Sustainability Education as a Pathway to Leadership

May 6, 2015

Bruno Sarda
Dell, Director Global Sustainability Operations and ASU Faculty

Edward Saltzberg
Security & Sustainability Forum Managing Director

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• Sustainability in Your Sector: Exploring the Potential of Professional Sustainability Certification
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- **May 11** - Cities, Bikes, and Things
- **May 21** – Along the Urban Pathway, Urban Resilience Webinar 2
- **June 3** - Achievements in Sustainability: A Look at Local Environmental Health Program Success

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Agenda

- Overview and Introductions: Bruno Sarda

- Presentation
  - Curtis Shaw, Arizona State University
  - Natalie Fleming, Hampton Creek (ASU SOS Alumna)
  - Tim Trefzer, GWCCA (ASU Masters in Sustainability Leadership)
  - Camille Aylmer, PepsiCo (Portland State University Alumna)
  - David Mayer, Venue Smart (Antioch University Alumna)

- Panel Discussion
- Audience Questions (submit through the side panel)

(Please Take the Brief Exit Survey)
Moderator

**Bruno Sarda** is a leading practitioner in the field of corporate sustainability. In his role as Director of Global Sustainability Operations at Dell Inc, he is responsible for business integration and strategy, information strategy, measurement and reporting. He also actively supports sustainability advocacy, policy, and objective setting, working with internal and external stakeholders. Recently named one of the ‘most influential sustainability voices in America’ by The Guardian and ranked 6th in GreenBiz’s Sustainability Twitterati index, Sarda actively participates in a variety of cross-industry efforts such as the Global Reporting Initiative and The Sustainability Consortium.

Sarda, an ASU alum, has also been partnering in multiple ways with the university since 2011 as an innovator, working with the Walton Sustainability Solutions Initiatives to design and develop a new Executive Master’s for Sustainability Leadership; as an adjunct professor in the School of Sustainability teaching classes that prepare students for success in sustainability careers; and as a coach and mentor through his leadership of the groundbreaking Dell-funded sustainability job training program that he helped establish and has already benefited more than 20 undergraduate and graduate students.

bruno.sarda@asu.edu
The Panelists

**Curtis Shaw** is the Recruitment Development and Corporate Relations Associate at the ASU School of Sustainability. He is responsible for developing, planning, and implementing outreach strategies to attract a multiplicity of companies to provide internships and/or permanent employment for graduates. Before ASU, he headed the Business Services unit of Maricopa County’s Workforce Development Division, and was Executive Director of a private non-profit corporation, two non-profit community development corporations, and VP of a national broadcasting company. curtis.shaw@asu.edu

**Natalie Fleming** graduated from the School of Sustainability in 2012. Soon after, she moved to San Francisco and joined EcoScraps, a startup that composts food waste to create organic garden soils. She successfully launched and managed their products in the Northern California market. In 2014, she joined Hampton Creek, a food technology company focused on finding new ways of utilizing healthier, more sustainable plants in food products. Hampton Creek has been named #2 Most Innovative Company in Food by Fast Company and in the Top 50 Disrupters by CNBC. There, she leads sales of their products, Just Mayo and Just Cookie Dough, across the country. fleming.natalie@gmail.com

**David Mayer** is Vice President of Business Development of Venue Smart (primary) and the Co-Owner of Two Owls Sustainability Partners. Venue Smart is a company that works specifically with Sporting and Entertainment events on waste diversion and overall sustainability. Venue Smart works or has worked with major clients such as the USGA U.S. Open Golf Championship, President Obama’s 2013 Inauguration, Lollapalooza, and the Miami Marlins, just to name a few. In addition, David co-owns Two Owls Sustainability Partners that currently works performing waste audits for LEED Certified buildings and major banks. David earned his B.S. in Environmental Science from Keene State College in 2001 and M.S. in Resource Management and Conservation from Antioch University New England in 2010 and holds LEED and BPI Certifications.
The Panelists

