

DCP 4215: Leadership in Sustainability (Section LDRS)

Spring 2022 | 3 Credits

Instructor:	Dr. Azza Kamal , LEED AP ND Sustainability & the Built Environment (SBE) Program, and Department of Urban and Regional Planning College of Design, Construction and Planning (DCP) University of Florida.
Instructor's Office:	ARCH 132 UF Building #0268
Instructor's Contacts & Office Hours:	<i>Preferred:</i> Canvas email <i>Alternative:</i> O: (352) 294-1425 azzakamal@ufl.edu (<i>Alternative</i>) Mon (3-4 PM) and Wed (2-3 PM) or by appointment
Course Time & Location:	Tuesday Period 6 - 8 (12:50 PM – 3:50 PM) RNK 225 UF Building #0272
Co/Prerequisite:	junior standing or higher. DCP 3210, Sustainable Solutions for the Built Environment
General Education Credit:	None
Final Exam Schedule:	No final exam for this course. Final project is due on Wednesday, April 20.

IT IS IMPORTANT TO READ THIS ENTIRE SYLLABUS ON YOUR FIRST DAY OF CLASS

COURSE DESCRIPTION

This course covers major theories and models of leadership and the essentials of front-line leadership in sustainability including integrating sustainability into an organization, executing organizational strategies, and committing to it for a lifetime. The course features a combination of different interactive presentations each week covering a different leadership model and a lecture given by a leader in the field of sustainability from the public, private, and non-profit sectors.

This course exposes students to the ways in which leading sustainability practitioners' deal with real world constraints to improve environmental and economic performance in their organizations and share lessons learned. Each guest lecturer presents a new topic related to sustainability management and discusses his/her professional background and organization, sustainability program objectives, and concrete strategies for meeting these objectives. The course provides time for questions and discussion among the instructor, the lecturer, and the students, giving students valuable insights into how sustainability is managed in the real world.

The reading material for each module is from the required textbook for this course, and other readings provided by the guest lecturer. The lectures, along with readings and assignments, will further develop students' understanding and critical thinking about the management tools and strategies that they, themselves, can use. The course is an exploration of the most prominent issues in the field of sustainability management through the knowledge and experience of leading sustainability practitioners.

Also, finding a job and specifically a job in sustainability can be daunting. In this course you will be guided through all aspects of the job search, from planning your career, highlighting skills in your resume, as well as how to create an elevator pitch, and ways to gain experience in both school and professionally. Furthermore, you will learn how to successfully network with other professionals.

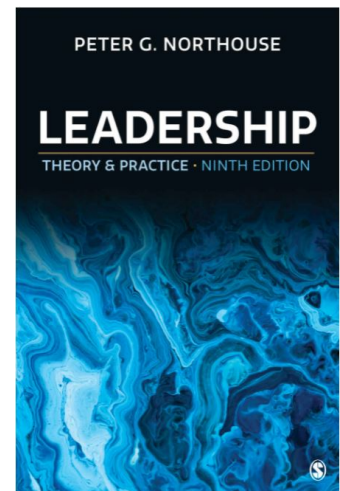
COURSE OVERVIEW AND OBJECTIVES

- 1) Understand major theories and models of leadership
- 2) Learn how managers develop sustainability strategies; gain support for their initiatives; and evaluate sustainability performance in their organizations;
- 3) Analyze work processes and operations in order to understand how to improve resource efficiency and limit environmental impact;
- 4) Identify models for financing and evaluating the economic performance of sustainability initiatives;
- 5) Discover the importance of varied stakeholders' interests, inside and outside of organizations in the formulation of sustainability initiatives;
- 6) Synthesize, apply and communicate sustainability knowledge to solve environmental problems;
- 7) Build your leadership skills and recognize roles you can play while in school and at work;
- 8) Create a career plan to manage professional and personal directions; and
- 9) Review your road map to graduation and prepare to seek, find, and get that job

REQUIRED TEXT/READING

Leadership: Theory and Practice 9th Edition, by Peter G. Northouse.

- Student resources for this book:
<https://edge.sagepub.com/northouse9e/student-resources>
- In addition to the required textbook, other readings including lecture slides, links and short selected publications and material from guest speakers.



