

**DEPARTMENT OF LEGAL STUDIES AND BUSINESS ETHICS
THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA**

LGST 299

**Climate and Environmental Leadership in Action:
Building a Sustainable Future**

Spring 2022

I. FACULTY DIRECTOR

Sarah E. Light

Associate Professor of Legal Studies & Business Ethics & Faculty Co-Leader of the Business, Climate & Environment Lab of the Wharton Risk Center
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II. VENTURE DIRECTOR

Erica Montemayor

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Student Drop-In/Office Hours: TBD

III. COURSE SUMMARY & OBJECTIVES

Climate change and environmental degradation pose some of the most complex challenges of our time. Building a sustainable future requires active and creative leadership by individuals, organizations, governments, and business firms. This half-credit (.5 cu) course integrates scholarship in leadership theory, environmental and climate management, public policy, and ethics to explore questions such as: What are the greatest challenges in environmental and climate leadership today? How can a firm, nonprofit organization, or individual lead in this space? How can we integrate environmental and climate considerations into our vision of what makes an individual or an organization a leader? What can we learn about leadership from being in “the environment” or “the field”?

Through the partnership of the McNulty Leadership Program, students will engage in a highly experiential way both in the classroom and in the field on a uniquely customized Leadership Venture over Spring Break. This expedition-style experience with students and course instructors combines

both “being in the environment” and engaging in discussions with organizations that are climate and environmental leaders. The transferable nature of the expedition is at the heart of the student’s learning, bringing hands-on lessons to real life.

This class is limited to 20 students. There will be **no cost** to students to participate in the Leadership Venture portion of the course. McNulty Leadership will cover all technical equipment including camping gear, backpacks, and sleeping bags. Students will be responsible for providing personal clothing items for the Leadership Venture including hiking boots, technical base layers and clothing items. Students will receive a gear list upon enrollment in the course. If there is any financial hardship for obtaining these items, please let us know as financial assistance is available.

The Leadership Venture will likely include both hiking and paddling. If students interested in this course have concerns or questions about the level of physicality of the Leadership Venture portion of the course, please contact the Venture Director, Erica Montemayor, directly.

Please note that in light of the ongoing pandemic, we cannot guarantee that the Leadership Venture will proceed precisely as set forth below. We will adhere to all University guidelines regarding in-person programming and travel.

IV. CLASS AND VENTURE SCHEDULE

This class will consist of five mandatory 90-minute class sessions and a Leadership Venture during Spring Break. These class sessions will feature a mix of lecture, discussions, and small-group activities, including discussions and exercises that will help to prepare students for the Leadership Venture. Additional discussions and guest speakers will be part of the Leadership Venture. Attendance and participation in all sessions is mandatory.

CLASSES				
CLASS	TOPIC	DATE	TIME	LOCATION
1	Course Introduction	Feb 1	3:30-5pm	On Campus
2	Environmental Stewardship & Leave No Trace, Circular Economy, Extended Producer Responsibility	Feb 8	3:30-5pm	On Campus
3	Individual and Organizational Leadership	Feb 15	3:30-5pm	On Campus
4	Organizational Leadership, Environmental Personhood	Feb 22	3:30-5pm	On Campus
5	Environmental Ethics, Greenwashing	Mar 1	3:30-5pm	On Campus

LEADERSHIP VENTURE			
DATE	TOPIC/EVENT	DETAILS	LOCATION
Saturday March 5	Team Formation & Dynamics	High Ropes Challenge Course; Discussion: Local Environmental Leadership, Access to Nature, Conservation in Philadelphia	DISCOVERY CENTER
Sunday March 6	Immersive Site Visit: "Discover Yourself in Nature"	Experiential discussion and exploration of one of Philadelphia's secret hidden environmental treasures; Discussion: Professor Mike Useem, Faculty Director of the Wharton Leadership Center and McNulty Leadership Program and Jeff Klein, Executive Director, McNulty Leadership Program at Wharton	DISCOVERY CENTER CAMPING
Monday March 7	Depart for wilderness Expedition		CAMPING
Tuesday March 8	Expedition		CAMPING
Wednesday March 9	Expedition		CAMPING
Thursday March 10	Expedition		CAMPING
Friday March 11	Expedition Reflections, Adjournment Ceremony, Depart for campus		HOME

