

Kogod Sustainability Review

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Building a More Sustainable World through Business

by President Sylvia Burwell
American University

A Call to Business Schools

by Dean Ann Harrison
UC Berkeley, Haas School of Business

Higher Education, Higher Purpose: How Universities Can Address Climate Change

by Dean Jason Bordoff
Columbia Climate School



The Role *of* Higher Education *in* Preparing *the* Next Generation *of* Leaders

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Editor's Note

Founder and editor-in-chief Kareem Ihmeidan introduces the Kogod Sustainability Review against the backdrop of sustainability in business.

JUNE 9, 2023



Kareem Ihmeidan

Founder & Editor-in-Chief,
Kogod Sustainability Review

MS in sustainability management

In 2018, American University became the largest higher education institution in the United States to reach carbon neutrality. Through reducing overall emissions, using renewable energy sources and offsetting the remainder, American University achieved carbon neutrality two years ahead of its goal. A testament of this vision rests in the Kogod School of Business, which houses a Masters in Sustainability Management. This will be the 10th year running for the Masters in Sustainability Management program at Kogod. It is one of the few sustainability programs offered at a business school and the only program of

its kind with a fully online option. Through the years, the program has evolved from a novel idea to one of the leading sustainability programs in the nation. Just this year, it was awarded the Page Grand Prize, which recognizes excellence in sustainable business education. Previous winners have included the likes of Harvard University, Duke University, Cornell University, and Northwestern University.

Yet a lot has changed since the inception of Kogod's Sustainability Management program. The public and private sector are embracing sustainability faster than ever. As a new generation of

consumers who value sustainability enter the fray, corporations are placing sustainable initiatives at the forefront of their business models. The federal government passed sweeping legislation that gives incentives for sustainable practices and investments. NGO's are increasingly growing and on the front lines advocating for more action. Industries are looking for a resource that will blend future trends, ideas, research, and perspectives to serve as a useful tool for their own sustainability strategies. This is what the Kogod Sustainability Review (KSR) will accomplish.

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The purpose behind KSR is not merely to be a compilation of articles. Rather, KSR intends to mobilize ideas and insights to cultivate a more sustainable world.”



**Kareem
Ihmeidan**
Founder & Editor-in-Chief

From sustainability leaders, academics, and students, articles will span across various industries and stakeholders to highlight the many challenges and opportunities before us.

I would like to thank our notable guest writers Dean Ann Harrisson of the Haas School of Business at University of California Berkeley, Jason Bordoff the Founding Director of the Center on Global Energy Policy at Columbia University and President Sylvia Burwell of American University. Having such leaders contribute to the inaugural edition demonstrates their commitment on this topic. To Kogod faculty and staff Professor David Bartlett, Assistant Dean of Marketing & Strategy Katya Popova, and Dean David Marchick, I thank

you for nurturing this idea and ensuring resources were at our disposal to make it come together. Finally, to the entire KSR team, Chandler Randol, Erica Chiorzzai, Onyekachi Agbo, Isabela Barriga, Zoe Mattioli and Caroline Kissack, a group of students who believed in the purpose behind this publication, this first edition is a product of their hard work and sacrifice.

Victor Hugo once said, “There is nothing more powerful in the world than an idea whose time has come.” At Kogod, we believe the idea and time have aligned, and this publication will serve as a touchstone of hope for the future of our planet and all who call it home.

Building a More Sustainable World Through Business

American University president Sylvia Burwell discusses the university's commitment to sustainability across all sectors.

JUNE 6, 2023



Sylvia Burwell

President,
American University

The global economy has experienced several tectonic shifts in the last 50 years, including one driven by the revolution in information technology, telecommunications, and the Internet. Many experts believe that the climate crisis is creating yet another dramatic change. How we navigate that change will become a defining challenge of our time.

This new paradigm is forcing leaders across the globe to adapt in ways that will ensure we can both protect our planet and create a thriving, dynamic economy. Finding solutions requires bold steps.

Young people are at the forefront—the next generation sees clearly how the actions we take now have consequences that could define both their future and the future of our planet. Business leaders around the world are also elevating the issue—customers, employees, and other stakeholders are pressing them to prioritize sustainability.

The world of business is responding and changing. Success is no longer defined simply by maximizing profit. Businesses are increasingly focused on how the climate impacts their business and how

their business impacts the climate. At the same time, businesses also are starting to recognize that sustainability also must include diverse boards and leadership, supply chain adaptations, and impacts on diverse communities.

Yet, as the Financial Times reported, businesses are finding it increasingly difficult to find enough leaders with the skills necessary to help them build a sustainable future. In fact, a recent LinkedIn report predicts that demand for green talent outpaces supply, and the talent gap appears to be growing.

