



BA525/NRE526
Erb Institute Seminar
Fall 2007

Syllabus

Class Meets:
Tuesday
4:30 – 7:30 pm
October 30 – December 11
Room W2759
6 sessions

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“To be truly radical is to make hope possible, not despair convincing.”
Raymond Williams

Course Overview

Why are you here? What prompted you to join the Erb Institute? Why are you in this class? This Seminar explores these questions by asking you to consider your career path and how your time here at the University of Michigan can help you fulfill it. Through readings you will be exposed to:

- (a) the nature of the global environmental problem through the most recent work of the Millenium Ecosystem Assessment, a four year study, completed in 2005, that brought together nearly 1,400 experts from 95 countries to conduct a global inventory of the state of our ecosystems, quantify the effect that human activities are having on them and make suggestions for the future,
- (b) the thinking of many great writers on environmental and social issues,
- (c) the approaches used by various University faculty and outside professionals to address the problems we face, and most importantly,
- (d) the thinking of you and your classmates as you embark on your own paths to addressing these issues.

This course is designed to enable new and prospective Erb MBA/MS students to discover what each understands about sustainable development and enterprise, pinpoint what each wants to know and endeavor to learn while in the program; and facilitate careful reflection about each student's future path through life and work, after they graduate. In addition to its curricular objectives, the Seminar aims to collectively bond the entering Erb Institute class, both intellectually and socially.



Course Expectations

Because this class depends on our interactive dialogue, **class participation** is essential, both for your and your classmate's learning. If you have reservations about speaking in class, you may wish to carefully consider your taking this class. When you speak in class, your emphasis should be on quality as opposed to quantity. Your comments should be focused on one point and should be backed up with sound reasoning. Comments should transcend the "I feel" syndrome. This is too easy a topic to drift into easy platitudes and reactionary statements. You should build your comments on models, evidence or analysis of inherent tradeoffs. In other words, the comments should demonstrate some reflective thinking.

Generally a high participation grade is difficult to achieve if you are absent. Therefore, class **attendance** is critically important. If you must miss a class, please inform me in advance. In this course you will be expected to do a lot of **reading**. On such a topical and emergent issue, discussion without solid analysis and evocative case examples would likely digress into a fruitless exchange of unsupported opinions. You will be expected to read the assigned materials. You will also be expected to gather additional readings that are pertinent to the topic of the day. I strongly encourage you to **research** other related articles that can be used to enhance and elevate class discussion.

To aid you in the reflection process inherent in a class such as this, you are encouraged to keep a **journal** of your thoughts as we progress through the semester. This journal will help you sort out issues that the course raises. You will not be asked to actually hand in your journals but the contents would be ideal for our discussion in the final session and for your final paper.

Course Requirements

Requirement #1 – Contributions to Class Learning and Discussion

40%

Class participation is a very important part of the learning process (as well as an important part of your grade). It is critical not only for your personal learning, but also for the learning of your fellow classmates. Much of the value of the class comes from prepared, thoughtful, and informed dialogue between you and your classmates. You are expected to read all the materials and you should apply the material in those readings to your class discussion. You will be expected to participate in that class discussion in a thoughtful, productive and meaningful way. The following are some of the behaviors we look for as good contributions to class discussions: Raising relevant, insightful questions; Making comments that build on the ideas of others, moving the discussion and analysis forward; Helping other students contribute their ideas; Offering your own ideas to help analyze the case and to develop a sound course of action; Sharing your own personal experiences in a way that adds to our understanding of the topic being discussed; Talking with appropriate frequency (i.e., neither dominating the conversation nor being too quiet). **You will be required to write a one page statement of your thoughts and reactions to the day's readings.**

Facilitation: As this class is a very large seminar, we will break into smaller groups to discuss the week's readings. You will each be assigned the role of facilitator of your small group once during the semester. Prior to each class, I will meet with the facilitators to provide guidance on the readings, how they fit together and how you may direct the conversation. At the end of the break out group portion of the class, you will then be asked to present the key points brought up in your discussion.