V. COURSE REQUIREMENTS AND CONCENTRATION

This course counts toward the undergraduate concentration in Business, Energy, Environment, and Sustainability (BEES), and is limited to 20 students. There are no prerequisites for this course. Please note three additional important requirements:

1. This course has a "No Drop" policy, which means that you are not permitted to drop the course once you have registered for the class.
2. Upon acceptance into the course, students must complete and submit supplemental forms for the expedition component of the course including a health form, risk, and liability form and a gear list.
3. In light of the ongoing pandemic, mandatory testing will be required before the Leadership Venture.

VI. CLASS ASSIGNMENTS AND GRADING

Overview of Assignments and Grading:

Participation & Attendance:

- Pre-Travel Seminars (5 sessions) 25 points (5 points per class)
- Leadership Venture (Attendance & Participation) 25 points

Written Assignments:

- Two Reflection Papers 20 points (10 points per paper)
(Due on **February 8 and 15, 2022, by 12:00pm**)
- Final Paper 30 points
(Due on **April 8, 2022, by 11:59pm**)

Participation & Attendance

- To pass this course, you must participate in the entire expedition and attend all five class sessions. If you miss a single class session for an unexcused reason, you will be unable to pass the course. This is a team-based experience, and thus your participation greatly affects the other members of your group and the class as a whole.
 - **Excused absences** include: illness, family or personal medical emergencies, and religious holidays. Job interviews and extracurricular activities are *not* excused absences.
- You will not be graded on how well you or your group performs on the expedition or be compared to other groups. Your group is unique and therefore will address and negotiate challenges differently during the expedition. This is a natural and intentional part of the experience. *What you make of the experience and how you discuss and reflect on it during the Leadership Venture and in your assignments* is what will be assessed, not the experience itself.
- You are expected to treat your classmates and all Instructors with respect and adhere to all of the physical and emotional safety standards throughout the entire course. These will be outlined during the first meeting of Class. You will not be able to pass the class if you do not uphold these standards.
- **Laptops, phones, and other electronic devices are not permitted in these sessions or during the Leadership Venture. This allows us to focus on our discussions without distraction, which is a key aspect of creating an effective learning community. Handwritten notes are allowed, which can be photographed and stored digitally after sessions.**

VII. DETAILED COURSE SYLLABUS, ASSIGNMENTS, AND READINGS

CLASS 1: TUESDAY, FEBRUARY 1, 3:30-5:00PM

- Introduction to Environmental and Climate Leadership, Introduction to the Leadership Venture
 - Why should business firms care about climate change and the environment? What can leaders learn from expeditions in the environment?
 - Introduction to Leave No Trace (LNT) Principles and Expedition Standards
 - LNT Principle 1: *Plan Ahead and Prepare*
 - Ice-breaker team exercises

Readings for today:

- Michael Useem, [*The Leadership Lessons of Mount Everest*](#), Harvard Business Review (2001),
- Claudine Gartenberg & George Serafeim, [*181 Top CEOs Have Realized Companies Need a Purpose Beyond Profit*](#), Harvard Business Review (2019)
- Intergovernmental Panel on Climate Change, [*Climate Change 2021: The Physical Science Basis, Summary for Policymakers*](#) (please skim for background)

Assignment due February 8, 12:00pm (before Class 2):

Reflection Paper 1: Leadership Goals

- **Questions to address:** Describe a moment when you made a choice and got it wrong (a “leadership moment”). What was the impact? Who was affected? What did you learn from this experience that you’d like to build on or change going forward (in other words, use this Reflection Paper as an opportunity discuss your leadership goals).

