemporary Accounting Research*, *Journal of the American Taxation Association*, *Journal of Business Finance and Accounting*, and *Accounting Horizons*, among others.

His most publicized research documented whistle-blowing assertions that Chevron, Texaco and the Government of Indonesia colluded to defraud U.S. federal and state governments of an estimated \$9 billion in tax revenue. Gramlich's current working papers include "Off-balance sheet entities: What motivates firms to sponsor them and how sponsorship impacts accruals and return on equity," "Are uncontested director elections meaningful?" and "Empirical evidence on the revenue effects of state corporate tax accounting policies." See <http://www.usm.maine.edu/~gramlich> for further information.

Jeff Shields, Ph.D., is Associate Professor of Accounting at the University of Southern Maine. He teaches undergraduate and graduate courses in management and cost accounting. He has published papers in journals such as *Accounting, Organizations, and Society*, *Advances in Management Accounting*, *Behavioral Research in Accounting*, *Journal of Developmental Entrepreneurship*, *Journal of Small Business Strategy*, and *the CPA Journal*. He is a member of the American Accounting Association, the Institute of Management Accountants, the Small Business Institute, and the editorial board of the *Journal of Small Business Strategy*. He is also the Northeast Regional Director for the Management Accounting Section of the American Accounting Association.