At American University, sustainability is a culture that's visible across our campus. We have made bold investments, infusing sustainability into our DNA—from our 84-acre campus that's an accredited Arboretum and Public Gardens to green buildings that use energy-efficient technologies and our focus on human health. Sustainability is part of our curriculum, research, physical plant, and systems.

We're not only the first university to reach carbon neutrality—we met our goal two years early. We use 100 percent renewable energy, eliminated fossil fuel investments from our endowment, and do much more to ensure we have a small footprint. We have made meaningful progress but have much more to do.

Our hope is that, through our actions, we can show how one community can have a real impact.”



Sylvia Burwell
President, American University

One decade ago, AU's Kogod School of Business became one of the first business schools in the nation to offer a Master's of Science degree in Sustainability Management. Today, we are expanding that program to meet the growing demand for skilled business leaders with climate and sustainability expertise.

We're making renewed investments in faculty, research, online learning, and a revised curriculum. Applications to the program are up nearly 100 percent year-over-year, and leading employers across the globe are increasingly looking to us for talent. More than 90 percent of students in the program are working, enrolled in additional graduate studies, or both six months after graduation. Graduates of the program are employed at financial firms (Carlyle, UBS, and JPMC, to name a few), doing advisory work (Alliance Advisors, Bain, PWC, and Deloitte), working for multi-national corporations such as Marriott, non-profits such as the WWF, or government agencies.

Kogod faculty are at the cutting edge of sustainability research and application. Professor Jennifer Oetzel's scholarship helps companies better manage climate disasters and violent conflicts. Professor Danielle Vogel founded a sustainable grocery business and is now helping students innovate their own entrepreneurial dreams.

And that scholarship extends across campus—an interdisciplinary group of faculty and staff launched the Center for Environment, Community, and Equity (CECE) to build on our university's strengths in social justice and environmental protection. CECE, led by Professor Simon Nicholson in AU's School of International Service, provides a network for those working in environmental studies to incubate the next generation of solutions.

“Our students learn sustainability by doing it.”



Sylvia Burwell
President, American University

Our compost crew works with our dining services staff to compost food organics campus-wide. Their efforts vaulted us into third place in the national 2023 Campus Race to Zero Waste challenge.

And students enrolled in Kogod’s inter-disciplinary Environmental, Social, and Governance Funds class advise our Board of Trustees on ESG investments. Our board asked our students to recommend approximately \$10 million in ESG fund investments. That’s a unique level of commitment.

We’re also bringing together top business leaders for engaged discussions and to share strategies for incorporating sustainability into successful business models.

Our Gamechangers in Sustainability speaker series features conversations with today’s top entrepreneurs, such as Seth Goldman, cofounder of Honest Tea and Eat the Change, about his efforts to create a sustainable supply chain for tea; and Anthony Capuano, CEO of Marriott, who talked about how the hotel giant has trained more than one million Marriott associates to identify and report human trafficking.

Across our university, we’re working to understand what sustainability will look like one or two decades from now. Our students are the leaders of tomorrow—it is incumbent on us to help them think through the challenges and opportunities that lie ahead. And our game-changing scholarship is already forging new paths.

Professor Sauleh Siddiqui in AU’s College of Arts and Sciences is currently leading a five-year, \$15 million grant from the National Science Foundation to study and tackle the problem of wasted food in the United States.

At American University, we believe that sustainability must be a community-wide effort. Everyone has a role to play. Sustainability is not something that can be put off until tomorrow. Together, through our pioneering work at Kogod and our cross-cutting commitment to incorporate sustainability into everything we do, we will fulfill our mission—to overcome the defining challenges of our time and build a better future for all.

A Call to Business Schools

Ann Harrison, dean of UC Berkeley's Haas School of Business, emphasizes the importance of business schools leading the way in reducing greenhouse gas emissions.

JUNE 6, 2023



Ann Harrison

Dean,
Haas School of Business,
UC Berkeley

The greatest challenge of our time is slowing the pace of climate change and preserving the health of our planet.

To that end, I am putting out a call to business schools to commit to training the next generation of leaders to reduce greenhouse gas emissions to net zero by 2050.

We all play a critical role in the economic and social transition required to build a climate-resilient, low-carbon, and equitable future.

Thankfully, we are seeing businesses and business schools step up to meet this challenge. Ahead of the UN climate change summit in Glasgow last fall, for example, more than 100 companies across 16 countries and

25 industries pledged to achieve net-zero carbon emissions 10 years ahead of the Paris Agreement 2050 goal. We can also look for inspiration from our international b-school peers, including Australia's Griffith Business School, which according to the latest Corporate Knights Better World Ranking, aligns most closely with the United Nations' 17 Sustainable Development Goals (SDGs).