Requirement #2 – Book Review (Individual)

30%

There are a wide range of books out today on sustainability, corporate social responsibility and the like. In fact, I imagine that many of you have such a list already developed and are wondering how you are going to tackle it while also keeping up with your course load. Well, this is your opportunity to both read one of those books and have your classmates teach you about the others. You are to select one of the perspectives on environmental/social sustainability as represented by the books listed at the end of this syllabus (or you may choose another). You will critically examine the book's ideas in terms of its logical coherence, practicality, depth of vision, strengths and weaknesses. You should not use an existing book review as a way to choose your selection, nor should you read an existing review as background for developing your own. Your review should be completely independent and original. You must submit your book choice before **class #2**, your written review by **session #4** (not to exceed five pages, double spaced.) **Bring 4 copies, one with your name on it, three without.** Reviews will be handed out randomly to the class. Each student will receive three book reviews to evaluate. Evaluation forms will be handed out in class and must be returned by **session #6**.

Requirement #3 – Career Mapping Exercise (Individual)

30%

You are at the beginning of your experience with the Erb Institute and we want to make sure that it is the best experience it can be. To begin, you must develop a vision of what you want to accomplish in your life and how the Erb Institute, Ross, SNRE and the whole of the University can help you accomplish it. Any good vision statement has three components.

- First, it has a clear statement of the present reality – what is the problem that you see as most pressing in today's society?
- Second, it has a clear statement of a desired future – what kind of world would you like to create?
- Third, it has a roadmap to get from the first to the second – how are you going to map your career to affect this change?

Try to use this structure for your paper. But narrow the topic to the issue (or issues) that are most important to you. Do not simply describe what is wrong with the environment/economy/business. Write about the issue on which you might like to direct your career. It could be integrating sustainability into K-12 education, changing the hotel industry to make it more sustainable, changing religious institutions to make them more proactive on solving issues of sustainability or whatever your personal plan is. The final paper should be no more than 7 pages, double spaced and is submitted in **session #6**. On the first page, list between **5 and 10 keywords** that represent your career plans. We will discuss the papers in the final class.

Required Course Materials

There is a course packet of cases and a required text for this course. This reading should be supplemented by steady reading of contemporary environmental issues as published in *The New York Times*, *Wall Street Journal*, *Business Week* etc.

- Required:**
- Millennium Ecosystem Assessment (2005) *Ecosystems and Human Well-Being: Synthesis Report*, (Washington DC: Island Press).
 - Reading Packet



BA525/NRE526: Class Schedule

Session #1	October 30
MEA:	<u>The Ecosystem and Human Well-Being</u> <ul style="list-style-type: none">• <i>Ecosystems and Human Well-Being</i>, pp. v-x.
READINGS:	<u>Change Agency and Tempered Radicalism</u> <ul style="list-style-type: none">• Shepard, Herbert (1991) "On the realization of human potential: A path with a heart," in David Kolb et al (eds). <i>The Organizational Behavior Reader</i>, (Englewood Cliffs, NJ: Prentice Hall).• Meyerson, D. and M. Scully (1995) "Tempered radicalism and the politics of ambivalence and change," <i>Organization Science</i>, 6(5): 585-601.• Ray, Paul & Sherry Ruth Anderson (2000) Introduction and Chapter One from <i>The Cultural Creatives</i> (New York: Harmony Books), pages 3-42.• Ghoshal, S. (2005) "Bad management theories are destroying good management practices," <i>Academy of Management Learning and Education</i>, 4(1), 75-91• Ellin, A. (2006) "MBA's with three bottom lines: People, planet and profit," <i>New York Times</i>, January 8.• Erb Institute (2005) <i>Research Agenda</i> (University of Michigan)
DUE:	<ul style="list-style-type: none">• Complete your footprint assessment and bring the results to class. Try to manipulate your results to see how you can best reduce the environmental impact of your lifestyle: http://www.earthday.net/footprint/index.asp• Book review choice will be due in session #2.
Session #2	November 6
MEA:	<u>Ecosystem Change in the Last 50 Years</u> <ul style="list-style-type: none">• <i>Ecosystems and Human Well-Being</i>, Finding #1 pp. 1-5 and Key Questions #1 and #2, pp. 25-48.
READINGS:	<u>Identity and Literacy</u> <ul style="list-style-type: none">• Orr, D. (1992) "Ecological literacy," in <i>Ecological Literacy: Education and the Transition to a Postmodern World</i> (Albany: State University of NY Press): 85-95.• Easterbrook, G. (1995) "Why the good news shouldn't scare you," in <i>A Moment on Earth: The Coming Age of Environmental Optimism</i> (NY: Viking): xiii-xxi.• Shellenberger, M. and T. Nordhaus (2005) <i>The Death of Environmentalism: Global warming politics in a post-environmental world</i>, http://www.thebreakthrough.org/images/Death_of_Environmentalism.pdf.• Millennium Ecosystem Assessment (2005) <i>Ecosystems and Human Well-Being: Opportunities and Challenges for Business and Industry</i>. Go to cTools.
GUEST:	<ul style="list-style-type: none">• Professor Tom Lyon, Dow Chemical Professor of Sustainable Science, Technology and Commerce; Erb Institute for Global Sustainable Enterprise; http://webuser.bus.umich.edu/tplyon/ (4:30-5:30)
DUE:	<ul style="list-style-type: none">• Book review choice



