



Corporate Sustainability Management

A Context-Based Approach

Next Program: February 13-14, 2014 – Burlington, VT

Class Size Limited to 20!

About the Workshop

This two-day workshop has two overriding objectives: 1) to introduce and explain a compelling new approach to corporate sustainability management known as *context-based sustainability*, or CBS, and 2) to provide a detailed methodology for how to operationalize it in organizational settings.

On Day 1, we begin with a brief summary of *corporate sustainability management (CSM)* – what it is and its pros and cons in its most common form. We then move on to define context-based sustainability in detail; its origins; its ties to economics and capital theory; its intellectual evolution over the years; its association with the *triple bottom line*; and the major advantages it offers when compared to conventional CSM.

We continue on Day 1 with a discussion of what CBS has to say about several contemporary key issues in corporate sustainability management, and what its implications are insofar as how organizations ought to be managing their sustainability (or non-financial) performance is concerned.

Next we introduce a comprehensive methodology for corporate sustainability management called the *CSM cycle*. This cycle spans the full range of CSM activities from the launch of a CSM function in an organization, to the development and implementation of sustainability performance strategies and interventions.

Of particular importance in the CSM cycle is the development of context-based metrics, a detailed procedure for which is provided in the workshop, along with many examples of how such metrics have been used in the past and what they consist of.

On Day 2, we intensify our focus on the practice of CBS by working with attendees to apply the concepts introduced in Day 1 to their own situations. In this way, attendees have an opportunity to practice the application of context-based principles on a first-hand basis, while interacting with colleagues from other organizations in the same regard. Day 2 concludes with a discussion of the present and future state of CBS.

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Detailed Syllabus

TIME	TOPIC
DAY 1	
8:30 - 9:00	Participant Introductions and Program Objectives
9:00 - 9:30	Corporate Sustainability Management (CSM): What Is It?
9:30 - 9:50	A Critique of Contemporary CSM
9:50 - 10:30	Context-Based Sustainability (CBS): What Is It? (PART 1) - A Brief History of Context - Capital Theory, Economists, and Sustainability Theorists
10:30 - 10:45	<i>BREAK</i>
10:45 - 11:30	Context-Based Sustainability (CBS): What Is It? (PART 2) - The Ecological Footprint Method - The Triple Bottom Line - Daly's Rules - A Modern-Day Theory of Practice for CSM
11:30 - 12:15	Some Key Issues and Practice Implications of CBS
12:15 - 1:15	<i>WORKING LUNCH</i>
1:15 - 1:45	Practicing Context-Based Sustainability - A Case Study in CBS: Cabot Creamery Cooperative - A Methodology for Practitioners: The CSM Cycle
(1:15 - 1:25)	- Step 1: Launch and Orient the CSM Function
(1:25 - 1:45)	- Step 2: Identify Key Stakeholders
1:45 - 3:15	Practicum Exercise #1: Identifying Stakeholders and Related AOIs* - Explanation of Exercise (Bill Baue) - Team Breakout Discussions - Report-Out on Team Discussions
(1:45 - 2:00)	
(2:00 - 2:45)	
(2:45 - 3:15)	
3:15 - 3:30	<i>BREAK</i>
3:30 - 5:00	- A Methodology for Practitioners: The CSM Cycle (cont.) - Step 3: Set Organizational Standards of Performance - Step 4: Measure/Assess Organizational Performance - Step 5: Plan CSM Strategies and Interventions - Step 6: Implement CSM Strategies and Interventions
(3:30 - 4:30)	
(4:30 - 4:50)	
(4:50 - 4:55)	
(4:55 - 5:00)	
DAY 2	
8:30 - 9:00	Re-Cap of Day 1 (and related Q&A)
9:00 - 11:00	Practicum Exercise #2: Defining Standards of Performance - Explanation of Exercise (Mark McElroy) - Team Breakout Discussions
(9:00 - 9:15)	
(9:15 - 10:15)	
(10:15 - 10:30)	<i>BREAK</i>
(10:30 - 11:00)	- Report-Out on Team Discussions
11:00 - 12:00	Jed Davis, Director of Sustainability: Using CBS at Cabot Creamery
12:00 - 1:00	<i>LUNCH</i>
1:00 - 1:45	The Present and Future State of CBS
1:45 - 2:30	Summary and Wrap-up (Including Evaluations)

AOIs = Areas of Impact (on vital capitals and the needs they fulfill)

Class Instruction

This workshop is taught by Mark W. McElroy, Ph.D., Founder and Executive Director of the *Center for Sustainable Organizations* in Thetford Center, Vermont. Dr. McElroy's credentials include the following:

- Faculty member in Marlboro College's *MBA in Managing for Sustainability* program
- Developer of Context-Based Sustainability (CBS)
- Creator of the *Social Footprint Method*
- Lead author of *Corporate Sustainability Management – The Art and Science of Managing Non-Financial Performance* (Earthscan, 2012)
- Board Chair Emeritus of the *Donella Meadows Institute*
- Former Visiting Researcher on the faculty of Economics & Business Management at the *University of Groningen* in The Netherlands
- Former head of Deloitte Consulting's *Center for Sustainability Performance* in Boston, MA
- Graduate of *Ecological Footprint Masterclass* in Oxford, UK
- 35-year veteran of management consulting, including Partner at *KPMG Peat Marwick* and Director at *Price Waterhouse*
- Award-winning author and frequent speaker on the theory and practice of sustainability management and sustainable innovation

Workshop Location and Venue

To be announced

Enrollment Fees

Fees to attend this program are as follows (Note: *class size limited to 20!*)

- Business attendees: \$1,095.00
- Non-profit attendees \$ 795.00
- Full-time students \$ 495.00

Registration can be done online or by contacting Mark W. McElroy by email at mmcelroy@vermontel.net or by phone at (802) 785-2293.

Our cancellation policy is as follows:

- Enrollment fees for cancellations received by *four weeks prior to the program* (by January 16, 2014) are fully refundable.

- Enrollment fees for cancellations received *by two weeks prior to the program* (after January 16, 2014 and no later than January 30, 2014) are 50 percent refundable.
- Enrollment fees for cancellations received *within two weeks of the program* (after January 30, 2014) are not refundable.

Travel Information

- Flight travel should be made to and from **Burlington International Airport (BTV)**. Travel by car or taxi between BTV and downtown Burlington is about 20 minutes.
- Conveniently located hotels in Burlington include the following:
 - **Courtyard Burlington Harbor:**
 - <http://www.marriott.com/hotels/travel/btvdt-courtyard-burlington-harbor/>
 - **Hilton Burlington Vermont:**
 - http://www1.hilton.com/en_US/hi/hotel/BTTVTHF-Hilton-Burlington-Vermont/index.do
 - **Sheraton Burlington Hotel:**
 - http://www1.hilton.com/en_US/hi/hotel/BTTVTHF-Hilton-Burlington-Vermont/index.do

For more information about this program, contact Mark W. McElroy, Ph.D. by email at mmcelroy@vermontel.net or by phone at (802) 785-2293.