Students are expected to stay current on news and trends in sustainability policy and business. As there will be discussion on required readings and current events at the beginning of each class, students will be advised to read various sources of sustainability news. Below are examples of these news sources.

Sustainability News / Trade websites

http://www.greenbiz.com/	http://www.environmentalleader.com/
http://grist.org/	http://www.sustainablebrands.com/
http://www.csrwire.com/	http://www.unep.org/newscentre/
http://www.nrdc.org/policy/	http://www.edf.org/blog
http://www2.epa.gov/newsroom	http://www.doi.gov/customcf/DOI/doi_rss.cfm
http://climatepolicyinitiative.org/	http://www.guardian.co.uk/environment
http://www.wasterecyclingnews.com/	

ADDITIONAL EXPENSES

Not applicable. However, students are expected to procure and use their own or web-based service or a mobile file storage and transfer device (e.g., USB thumb drive) to present and share information in class.

INSTRUCTIONAL METHODS AND EXPECTATIONS

Delivery Method: Lectures, discussions, assignments, quizzes, guest speakers, work in teams, and final project.

Course Website: <http://elearning.ufl.edu/>. This course is on Canvas including course material from guest speakers, lecture slides, announcements, book, and assignments.

The course may periodically include guest lecturers and short site visits (outside class time). Students are encouraged to take content and contextual notes about lectures by guest speakers, and videos, as these materials may also be referenced on course assignments and projects. The following is a summary of expectations:

- Student expectations of instructor: enthusiasm for the course; engaging lectures; application of knowledge through classroom activities and fieldwork; easy to access course materials; clear guidance and assessment rubric; openness and encouragement of critical thoughts and new ideas; constructive feedback, and reasonable flexibility to meet with students outside of class.
- Instructor expectations of students: compassionate curiosity; positive attention and intention; enthusiasm about learning new ideas and contribution to the learning environment, consistent attendance; punctual arrival; active participation in class discussions and activities; advance-reading and note preparation of assigned reading; on-time completion/submission of all assignments; proper citation management; professional attitude, adherence to proper netiquette and all University rules and regulations.

COURSE COMMUNICATIONS AND E-LEARNING/ CANVAS PORTAL

This class will be delivered through in-person instructions. The instructor will utilize the [UF Canvas e-Learning](#) portal as the primary medium to send announcements and to distribute course information, assignments, readings materials, resources, and grading. Students are responsible for checking Canvas portal regularly for announcements, course content, access to all supplemental readings, and to submit assignments and projects. Readings and changes to the syllabus will also be posted on Canvas.

Lecture slides will be posted on Canvas in advance of each scheduled lecture. Reviewing materials online is never a substitute for class attendance. Lecture posted on Canvas by instructor are not intended to be a complete study aid and should be viewed as supplementary to personal notes.

- **Canvas email is my preferred method of communication.** I will answer your email as quickly as possible but please allow up to 24 hours for a reply. Proper email etiquette is expected. It is your responsibility to ensure that you either login to Canvas to retrieve instructor’s emails or have them set to be forwarded to your university’s email account. To login to Canvas, provide your GatorLink username and password. If you are new to Canvas or have any problems with it, **please contact the Help Desk at 392-HELP.**
- It is your responsibility to submit assignments on time through Canvas. If you are having problems uploading your assignment to Canvas, you must immediately contact the Help Desk [392-HELP (4357) or helpdesk@ufl.edu] to report the problem and receive a ticket to document the problem. I can only extend the submittal deadline if you have contacted the Help Desk ahead of the assignment deadline and received a ticket. The Help Desk is available by phone and email 24 hours a day, 7 days a week.

WEEKLY PLAN *(Recommended)*

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<ul style="list-style-type: none"> ▪ Prepare reading summary and review course material on Canvas 	Lecture	Research and review resources	<ul style="list-style-type: none"> ▪ Reading from Textbook and other supplemental readings 	<ul style="list-style-type: none"> ▪ Work on assignment and project prep ▪ Submit quiz, based on module 	<ul style="list-style-type: none"> ▪ Online reflection (Sunday 11:59 PM) ▪ Work on Final Project 	

ASSIGNMENTS AND GRADING

The University standard is for students to expect to study approximately **3 hours for each course credit hour**. For example, DCP 4215 is a 3-credit course. Thus, you should expect to work up to 9 hours per week outside of class.