Session #3	November 13
<p>(We need to reschedule this session due to the Wege Lecture by Bill Ford that runs from 4-6:30. We can reschedule for immediately after the lecture or for November 20 at the same time)</p>	
MEA:	<p><u>Gains and Losses from Ecosystem Change</u></p> <ul style="list-style-type: none">• <i>Ecosystems and Human Well-Being</i>, Finding #2 pp. 5-14 and Key Questions #3 and #4, pp. 49-70.
READINGS:	<p><u>Technology</u></p> <ul style="list-style-type: none">• Carson, R. (1962) "Elixirs of death" in <i>Silent Spring</i> (Boston: Houghton Mifflin): 15-37.• Jonas, H. (1973) "Technology and responsibility: Reflections on the new tasks of ethics," <i>Social Research</i>, 40: 31-54.• Dubos, R. (1976) "Symbiosis between the earth and humankind," <i>Science</i>, 193 (August): 459-462.• Evernden, N. (1992) "The social use of nature," in <i>The Social Creation of Nature</i> (Baltimore: Johns Hopkins University Press): 3-17.• McKibben, B. (2006) "A deeper shade of green," <i>National Geographic</i>, August: 33-37.
GUEST:	<ul style="list-style-type: none">• Erb Alumni Panel (6:30-7:30). Dinner to follow.

Session #4	November 27
MEA:	<p><u>Ecosystem Prospects for the Next 50 Years</u></p> <ul style="list-style-type: none">• <i>Ecosystems and Human Well-Being</i>, Finding #3 pp. 14-18 and Key Questions #5, #6 and #7, pp. 71-91.
READINGS:	<p><u>Balance</u></p> <ul style="list-style-type: none">• Malthus, T. (1798/1982) "Malthus's law, from <i>An Essay on the Principles of Population</i>," in A. Clayre (ed.) <i>Nature and Industrialization</i>, (NY: Oxford University Press): 198-202.• Thoreau, H.D. (1854/1991) "What I lived for," in <i>Walden</i> (NY: Vintage Books): 72-81.• Hardin, G. (1968) "The tragedy of the commons," <i>Science</i>, 164 (December): 1243-1248.• Capra, F. (1982) "The turning of the tide," in <i>The Turning Point</i> (NY: Bantam Books): 21-49.• Livingston, J. (1994) "The problem animal" in <i>Rogue Primate: An Exploration of Human Domestication</i> (W. Boulder, CO: Roberts Rinehart): 1-12.
GUEST:	<ul style="list-style-type: none">• Professor Tom Gladwin, Max McGraw Professor of Sustainable Enterprise, Erb Institute for Global Sustainable Enterprise, http://www.bus.umich.edu/FacultyBios/FacultyBio.asp?id=000154957 (4:30-5:30)
DUE:	<ul style="list-style-type: none">• Book reviews due (bring 4 copies)



