

Feb. 1, 2014

Dear Members of the Page Prize Committee,

On behalf of the Scheller College of Business at Georgia Tech, the Center for Business Strategies for Sustainability (CBSS) is pleased to submit this application for the 2014 Page Prize. Our faculty, unique in its breadth of sustainability expertise, has developed a rich set of curricular opportunities for our undergraduates, MBAs, PhDs and executive education students. The establishment of the CBSS has further accelerated this momentum, as we purposefully invest in curricular development and in connecting curricular content, industry interaction, and research-know-how in order to provide value to students, faculty, and industry. Moreover, we are well-positioned to provide impactful sustainability education and leadership because Scheller also houses the Institute for Leadership and Entrepreneurship (ILE) and the Cecil B. Day Program in Ethics. Together with the CBSS, these entities provide students unparalleled breadth in environmental sustainability, ethics, corporate social responsibility, social entrepreneurship and values-based leadership.

***Innovative, cross-cutting approach to sustainability and business education***

The Scheller curriculum is unique in that we are able to integrate our focus on sustainable business strategies with the core strengths of the management of technology within our College, and technology innovation at Georgia Tech as a whole. One example of how this creates opportunities for innovation in our curriculum is in the implementation of *Innovation Tournaments for Sustainability*, which introduces students to a business model innovation approach for solving environmental or social challenges. Participating in a sustainability-themed innovation tournament provides students an opportunity to exercise their creativity, learn more about a particular sustainability concern and gain exposure to basic innovation and entrepreneurship concepts.

The Scheller College of Business employs a multi-faceted approach resulting in cross-cutting exposure to sustainability for all levels of students studying business at Scheller:

- we offer dedicated courses and modules addressing the fundamentals of sustainability in a business context,
- we facilitate the integration of sustainability sessions into traditional business areas,
- we educate students in design thinking and innovation as they relate to sustainability,
- we provide opportunities for students to engage in sustainability-themed consulting projects with an industry client, with mentoring from faculty in the context of a guided semester-long class, and
- we actively engage in career education and development activities to ensure we are creating tangible value for students interested in pursuing a career that is focused on sustainability.

Materials and information related to all of these elements will be made available through the CBSS infrastructure for adoption by other institutions. These elements will be described in further detail below, as we first discuss some recent additions to our curriculum, followed by a broader discussion of how students in all program levels are educated in sustainability.

***Highlights of recent sustainability additions to our curriculum***

Beril Toktay, Director of the CBSS, introduced *Innovation Tournament for Sustainability* in her Spring 2013 MBA/evening MBA class on Business Strategies for Sustainability (MGT 6359). The student feedback was very positive, and several creative sustainable business ideas were developed by students such as Eco-Canteen, Individual Eco-Reports, Mobile Bicycle Marketplace, Fresh Food for Food Deserts, etc. Professor Toktay is teaching this course again in the current term, with refinements to the

Innovation Tournament, and a new undergraduate *Innovation Tournament for Sustainability* course is underway this spring, taught by Howard Connell, Managing Director of the CBSS.

The CBSS has also been instrumental in developing content for Scheller's executive degree program; in the recent program revision, an inter-disciplinary executive degree program course titled *Business Strategies for Sustainability* taught by CBSS-affiliated faculty from Operations, Marketing and Finance was added to the MBA-MOT and MBA-Global programs. These are two-year executive degree programs, and the sustainability module was scheduled in the very first semester, reinforcing the message of how fundamental sustainability is to business today. Completing the sustainability course early in their program allows students to better contribute to company-sponsored course projects occurring later in the curriculum with sustainable business content; recent projects include those by ERM and Kimberly Clark. The MBA-MOT and MBA-Global programs are weekend executive MBA programs that attract people working in a broad cross-section of industries in the metro-Atlanta region. 100 mid-to-high level managers in local businesses primarily working in Georgia and the Southeast are enrolled in this cohort. As such, this course has the greatest potential for short-term local impact.

### ***A rich curriculum for all our students***

At the undergraduate level, Scheller students are educated about sustainability both through the infusion of sustainability-related topics into core business courses, as well as through two courses focused directly on sustainability. Faculty teaching Marketing Management (MGT 3300) and Financial Reporting and Analysis (MGT 4026), for example, teach sessions on sustainability topics as related to the course content. (Materials developed for MBA versions of these courses are included in our attachments; similar content is taught at the undergraduate level.) The New Product Development courses offered by Karthik Ramachandran in Spring 2013 focused on improving sustainability in the commercial food industry; students in these courses worked in teams to execute semester-long projects improving sustainability along some dimension (i.e. energy, water, food waste, by-products) for an area in the commercial food industry supply chain. The CBSS has now partnered with Professor Ramachandran to fund prototyping expenses for student projects in current and future sections of the course that include a sustainability component.