All grades will be posted in the Canvas gradebook. Any discrepancies with points displayed in the gradebook should be addressed directly with the instructor. Course grades will neither be curved, nor rounded up. *Any requests for extra credit (beyond that given in class) or special exceptions to these grading policies will be interpreted as an honor code violation (i.e., asking for preferential treatment) and will be handled accordingly.*

Assignments Points and Weights

Assignment	Points	Percent
Attendance, Punctuality & Participation	100	10%
Reading and in-class activities	150	15%
4 Reflections (4 X 25 each)	100	10%
Action Memos (Group): (2 X 75)	150	15%
Resume & Cover Letter (50 each)	100	10%
Final Portfolio (Prof Website) & Video	400	40%
Total	1000	100%

Grading Scale

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
Numeric Grade	93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	0-59
Quality Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0

Final student grades will follow University of Florida grades and grading policies.

- Undergraduate Students [grading policy](#)

CLASS POLICY AND EXPECTATIONS

Attendance Policy

You are expected to be an active participant in the class. Attendance is mandatory and participation is graded based on each class period (i.e., missing a multi-period day of class will count as multiple absences in accordance with the number of periods). Students may **miss up to 3 periods** without penalty. Students with **4 or 5 unexcused period absences** will have 10% (one letter grade) dropped from their total semester grade. **6 unexcused period absences** mean failing the course.

According to University policy, absences may be excused due to illness, religious holiday, emergency, death in the family, or participation in official University-sponsored athletic events or scholarly activities. Please inform the instructor of any anticipated absences as early as possible and be prepared to provide appropriate documentation. You are responsible for contacting a classmate to obtain notes on the materials covered.

Requirements for class attendance and **make-up exams, assignments, and other work** in this course are consistent with University policies as found at: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>

If you encounter an emergency or illness that requires an extended absence, you may wish to **contact the Dean of Students Office** (202 Peabody Hall, 392- 1261) for assistance.

Failure to attend class regularly, consistent tardiness, and/or early departure will result in a significant negative impact on your attendance and class participation grades. Missing a substantive portion of a class, whether you arrive late or leave early without prior approval, will also be considered an unexcused absence. This means the following:

- Come to class on time and complete weekly readings and assignments prior to class discussions.
- Submit your work on time.
- Participate in class and be an active listener (i.e., listen, respond, ask questions, and make comments).

Class Participation

Your engagement in, and contribution to and leading, class discussions is essential to the success of this course as both instructors and students benefit from learning from new perspectives. As such, you are expected to be well prepared for each class by keeping up with scheduled readings, completing assignments, and creatively contributing information and commentaries.

Critical thinking and problem solving require robust, informed conversation. If an interesting issue in sustainability and the built environment is receiving considerable attention in the audio or visual media, it may be discussed in class. Similarly, if there are issues, ideas, or readings that you want included in this course, please let the instructor know. This is your course, and together we will make every reasonable attempt to accommodate new ideas. Thus, you should plan to invest some of your time into finding material and leading discussion on those new ideas. You are expected to participate via active listening and thoughtful discourse. The following rubric will be employed to assign class participation points:

Qualities	Preferred (4 pts)	Acceptable (3 pts)	Passing (1 pts)	Unacceptable (0 pts)
Punctuality	Arrives on time	Arrives less than 5 minutes late	Arrives 5-10 minutes late	Absent, or arrives more than 10 minutes late (w/o explanation)
Commentary	Comments are relevant and reflect understanding and good preparation	Comments are mostly relevant, but understanding may be slightly lacking	Comments are minimal and demonstrate poor preparation	No comments are made or disruption to others.
Demeanor	Clear enthusiasm	Not overly enthusiastic, but positive	Partially engaged, but not enthusiastic or positive	Disengaged, texting, online, et.