Session #5	December 4
MEA:	<u>Reversing Ecosystem Degradation</u> <ul style="list-style-type: none">• <i>Ecosystems and Human Well-Being</i>, Finding #4 pp. 18-24 and Key Questions #8 and #9, pp. 92-102.
READINGS:	<u>Institutions</u> <ul style="list-style-type: none">• Leopold, A. (1949) "The land ethic," in <i>A Sand County Almanac</i> (NY: Oxford University Press): 201-226.• White, L. (1967) "The historical roots of ecological crisis," <i>Science</i>, 155 (March): 1203-1207.• World Commission on Environment and Development (1987) "From one earth to one world," in <i>Our Common Future</i> (NY: Oxford University Press): 1-23.• Weis, M. (1992) "Living beings call us to reflective living: Mary Austin, Thomas Merton and contemporary nature writers," <i>The Merton Seasonal</i>, Autumn: 4-9.• Hawken, P. (1993) "Preface" and "A teasing irony" in <i>The Ecology of Commerce</i> (NY: HarperCollins): xi-xvi and 1-17.• Daly, H. (2005) "Economics in a full world," <i>Scientific American</i>, September: 100-107.
GUEST:	<ul style="list-style-type: none">• Steve Percy, Former Chairman and CEO of BP America, Inc., Erb Institute Advisory Board member http://www.erb.umich.edu/People-and-Partners/External-Advisory-Board/ProfessionalMembers.htm#percy; Board of Directors of Omnova Solutions Inc. http://www.omnovasolutions.com/; Non-executive Chairman of Wavefront Energy and Environmental Services Inc. http://www.onthewavefront.com/; Non-executive Chairman of Losonoco Ltd. http://www.losonoco.com/ (4:30-5:30)

Session #6	December 11
MEA:	<u>Opportunities and Challenges for Business and Industry</u> <ul style="list-style-type: none">• <i>Business Industry Sector Perspectives on the Findings of the Millennium Ecosystem Assessment</i>. Go to cTools or: http://www.millenniumassessment.org/en/index.aspx
READINGS:	<u>Answers</u> <ul style="list-style-type: none">• Foreman, D. (1991) "In time of crisis," in <i>Confessions of an Eco-Warrior</i> (NY: Crown Trade Paperbacks): 1-23.• Holliday, C., S. Schmidheiny and P. Watts (2002) "The business case for sustainability," in <i>Walking the Talk</i> (San Francisco: Berrett-Koehler): 12-31.• Friedman, T. (2007) "The power of green; What does America need to regain its global stature?" <i>New York Times Magazine</i>, April 15: 41-67, 71-72.• Munk, N. (2007) "Jeffrey Sach's \$200 billion dream," <i>Vanity Fair</i>, July.
DUE:	<ul style="list-style-type: none">• Individual assessments• Completed book review forms



Book Suggestions (or you may add to the list)