CLASS 2: TUESDAY, FEBRUARY 8, 3:30-5:00PM

- Environmental Stewardship, the Circular Economy and Extended Producer Responsibility
 - LNT Principles 3 & 4: *Dispose of Waste Properly, Leave What You Find*
- Team exercises

Readings for today:

- James Salzman, [*Sustainable Consumption and the Law*](#), 27 Environmental Law 1243 (1997)
- Product Stewardship Institute: [*Product Stewardship and Extended Producer Responsibility Definitions and Principles*](#) (2012)
- [*Resource Recycling, Nation’s First Packaging EPR Bill is Signed into Law*](#) (2021)
- Optional: MacArthur Foundation, [*Upstream Innovation Guide*](#) (skim)

Assignment due February 15, 12:00pm (before Class 3):

Reflection Paper 2: Product Stewardship

- **Questions to address:** Should business firms be held responsible for the end-of-life management of their products? Choose a firm or product to address this topic.

CLASS 3: TUESDAY FEBRUARY 15, 3:30-5:00PM

- Individual and Organizational Leadership
 - What does it mean to be an environmental leader in an established enterprise? In a new enterprise? What are challenges facing environmental leaders today?
- Guest Speakers:
 - Davis Smith, Wharton MBA '2011, CEO & Founder, Cotopaxi
 - Nancy Mahon, The Estee Lauder Companies (invited)

Readings for today:

- Background readings to be posted to Canvas

CLASS 4: TUESDAY, FEBRUARY 22, 3:30-5:00PM

- Organizational Leadership, Environmental Personhood
 - Should nature have rights?
 - LNT Principle 6: *Respect Wildlife*
- Team exercises

Readings for today:

- Gwendolyn Gordon, [Environmental Personhood](#), 43 Colum. J. Env'tl. L. 49 (2018)
- Oyez.org, [Summary of Sierra Club v. Morton](#), 405 U.S. 727 (1972)

CLASS 5: MARCH 1, 3:30-5:00PM

- Environmental and Climate Ethics: Greenwashing
- Preparation for the Leadership Venture

Readings for today:

- John Kanengieter & Aparna Rajagopal-Durbin, [Wilderness Leadership - On the Job](#), Harvard Business Review (2012)
- Additional reading on Greenwashing to be posted to Canvas

Pre-Venture Office Hours:

Appointments can be made with the Venture Director from March 2-4 between the hours of 9am-6pm for any questions relating to the Venture.

Final Assignment due April 8, 2022, by 11:59pm: Final Paper

VIII. INSTRUCTOR BIOS

Faculty Director Sarah E. Light is an Associate Professor of Legal Studies and Business Ethics at the Wharton School of Business at the University of Pennsylvania. Light earned her A.B. in Social Studies from Harvard College, where she graduated *magna cum laude*, and Phi Beta Kappa. Professor Light subsequently earned an M. Phil in Politics from Oxford University where she was a Rhodes Scholar. She received her J.D. from Yale Law School. Prior to joining the Wharton faculty, she served for ten years as an Assistant United States Attorney for the Southern District of New

York, Civil Division, and for four of those years as the Chief of the Office's Environmental Protection Unit. Professor Light has repeatedly been awarded the Excellence in Teaching Award at Wharton. Professor Light is a graduate of the National Outdoor Leadership School (NOLS), having completed the Outdoor Educator program.

Venture Director Erica Montemayor is Associate Director of Wharton Leadership Ventures in the McNulty Leadership Program at Wharton. She brings over a decade of expertise in experiential education using the expedition model as a vehicle for learning. Erica has spent most of her career in the field leading wilderness expeditions across the globe as both an Outward Bound and NOLS instructor and in her current role at Wharton. She bridges her dynamic experience as an educator in the classroom setting and as a practitioner in the field to design and deliver innovative platforms for individuals and teams to explore leadership. Erica earned her B.A. in Psychology from West Chester University. She later received her master's degree in Organizational Dynamics with a concentration in organizational consulting and executive coaching from the University of Pennsylvania.

IX. PARTNERSHIPS



McNULTY LEADERSHIP PROGRAM

Since 1992, the newly-named Anne and John McNulty Leadership Program at the Wharton School has pushed the boundaries of traditional education in the field of leadership and teamwork. The McNulty Leadership Program strives to develop world citizens – global leaders with an understanding of how they and their organizations can make a positive difference for investors, customers, employees and communities regardless of national setting, but with a deep appreciation for the distinctive cultures at play.

We are also grateful to all of our Guest Speakers for participating with us in this course and sharing their experiences.