Personal Conduct Policies

Treat this course as you would a new job. Above all else, the classroom is a place of respect for people and ideas. You are expected to treat your fellow classmates, the instructor, guests, and others with respect, honesty, professionalism, and politeness. Please be on time and prepared to share your informed questions, impressions, and interpretations of the current week's materials. Tardiness is unacceptable and rude to both the instructor and your fellow classmates. If you need to leave class early, please let the instructor know ahead of time and sit nearer to the door so as not to disrupt class. A break will be provided approximately every 50 minutes for any multi-hour blocks. Students engaging in disruptive behavior will be asked to leave the class and will be marked absent for the day.

Netiquette – Communication Courtesy

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions, and chats. Please refer to: <http://biostat.ufl.edu/resources/e-learning-resources/e-learning-basics/etiquette-online/>

Cell Phones

Cell phones and other electronic devices must be set to vibrate mode during class. Cell phones must be put away during class time. Students who receive or make calls or text messages during class will be asked to leave and marked absent for the day.

Tablets & Laptops

You may use tablets or laptops to take notes, access course materials, and/or complete in-class assignments. If you are observed using your electronic device for social media, email, messaging, and/or other non-class uses, you will be asked to leave and marked absent for the day.

Make-Up Policies

There is no make-up policy for exams, quizzes, and in-class activities missed due to unexcused absences. If you are sick or have an emergency that prevents you from taking an exam at the scheduled time, it is your responsibility to contact the instructor as soon as possible. Documentation of the illness, emergency, or religious holiday date will be required. If you need to schedule a make-up exam, please email the instructor with a detailed explanation, and attach documentation. Make-up exams will be given at the instructor's discretion. Scheduling make-up exams is the responsibility of the student and should be done before the scheduled exam time.

If you have a serious emergency or life event, **please contact the Dean of Students Office** (www.dso.ufl.edu), and they will contact all of your instructors so that you do not have to provide documentation of the emergency/death in order to make-up exams and coursework. You and your instructor may work together to create a schedule for make-up coursework upon your return. See other sections of **Class Policy and Expectations** for more information.

Assignments and Submission Policy

Assignments will be opened on Canvas in advance of their due dates and must be submitted by their posted deadlines. It is your responsibility to ensure that each assignment has been successfully uploaded to Canvas for instructor grading. If you anticipate being unable to submit an assignment on time for an excusable reason, you must submit the assignment early or notify the instructor as early as possible. Extensions are not granted lightly and must be arranged in advance. **Otherwise, late work will be marked down by 10% for each day it is late. No work will be accepted after one week** without accepted excuse. The following is a summary of the expected coursework. Detailed guidance and assessment rubric for each will be available on Canvas throughout the semester.

Reading and in-class activities (Individual): 15% of Semester Grade

There are weekly in-class discussion and group activities, individual reflections on the reading and other material discussed in class. Students are expected to come to class prepared, completed assigned reading and research, and have their summary notes to share with the rest of class. They are also expected to be fully engaged, and respectful for their peers' discussion points. Evaluation will be based on engagement, positive demeanor, respectful and constructive feedback, working collaboratively with a group, quality, insight, accuracy, and quality of work produced in class.

Reflections in Discussion Forums (Individual): 10% of Semester Grade

There are four (4) discussion forums on Canvas for reflections and discussion contributions that expected to be succinct and relevant to the topic with examples, whenever possible. You can earn up to 25 points for each reflection (a total of 100 points, or 10% of total semester grade) for all contributions. Forums are intended to initiate student engagement with other classmates to emulate in-person class-discussion. Engagement includes, liking and commenting on other student contributions and provide professional and respectful viewpoints. Students will be evaluated on the quality, insight, accuracy, and supportive evidence to their contributions as relevant to each module.

Action Memos (Group): 15% of Semester Grade

There are written assignments focusing on preparing students to communicate in the workplace by writing action memos. Two (2-page) action memos will account for 150 points of the course grade (15% of total semester grade), 75 points for each. Students will work in teams of 2-3 each. In each memo, you will report to the manager of your own fictitious organization, or any other organization you select for case study, one key action discussed by a speaker that should be adopted by the organization.

Resume & Cover Letter (Individual): 10% of Semester Grade

Each student to develop a personal resume and cover letter and complete it before spring career showcase.