- Abbey, E. (1985) *Desert Solitaire* (Ballantine Books).
- Abbey, E. and D. Brinkley (2000) *The Monkey Wrench Gang* (Harper Perennial Modern Classics)
- Abrams, J. (2005) *The Company We Keep: Reinventing Small Business for People, Community, and Place* (Chelsea Green Publishing)
- Anderson, R. (1998) *Mid-Course Correction: Toward a Sustainable Enterprise, the Interface Model* (Chelsea Green Publishing).
- Ayres, R. & U. de Simonis (1994) *Industrial Metabolism: Restructuring for Sustainable Development* (Tokyo: United Nations University Press).
- Beck, U. (1992) *Risk Society: Toward a New Modernity* (London: Sage).
- Benyus, J. (1997), *Biomimicry*, (NY, Harper Collins).
- Boulding, K. (1964) *The Meaning of the Twentieth Century: The Great Transition*, (NY: Harper and Row)
- Brown, L. (2003) *Plan B - Rescuing a Planet under Stress and a Civilization in Trouble* (NY: Norton)
- Cairncross, F. (1991) *Costing the Earth: The Challenge of Governments, the Opportunities for Business* (Boston: Harvard Business School Press).
- Cairncross, F. (1995) *Green Inc: A Guide to Business and the Environment* (Washington DC: Island Press).
- Capra, F. & G. Pauli, eds. (1995) *Steering Business Toward Sustainability* (NY: United Nations Press).
- Carson, R. (1962) *Silent Spring*, (Boston, MA: Houghton-Mifflin Co.)
- Coglianese, C. & J. Nash (2001) *Regulating from the Inside: Can Environmental Management Systems Achieve Policy Goals?* (Washington DC: Resources for the Future).
- Cronon, W. (1983) *Changes in the Land: Indians, Colonists and the Ecology of New England* (NY: Hill and Wang).
- Daily, G. & K. Ellison (2003) *The New Economy of Nature: The Quest to Make Conservation Profitable* (Shearwater Books).
- Daly, H. & J. Cobb (1994) *For the Common Good: Redirecting the Economy toward Community, the Environment and a Sustainable Future* (Boston: Beacon Press).
- Daly, H. (1977), *Steady-State Economics* (Washington DC: Island Press)
- De Soto, H. (2000), *The Mystery of Capital*, (NY: Basic Books)
- DeSimone, L. & F. Popoff (1998) *Eco-Efficiency: The Business Link to Sustainable Development* (Cambridge, MA: MIT Press).
- Dessler, A. & E. Parson (2005) *The Science and Politics of Climate Change: A Guide to the Debate* (Cambridge: Cambridge University Press) *forthcoming*.
- Devall, B. and G. Sessions (2001) *Deep Ecology: Living as if Nature Mattered* (Gibbs Smith)
- Dillard, A. (1998) *Pilgrim at Tinker Creek* (Harper Perennial Modern Classics)
- Donald W. (1994) *Nature's Economy: A History of Ecological Ideas*. (Cambridge University Press).
- Dowie, M. (1995) *Losing Ground: American Environmentalism at the Close of the Twentieth Century* (Cambridge, MA: MIT Press).
- Dunphy, D., A. Griffiths, S. Benn & S. Ben (2003) *Organizational Change for Corporate Sustainability* (Routledge Press).
- Easterbrook, G. (1995) *A Moment on the Earth: The Coming Age of Environmental Optimism* (Harmondsworth, UK: Viking Press).
- Elkington, J. (1998) *Cannibals with Forks: The Triple Bottom Line for 21st Century Business* (Oxford: Capstone).
- Elkington, J. (2001) *The Chrysalis Economy: How Citizen CEOs and Corporations Can Fuse Values and Value Creation* (NY: John Wiley & Sons).
- Erlich, P. & A. Erlich (1996) *Betrayal of Science and Reason: How Anti-Environmental Rhetoric Threatens our Future* (Washington DC: Island Press).
- Esty, D. and A. Winston (2006) *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage* (New Haven: Yale University Press).