66 If we are to reach the target of cutting greenhouse gas emissions, sweeping changes will be needed across all major economic sectors.”



Ann Harrison

Dean, Haas School of Business,
UC Berkeley

This requires reimagining how we teach about agriculture, real estate, energy, finance, and corporate accountability, the five key sustainability areas we have prioritized at Haas. We focus on these areas with the realization that sustainability leadership is no longer just for people who work directly on climate issues or in climate technology. Accountants need to plan for the effects of climate change on valuation and outcomes; real estate developers and financiers will need to consider climate changes in forecasting risk; so will consultants and investment bankers. And leaders in life sciences will need to partner with business leaders.

After joining Haas in 2018, I quickly hired our school’s first chief sustainability officer, Michele de Nevers, who formerly worked for the World Bank and is a leader in the field. She built a team that evaluated our offerings in key areas. Some steps that we have taken so far include:

- **Putting sustainability at the core of what we teach.** Many business schools offer sustainability courses as electives. By the end of this year, we will incorporate sustainability into the core curriculum in all three of our MBA

programs. We have also launched the Michaels MBA Graduate Certificate in Sustainable Business, which recognizes students who complete nine units from over 30 eligible climate and sustainability courses.

- **Engaging the faculty in our mission.** Today, 45 percent of faculty who teach in our core curriculum are integrating sustainability concepts, researching everything from ESG disclosure to wildfire risk in housing insurance.
- **Giving employers the sustainability skills they are demanding.** We continue to track the top sustainability skills in demand from MBA employers, and we map those to content taught in more than 40 Haas courses—everything from impact measurement and management to systems thinking to coalition building.
- **Greening our buildings and operations** with the first Zero Waste Certified academic building in the United States (Chou Hall) and partnering across our campus to reduce waste and energy usage. Haas works closely with UC Berkeley facilities management and its building vendors to ensure that building operations are designed for successful waste diversion.

66 **Looking forward, we will feed off the enthusiasm and leadership of our students, who will be transforming business for a just and low-carbon future.”**



Ann Harrison

Dean, Haas School of Business,
UC Berkeley

One key example in finance is the Sustainable Investment Fund at Haas, the first and largest student-led SRI fund within a leading business school. Student principals in the fund gain real-world experience and have more than tripled the initial investment to over \$4 million, learning through experience about SRI and ESG investment strategies and practices.

Another example is in real estate, where students enrolled in the Real Estate Investment and Sustainability class consider the risks for cities that are unequipped to adapt to the impacts of climate change. Several recent final team projects centered on the sustainable redevelopment of two Bay Area shopping mall sites.

In corporate social responsibility, our MBA students taking the Sustainable Capitalism in the Nordics course traveled to Norway to study different approaches to creating sustainable supply chains, building an international firm sustainably, and scaling a company to have social impact. They met with companies like Carlsberg and Swedish beverage firm Good Idea to gain new insights and inspiration.

In considering all that we as business leaders have learned about climate change in recent years, the critical path we must agree upon is that we cannot and will not ignore the urgency to act. We should work together quickly to make business a force for a sustainable future.

Higher Education, Higher Purpose: How Universities Can Address Climate Change

Jason Bordoff, co-founding dean of the Columbia Climate School and founding director of the Center on Global Energy Policy at Columbia, explains the steps that universities can take to lead the fight against climate change.

JUNE 6, 2023



Jason Bordoff

Co-Founding Dean,
Columbia Climate School

Founding Director, Center on
Global Energy Policy

The climate crisis threatens human civilization as we know it. Each day brings further evidence of the urgency of the crisis: floods and droughts, wildfires and heatwaves, sea-level rise, and storms. These disasters bring with them loss of life, economic damage, food shortages, adverse public health outcomes, national security risks, and more. All the while, greenhouse gas emissions, the dominant cause of climate change, continue to rise nearly every year.

Despite the growing number of countries and companies that recognize the challenge posed by climate change, the window

to prevent the worst outcomes is rapidly closing. Achieving the goal of net zero greenhouse gas emissions by 2050 requires an unprecedented transformation of nearly every facet of the modern economy. New technologies need to be deployed at scale. New business models are needed to reallocate trillions of dollars of capital every year. As Herculean a task as these changes may seem, they still will not be sufficient to avoid the ongoing consequences of the greenhouse gases already emitted.

While scientific research has an enormous role to play in helping

understand the climate crisis, the key barriers to progress today are political, technological, financial, and social. Our politicians have largely failed to respond to the complexity and scale of the climate crisis. And in light of the expanding demand for energy from the world's developing economies, providing the energy needed for economic development without exacerbating the climate crisis may prove among humanity's greatest challenges.

Higher education is central to addressing the climate crisis.