**Tim Trefzer**, since 2010 has overseen environmental sustainability at the Georgia World Congress Center Authority (GWCCA). He is responsible for improving the efficiency of internal operations, working with clients to reduce the impact of their events, and promoting a culture of environmental stewardship. Tim was chair of the sustainability committee for the 2013 NCAA Men’s Final Four held in Atlanta which was named the greenest Final Four in history. He is a LEED Accredited Professional and administered the GWCC’s LEED for Existing Buildings certification in 2014 at which time it became the largest LEED certified convention center in the world. Tim is Vice President of Atlanta’s Green Meetings Industry Council, is on the steering committee for Atlanta Recycles and the Collegiate Sports Sustainability Summit, and is a member of both the Green Sports Alliance and the US Green Building Council. He earned a Bachelor’s degree from Florida State University and a Master’s degree in Sustainability Leadership at ASU.  
Timothy.trefzer@asu.edu

**Camille Aylmer** currently serves as sustainability communications director for PepsiCo, overseeing the production of the annual corporate sustainability report and non-US country sustainability reports from headquarters in Purchase, NY. Prior to PepsiCo, she led sustainability communications and reporting for DuPont in Wilmington Delaware, including submissions to the CDP, Dow Jones Sustainability Index, and reports under the Global Reporting Initiative. Her background includes sustainability consulting for EY (formerly Net Balance) in Melbourne, Australia and socially responsible investment research in Boston, MA for MSCI (formerly KLD Research & Analytics). Camille earned her MBA from Portland State University and received a dual bachelor of arts degree in sociology and French from Wellesley College.  
camille.aylmer@pepsico.com
What do we do and why

Objectives

1. Drive business growth
2. Mitigate risk and ensure business continuity
3. Build brand value and enhance reputation

Business drivers for sustainability
- License to operate
- Hidden costs
- Unmanaged risks
- Employee engagement, talent acquisition/retention
- Brand equity & competitive differentiation/parity
- Customer requirements & values
- Company culture & values
View from the top

• The world needs action now. Business is where change is most needed and most possible

• 85% of CEOs are “taking sustainability seriously”, but credibility gap exists
Dell Powering the Possible is our commitment to put technology to work, where it can do the most good for people and the planet.

What’s needed to make vision happen - at an organizational as well as individual level?
What's needed to make vision happen – at an organizational as well as individual level?
Vision

• What future do you want?
• What stories do you want to be able to tell?
• What will inspire and mobilize your organization?
Strategy

• Bringing focus
• Where does Sustainability fit?
• Viewing organizational strategy through a sustainability lens
• Aligning with organization’s culture
Goals

Measures of your ambition
Defined so that you know when they’re met

Dell examples:

• Recycle/reuse 99% of nonhazardous manufacturing waste by 2012
• Reduce worldwide GHG emissions by 40% by 2015
• Eliminate 20 million pounds of packaging by 2012
Plans

• Develop baselines
• Set KPIs & process metrics
• Build roadmaps with early buy-in from all needed participants
• Develop the business case
• Internalize global context
Execute

- Build strong governance
- Manage to your KPIs
- Celebrate early wins
- Trust functional experts to own & drive
- Be adaptive to changing conditions
Communication

• Know your audiences and engage them at every step
• Be an avid listener and trust in stakeholder process
• Explain & communicate business case
• Embrace transparency and commit to reporting successes & challenges
• Provide narrative, not just data
Dell Sustainability Analyst program

1. Juniors/Seniors apply & broaden their skills via immersive exposure to corporate sustainability
2. School gets to showcase its talent, refine its approach and deepen corporate interaction
3. Dell gets energetic & innovative contributions to address real needs
Individual keys to sustainable success

1. Develop your capability to lead change effectively
2. Set strategy and execute on goals
3. Be an awesome communicator
4. Help org keep up with rapidly evolving global context
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Alumni Employment Data
(Data: ALUMNI Fall 2008 – Fall 2013)
Undergraduates by the numbers...

Total BA/BS alumni: 499

Students we've been able to track: 380
Knowledge Rate: 76.2%

Employed: 95.5%  363 students we've been able to track

73.6% of employed undergraduates have jobs directly related to sustainability
Graduates by the numbers…

Total MA/MS/MSUS alumni: 59

Students we’ve been able to track: 55
Knowledge Rate: 93.2%

Employed: 80% 44 students we’ve been able to track

88.6% of employed master’s graduates have jobs directly related to sustainability
PhD Graduates by the numbers...