- Evernden, N. (1985) *The Natural Alien: Humankind and Environment*, (Toronto: Toronto Press Inc.)
- Fiksel, J. (1996). *Design for Environment*. (New York: McGraw-Hill).
- Foreman, D. (1991) *Confessions of an Eco-Warrior*, (NY: Crown Trade Paperback).
- Frankel, C. (1998) *In Earth's Company: Business, Environment and the Challenge of Sustainability* (Gabriola Island: New Society Publishers).
- Fussler, C. (1996). *Driving Eco-Innovation*. (London: Pitman Publishing).
- Gelbspan, R. (1997) *The Heat is On: The High Stakes battle over Earth's Threatened Climate* (NY: Addison-Wesley).
- Gore, A. (1992) *Earth in the Balance: Ecology and the Human Spirit* (Boston: Houghton Mifflin Co.)
- Graedel, T. & B. Allenby (1995) *Industrial Ecology* (Englewood Cliffs, NJ: Prentice Hall).
- Gottlieb, R. (1993) *Forcing the Spring: The Transformation of the American Environmental Movement* (Washington DC: Island Press).
- Harris, D. (1995) *The Last Stand: The War Between Wall Street and Main Street over California's Ancient Redwoods* (NY: Random House).
- Hart, S. (2005), *Capitalism at the Crossroads : The Unlimited Business Opportunities in Solving the World's Most Difficult Problems*, (Upper Saddle River: Wharton School Publishing)
- Hawken, P. (2007) *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming* (Viking).
- Hawken, P. (1993), *The Ecology of Commerce*, (NY: Harper Business)
- Hawken, P., A. Lovins, & H. Lovins (1999) *Natural Capitalism: Creating the Next Industrial Revolution*, (NY: Little, Brown and Co.)
- Hirschhorn, J. & K. Oldenburg (1991) *Prosperity without Pollution*, (NY: Van Nostrand Reinhold).
- Hoffman, A. (2001) *From Heresy to Dogma: An Institutional History of Corporate Environmentalism* (Stanford, CA: Stanford Business Books).
- Hoffman, A. (2000) *Competitive Environmental Strategy*, (Washington DC: Island Press).
- Hoffman, A., (with D. Glancy, M. Horn, S. Pryor, M. Shahinian, and G. Shopoff) (2006) *Getting Ahead of the Curve: Corporate Strategies that Address Climate Change* (Arlington, VA: Pew Center on Global Climate Change).
- Holliday, C., S. Schmidheiny and P. Watts (2002) *Walking the Talk: The Business Case for Sustainable Development* (San Francisco: Berrett-Koehler).
- Korten, D. (1995). *When Corporations Rule the World*. (San Francisco: Berrett-Koehler).
- Kotler, P. and N. Lee (2004) *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause* (John Wiley & Sons).
- Krech, S. (1999) *The Ecological Indian: Myth and History* (NY: W.W. Norton and Co.)
- Laszlo, C. (2003) *The Sustainable Company: How to Create Lasting Value Through Social and Environmental Performance* (Washington DC: Island Press).
- Leopold, A. (1949) *A Sand County Almanac, And Sketches Here and There*, (NY: Oxford University Press).
- Lerner, S. (1997) *Eco-Pioneers: Practical Visionaries Solving Today's Environmental Problems* (Cambridge MA: MIT Press).
- Livingston, J. (1994) *Rogue Primate: An Exploration of Human Domestication* (Boulder, CO: Roberts Rinehart Publishers).
- Lomborg, B. (2001) *The Skeptical Environmentalist: Measuring the Real State of the World* (Cambridge: Cambridge University Press).
- Lovins, A. (1979) *Soft Energy Paths: Towards a Durable Peace* (HarperCollins)
- Lovins, A., H. Lovins & E. von Weizsacker (1998) *Factor Four* (London: Earthscan).
- Lyon, T. & P. Maxwell (2004) *Corporate Environmentalism and Public Policy* (Cambridge: Cambridge University Press).
- McDonough, W. & Braungart, M. (2002), *Cradle to Cradle*, (NY: North Point Press)
- McKibben, B. (2006) *The End of Nature* (Random House)



