

Northwestern University  
Executive Management for Design and Construction

**Strategy for Corporate Sustainability**  
**PROJ\_MGT 466**

**Course Objective:**

How do you create an organization that fosters a culture that promotes sustainable and healthy solutions? Designers, engineers, contractors, manufacturers, real estate professionals, and more - all own a place in the businesses that create and maintain the built environment. And every one of these sectors have some impact – negative and positive on human health and the environment. This course examines the key ingredients required to create organizations that can deliver on solutions that deliver a healthier more sustainable built environment. In this course, you won't learn how to pick a better paint, how to model daylight or energy consumption, or how to implement a construction waste management plan. Instead, this course looks at creating organizational frameworks within which sustainable practices and technologies can be delivered as a standard part of an organizations suite of products.

**Week-by-week description of the course:**

- Week 1      Where Are We? Current State of Sustainability in the Building Industry**  
Sustainability is only a few decades old. We could say we are on the second generation of sustainable professionals entering jobs where it is the main focus of their job. In the early days, the LEED Green Building Rating System established the course and set the heading for projects seeking to be sustainable. Is that still true? What is the place of other green building rating systems that have followed LEED? How do you navigate your heading on this journey towards a sustainable future?
- Week 2      Sustainability and the Firm**  
How to create a culture of sustainability that creates change. Often started at the grassroots, sustainability needs buy in from all parts of an organization to take root and prompt change. Often the structures of our organizations run counter to the successful integration of sustainability throughout the organization. This class will focus on organizational structures and how sustainability is handled across different firms.
- Week 3      Knowledge Management and Education**  
If those responsible for sustainability aren't assigned to every project, how do you capture and track the performance of projects and ensure the outcomes are shared and captured for others in the firm?

- Week 4      Third Party Validation of CSR**  
Sustainable Performance Index. B Corp. JUST. ISO 9001. These third-party certifications look at companies and report on their capabilities, transparency, environmental stewardship, etc. Learn about the value of these systems and how they fit, or don't into the building industry.
- Week 5      Setting the Bar for Sustainable Practice for Paying Customers**  
You have a customer who doesn't care about earning a plaque saying they are environmentally responsible, but your firm wants to be known as progenitors of high performing buildings. What do you do?
- Week 6      Walking the Talk**  
What firms are doing on a day to day basis to embody the values they sell to their customers. Geography matters- nationally and globally. Where your firm is located will help you set the bar for what you can accomplish. Look at examples from various locations and barriers or incentives to encourage or discourage the integration of sustainability in the firm and its practice.
- Week 7      Social Equity**  
The weakest dimension of sustainability in action. Workforce, hiring practices, partner firms, labor, etc. Addressing diversity, equity and inclusion (DEI) in the building industry.
- Week 8      Advocacy**  
Making the world you want to live in by participating in advocacy both in the public sector and in partner firms and product suppliers.
- Week 9      A Common Destination**  
Transforming the built environment requires everyone to reach the finish line together. How to navigate that in a competitive marketplace. Building networks and coalitions to pave the way to success.
- Week 10     Branding and Marketing**  
Building a brand that is both internal and external is critical to ensuring your staff and your customers understand where you stand and how they benefit.

**Grade Determination:**

Final paper/project .. 50%  
Class Participation .... 50%

**Software:**

Microsoft Office tools – Word, Excel,  
Powerpoint

**Text:**

No text required

**NOTE:** *This course description explains the essence of the material covered. Canvas is the best source for the most up-to-date information about specific details for any given offering of the course.*