Total PhD alumni: 20  
Employed: 20 (100%)

70% Academia/Education

- Apollo Education Group – Operations Research Scientist
- Arizona State University
  - The Center for Integrated Solutions to Climate Challenges – Research Specialist
  - School of Sustainable Engineering and the Built Environment – Assistant Research Professor
  - School of Sustainability – Postdoctoral Research Fellow
  - Fulton Teachers College – Lecturer
  - School of Human Evolution and Social Change – Postdoctoral Researcher
- Illinois State University – Assistant Professor
- Leuphana Universität Lüneburg – Postdoctoral Scholar
- Portland State University – Assistant Professor
- State University of New York, Plattsburgh – Assistant Professor
- Sydney, Australia – Higher Education
- Universidad Nacional Autónoma de Mexico (UNAM) – Professor
- University of California, Lawrence Berkeley National Laboratory – Energy Policy Postdoc Fellow
- University of Virginia – Assistant Professor

10% Government

- City of Orlando – Sustainability Project Manager
- City of Flagstaff – Sustainability Specialist

15% Non-profit

- CONABIO – National Commission for Knowledge and Use of Biodiversity – Economist
- ULTRA San Juan – San Juan Urban Long-Term Research Area – Project Leader

5% Private Industry

- Miller Coors – Sustainability Manager
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<thead>
<tr>
<th>Job Title</th>
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<tr>
<td>Community Outreach Coordinator</td>
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<tr>
<td>Consultant</td>
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<tr>
<td>Conservation Specialist</td>
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<td>Corporate Sustainability</td>
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<td>Director of Sustainability</td>
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<td>Environmental Program Manager</td>
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<td>Environmental Program Specialist</td>
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<td>Greenhouse Gas Engineer</td>
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<td>Global Supply Manager</td>
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<td>Healthcare Sustainability Specialist</td>
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<td>Lead Modeler</td>
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<td>Life Scientist</td>
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<tr>
<td>Manager of Strategic Sustainability Initiatives</td>
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<td>Municipal Recycling Program Manager</td>
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<td>SME Consultant</td>
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<td>Solar Consultant</td>
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<td>Staff Hydro-geologist II</td>
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<td>Sustainable Logistics Consultant</td>
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<td>Sustainability/Energy Efficiency Specialist</td>
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<td>Sustainability Operations Officer</td>
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<td>Sustainability Specialist</td>
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<td>Water Conservation Specialist</td>
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<td>Water Quality Inspector</td>
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Career in Sustainability
An unlikely path...
M.S. Resource Management & Conservation
Antioch University New England, Keene, NH

- 7 Years after completing undergraduate degree in ES, returned to Graduate School to become a more “complete” environmental steward.
- Summer position cleaning a PGA Tour event. Was amazed at the sheer amount of waste an event can create.
- Internship, Masters Project, and flexibility of the program enabled me to begin the work I’m currently doing while in Graduate School.
- Was offered a Director of Business Development position mid way through final year in graduate school...after taking only ONE business class in my entire educational career...
After accepting the Business Development role, decided to sell the service with a ‘green thumb.’

Took event cleaning to a new level including waste diversion, marketable metrics, and overall event sustainability.

Tripled the revenue of the company and eventually became the Vice President.

PGA Deutsche Bank Championship - first carbon neutral PGA event

Miami Marlins - Green Glove Award

Lollapalooza - more than doubled diversion rate & achieved the largest event compost effort in Chicago history
Venue Smart → Event Cleaning to Overall Event Sustainability

- Despite doubters, the Triple Bottom Line helped me continue the work I wanted to do.
- Moving past “just” waste diversion to overall sustainability of the event.
- Source reduction, offset of travel, vendor survey’s, data collection, and vendor support.
- Non-invasive strategy with no “green guilt.”
Sustainability Education → Career → Blazing your OWN path - take away’s...

- Education in Sustainability led to marrying my two loves of sports and environmental science.
- Unlikely path in business, but the confidence gained by understanding the WHOLE picture, enabled me to succeed in a field I had little background in AND change the focus of a company that had not previously paid much attention to being socially responsible and/or sustainable.
- Confidence to embark on the challenge of opening a new company
- Two Owls - Ode to Keene State College. Formed with my Freshman year roommate, now working on sustainability partnering with banks, sporting events, major restaurant chains, etc.
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Do you think an education in sustainability prepares good leaders? Why or why not?

Talk about the role as a sustainability platform for organizational success.

What is a key sustainability initiative in your organization, and how was it decided to go forward with it? Why or why not?

What are key hurdles to sustainability in an organization, and what is your advice to someone trying to overcome such hurdles in their organization?
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(and please take the brief exit survey)