- McKibben, B. (2004) *Enough: Staying Human in an Engineering Age* (Henry Holt and Co.)
- McLaughlin, A. (1993) *Regarding Nature: Industrialism and Deep Ecology* (State University of NY Press).
- McPhee, J. (1971) *Encounters with the Archdruid* (NY: The Noonday Press).
- Meadows, D., J. Randers and D. Meadows (2004), *Limits to Growth: The 30-Year Update*, (Post Mills, VT: Chelsea Green Publishing).
- Meadows, D., Meadows, D., and Randers, J. (1992). *Beyond the Limits*. (Post Mills: Chelsea Green Publishing).
- Merchant, C. (1980) *The Death of Nature: Women, Ecology and the Scientific Revolution* (San Francisco: Harper Collins).
- Muir, J. (2004) *My First Summer in the Sierra* (Dover Publications)
- Naess, A. and D. Rothenberg (1990) *Ecology, Community and Lifestyle: Outline of an Ecosophy* (Cambridge University Press).
- Nash, R. (2001) *Wilderness and the American Mind* (Yale University Press).
- Orr, D. (1994) *Earth in Mind: On Education, Environment, and the Human Prospect* (Washington DC: Island Press).
- Orr, D. (2005) *The Last Refuge : Patriotism, Politics, and the Environment in an Age of Terror*(Washington DC: Island Press).
- Post, J., L. Preston and S. Sauter-Sachs (2002) *Redefining the Corporation: Stakeholder Management and Organizational Wealth* (Stanford, CA: Stanford University Press).
- Prahalad, C.K. (2004), *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, (Upper Saddle River: Wharton School Publishing)
- Princen, T. (2005) *The Logic of Sufficiency* (Cambridge, MA.: MIT Press) *forthcoming*.
- Princen, T., M. Maniates & K. Conca, eds. (2002) *Confronting Consumption* (Cambridge, MA: MIT Press).
- Quinn, D. (1992) *Ishmael: An Adventure of Mind and Spirit* (NY: Bantam Turner Books).
- Rabe, B. (2002) *Greenhouse and Statehouse: The Evolving State Government Role in Climate Change* (Arlington, Va: Pew Center on Global Climate Change).
- Rabe, B. (2006) *Race to the Top: The Expanding Role of the U.S. State Renewable Portfolio Standard* (Arlington, Va: Pew Center on Global Climate Change).
- Reinhardt, F. (1999) *Down to Earth: Applying Business Principles to Environmental Management*, (Cambridge, MA: Harvard Business School Press).
- Reisner, M. (1993) *Cadillac Desert: The American West and its Disappearing Water* (Penguin)
- Rockefeller, S. & J. Elder, eds. (1992) *Spirit and Nature: Why the Environment is a Religious Issue* (Boston: Beacon Press).
- Roome, N. (1998). *Sustainability Strategies for Industry*. (Washington, D.C.: Island Press).
- Sachs, J. (2005). *The end of poverty: Economic Possibilities for Our Time*. (New York. Penguin Press).
- Scarce, R. (1990) *Eco-Warriors: Understanding the Radical Environmental Movement* (Chicago: Noble Press).
- Scheffer, V. (1991) *The Shaping of Environmentalism in America* (University of Washington Press).
- Schmidheiny, S. & F. Zorraquin (1996) *Financing Change: the Financial Community, Eco-Efficiency, and Sustainable Development* (Cambridge, MA: MIT Press).
- Schmidheiny, S. (1992) *Changing Course: A Global Business Perspective on Development and the Environment*, (Cambridge, MA: MIT Press).
- Senge, P. (1990). *The Fifth Discipline*. (New York: Doubleday/Currency).
- Sessions, G. (1995) *Deep Ecology For The 21st Century: Readings On The Philosophy And Practice Of The New Environmentalism* (Shambala Press).
- Shiva, V. (1991). *Ecology and the Politics of Survival*. (New Delhi: Sage).
- Smart, B. (1992) *Beyond Compliance: A New Industry View of the Environment*, (Washington DC: World Resources Institute).
- Snyder, G. (2004) *The Practice of the Wild* (Shoemaker and Hoard)
- Stead, E. & J. Stead (2004) *Sustainable Strategic Management* (London: M.E. Sharpe)



- Steingraber, S. (1998) *Living Downstream: A Scientist's Personal Investigation of Cancer and the Environment*. (NY: Vintage Books).
- Stone, C. (1996) *Should Trees Have Standing? And Other Essays on Law, Morals and the Environment* (Oxford University Press).
- Sylvan, R. & D. Bennett, (1995) *The Greening of Ethics: From Anthropocentrism to Deep-Green Theory* (University of Arizona Press).
- Thomashow, M. (1995) *Ecological Identity: Becoming a Reflective Environmentalist* (Cambridge, MA: MIT Press).
- Thoreau, H. (1995) *Walden* (Houghton-Mifflin).
- Turner, J. (1996) *The Abstract Wild*, (University of Arizona Press).
- Van Dieren, W. (1995). *Taking Nature Into Account*. (New York: Springer-Verlag).
- Vickery, J. (1994) *Wilderness Visionaries has pieces from Thoreau, Muir, Service, Marshall, Murie, Rutstrum, and Olson*. (Northword Press).
- Vogel, D. (2005) *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility* (Brookings Institution Press).
- Von Weizsacker, E. (1988). *Earth Politics*. (London: Zed Books).
- Wackernagel, M., and Rees, W. (1996). *Our Ecological Footprint*. (Gabriola Island, B.C.: New Society Publishers).
- Wendell, B. (1986) *The Unsettling of America: Culture and Agriculture*. (San Francisco: Sierra Club).
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