Finally, Scheller undergraduates now have the opportunity to enroll in two new dedicated sustainability courses: Innovation Tournament for Sustainability (the concept for this course was described in the previous section) and Sustainable Business Projects. The Sustainable Business Projects course is designed to (1) introduce students to a set of tools and processes to analyze and solve business issues, (2) educate students about the varied and evolving ways firms approach sustainability and how to apply a core set of frameworks to a business or industry to aid in analysis, and (3) provide students the opportunity to apply these business skills and sustainability know-how through team-based projects solving real problems for organizations.

At the MBA level Scheller also pursues sustainability education both through dedicated courses and infusion into core courses and electives. MBA students have the opportunity to enroll in Business Strategies for Sustainability (MGT 6359), taught by Professor Toktay, which takes a holistic view of the interaction of businesses with the environment. Topics covered include fundamental environmental challenges, assessment and management tools, corporate environmental strategy, and the intersection of sustainability with various business functions. Professor Connell teaches a Sustainable Business Consulting Practicum course; this course is an MBA-level version of the Sustainable Business Projects course described above. The course was piloted in the Fall 2013 semester, with five sustainability consulting teams completing projects for Novelis, Coca-Cola, Cox Enterprises, Georgia-Pacific, and Kimberly-Clark, all with senior management involvement and visibility.

MBA students are also consistently exposed to sustainability and social and environmental ethics content as they progress through their core and elective courses. For example, CBSS-affiliated faculty include

sustainability-related material in Marketing (MGT 6300), Operations Management (MGT 6350), Supply Chain Modeling (MGT 6401), Operations Strategy (MGT 6353), and Financial Reporting and Analysis (MGT 6020) courses. Selected course materials are included in our attachments to demonstrate how sustainability is addressed in the context of these core business areas.

Ph.D. students can examine sustainability through a scholarly perspective in Ravi Subramanian's doctoral seminar "Environmental Considerations in Managerial Decision-Making." In addition, they can supplement their curriculum with any of the graduate level courses described above.

### ***Sustainability beyond the curriculum***

Recognizing that a key driver in the value of a student's education is how well it prepares them for a rewarding career, the CBSS is intentional in providing tangible career value to students. As a first step, we initiated a "service touchpoint" project to partner with students in defining the role of the CBSS in enhancing and enriching the "experiential journey" of students in the MBA program. Outcomes of this project have led to meaningful engagement with Georgia Tech's Net Impact Chapter, career services, and other components of the MBA staff (recruiting, program, and marketing). For example, recently the CBSS and Net Impact sponsored a career/networking event in which industry panelists addressed sustainability and sustainability career paths. In addition, we currently are sponsoring a graduate student to explore a "Careers Project" in which documentation appropriate for web site access will be developed that shows multiple career opportunities and tracks in sustainability, highlights current leaders, and gives insights to education, experience, lifestyle, etc.

Additional extra-curricular opportunities for Scheller students to expand their sustainability education and experience abound. Scheller's Pro Bono Consulting Program teams up MBAs, PhDs, and other graduate students with diverse backgrounds to help not-for-profit organizations based in Atlanta resolve key strategic challenges. The Net Impact Speaker Series by ILE brings business leaders to campus to share their experiences. The free weekly seminar has included speakers discussing corporate social responsibility (E. Neville Isdell, Former Chairman and CEO of The Coca-Cola Company), energy efficiency and sustainability (Chris Curis, CEO of Schneider Electric), social entrepreneurship (Gailynn Gluth, Founder and CEO of Wysum Arts), and electronics recycling (Connie Kirk, CEO and President of NobisWorks). Ideas To Serve (I2S) is a competition sponsored by ILE for current Georgia Tech students and recent alumni who have early stage product/service ideas or venture concepts that are geared towards creating a better world. Past entries have focused on reducing poverty, alleviating hunger, promoting health and wellness, improving air and water quality, reducing of the rate of depletion of natural resources, or developing alternate sources of energy.

### ***Organization of the submission***

In the attached materials we include representative syllabi for courses discussed above, selected course material highlighting the infusion of sustainability throughout our curriculum, and examples of our engagement beyond the curriculum. A Table of Contents is provided for easier navigation.

We welcome any feedback from the committee, and would be happy to provide additional information or answer any questions related to this material.

Thank you for your consideration,

L. Beril Toktay, Professor of Operations Management and Brady Family Chair  
Faculty Director, Center for Business Strategies for Sustainability  
Scheller College of Business  
Georgia Institute of Technology  
800 West Peachtree Street, NW  
Atlanta, GA 30308