Universities play a unique role in society as pursuers of truth and knowledge, creators of new technologies, and educators of the next generation of leaders.”



Jason Bordoff

Dean, Columbia Climate School

Especially on issues as polarizing as energy and climate change, universities are uniquely trusted as sources of independent research and analysis.

To rise to the challenge of climate change, universities need to be more flexible, innovative, and dynamic than they have in the past. They must adapt their operations to the urgency of the climate crisis in four ways. First, they need to move with speed—something universities are not known for—to execute on creative visions for climate impact. At the current rate, the amount of carbon dioxide that can be emitted consistently with no more than 1.5° C of warming will be exhausted in roughly a decade. The clock is ticking.

Second, universities need to be more intentional about connecting research to impact—what Columbia’s President Lee Bollinger calls the “fourth purpose” of a university. Beyond the other three purposes of research, education, and service,

this focus on impact allows universities to not just understand the problem but to actually help leaders solve it. In the face of existential problems like climate change, more universities need to heed this fourth purpose.

Third, universities must encourage cross-disciplinary scholarship. A challenge as cross-cutting as climate change cannot be the sole purview of climate scientists or engineers. Rather, building a sustainable and equitable energy system will require teams of political scientists, economists, sociologists, and physical scientists to pool their expertise, much as the teams of academics did at Columbia for the Manhattan Project decades ago, albeit in service of a more sinister objective.

Fourth, universities must build partnerships with other institutions.

66 Competition over publishing, innovating, or raising funds must yield to the urgency of the climate crisis.”



Jason Bordoff

Dean, Columbia Climate School

In particular, the world’s wealthiest research universities must find more ways to collaborate with peer institutions in developing countries, which are facing the worst climate impacts despite contributing the least to global emissions. North-South partnerships between universities can lay the groundwork for indigenous, sustainable, and equitable growth in a manner that is appropriate for local communities rather than imposed from outside.

Columbia University is stepping up to the climate challenge by demonstrating progress along each of these four dimensions. In doing so, it builds on a rich history of leadership climate, spanning the founding of Lamont-Doherty Earth Observatory in 1949, the first use of the phrase “global warming” in an academic article in 1975, and Jim Hanson’s seminal Congressional testimony about climate change in 1988.

In 2020, Columbia President Lee Bollinger announced the creation of a new Climate School, the first in the country, of which I am proud to serve as a co-founding. In his announcement, Bollinger noted that “The creation of a new school is an exceedingly rare and significant event,” but that this “area of massive human concern” warranted

such a step. In the act of creating the Climate School, Columbia revealed its vision for the societal role of institutes of higher education—not just as centers for research and education but also as responsible citizens and engines of progress.

Beyond academia, Columbia University is pursuing innovative approaches to impact the world of policy. The Center on Global Energy Policy at Columbia SIPA, which just celebrated its 10th anniversary, is pioneering new ways to adapt the rigor of major research institutions to the pace of policymaking. It has built a team of nearly 100 scholars and staff with deep expertise and real-world experience who work with the faculty across Columbia to bring the insights from academic research to policymakers in the formats and timeframes leaders in the public sector need.

In short, Columbia University is responding to the urgency of the moment by making the largest commitment a great research university can. From building an entire school devoted to tackling the crisis to major initiatives like the Center on Global Energy Policy, Columbia offers a model for how institutions of higher learning can use their unique resources to deal with the challenge of climate change.

Students in *the* Highlight



Decoding the Value of ESG Investing to Shareholders

How a graduate student's sustainability research made its way to a boardroom.

[READ THE FULL ARTICLE HERE](#)



Leveraging Sustainable Business Cooperation and Game Theory for Competitive Advantage in Dominated Markets

MS in marketing student Swochchhanda Pandey uses game theory to make a case for cooperation between businesses on sustainability efforts.

[READ THE FULL ARTICLE HERE](#)



Co-Creation versus Co-Optation: How Institutions Can Address Environmental Justice without Undermining the Movement

MS in sustainability management student Amaris Renee Norwood highlights the importance of being informed on the environmental justice movement and its relationship with racial justice.

[READ THE FULL ARTICLE HERE](#)



The Clothes On Your Back Have A History

MS in sustainability management student Madison Doring highlights the power of local and community fashion practices in combating worker and environmental exploitation.

[READ THE FULL ARTICLE HERE](#)

About Kogod Sustainability Review

The Kogod Sustainability Review is a student-run organization whose primary purpose is to publish a bi-annual journal of sustainability scholarship.

The Kogod Sustainability Review provides cutting-edge sustainability scholarship on people, the planet, and prosperity in a rapidly changing world.

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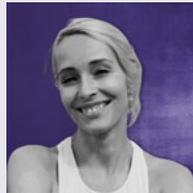
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