Final Portfolio & Presentation/Video (Individual): 40% of Semester Grade

The final submission is a professional web-based portfolio developed by each student to communicate with potential employers their skill sets, credentials, and experience. Each student will use a free web-based host introduced by the course instructor and will be expected to upload selected and well-represented work from all their previous course works, internships, independent research and other relevant work. Students will also produce a video to pitch their skills to an identified employer they will choose. The portfolio and the video account for up to 400 points (a total of 40% of the semester grade). The portfolio progress will be reviewed in the midterm and a draft will be reviewed before the final presentation.

UNIVERSITY POLICIES

Student Responsibilities

As a student at the University of Florida, you have committed yourself to uphold the [Honor Code](#), which includes the following responsibilities as delineated at <https://catalog.ufl.edu/UGRD/student-responsibilities/>.

- Academic Honesty
 - Preamble
 - The Honor Pledge
 - Student Responsibility
 - Faculty Responsibility
 - Administration Responsibility
- Student Conduct Code
- Alcohol and Drugs
 - What the University Community Can Do to Prevent Alcohol Abuse and Drug Abuse
- Relations Between People and Groups
- Service to Others
- Standard of Ethical Conduct

Software Use

All faculty, staff and students at the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. As such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Course Evaluation

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Students with Disabilities

Students requesting accommodation for disabilities must first register with the Disability Resource Center (DRC). The DRC coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services, and mediating faculty-student disability related issues.

Upon registering, the DRC will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation **prior to submitting assignments or taking quizzes or exams**. Accommodations are not retroactive; therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations. The DRC may be contacted by visiting 001 Reid Hall, calling 352-392-8565, or viewing www.dso.ufl.edu/drc/.

Religious Observances

Please inform the instructor of any religious holidays or other days of special religious significance that may interfere with your participation in this class so that appropriate accommodations can be made.

Sexual Harassment

Sexual harassment is reprehensible and will not be tolerated by the University. It subverts our academic mission and threatens the careers, educational experience, and well-being of students, faculty, and staff. The University will not tolerate behavior between, nor among, members of this community that creates an unacceptable working environment.

Special Consideration

The principle of equal treatment of all students is a fundamental guide in responding to requests for special consideration. No student shall be given an opportunity to improve a grade that is not made available to all members of the class. This policy is not intended to exclude reasonable accommodation of verified student disability or the completion of work missed due to religious observance, verified illness, or absence due to circumstances beyond your control. Reconsideration of subjective judgments of an individual student's work will be done only if all students in the class can be and are given the same consideration.

Campus Accessibility Considerations

When driving onto campus, be aware of parking decal restrictions and visit <http://www.parking.ufl.edu/>. When riding transit or using other available commuting methods, visit <http://parking.ufl.edu/transit-commuting/>.

HELPFUL CAMPUS RESOURCES

Academic and Professional

- *E-Learning Technical Support*, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.
<https://elearning.ufl.edu/student-help-faqs/>
- *Library Support*. Provides various ways to receive assistance with respect to using the libraries or finding resources.
<http://cms.uflib.ufl.edu/ask>
- *Teaching Center*, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- *Writing Studio*, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.
<http://writing.ufl.edu/writing-studio/>
- *UF Information Technology | Computing Help Desk*, 352-392-HELP (4357) or e-mail to helpdesk@ufl.edu
<http://helpdesk.ufl.edu/>
- *Career Connections Center*, Reitz Union, 352-392-1601. Career assistance and counseling. <https://career.ufl.edu/>

Health and Safety

- *Dean of Students Office*, 202 Peabody Hall, 352-392-1261. Among other services, the DSO assists students who are experiencing situations that compromises their ability to attend classes. This includes family emergencies and medical issues (including mental health crises). <https://www.dso.ufl.edu/care>
- *Sexual Assault Recovery Services (SARS)*, Student Health Care Center, 352-392-1161. Sexual assault counseling.
- *Student Health Care Center*. Call 352-392-1161 for 24/7 health care information. <https://shcc.ufl.edu/>
- *UF Health Shands Emergency Room / Trauma Center*, 1515 SW Archer Road, Gainesville, FL 32608, 352-733-0111. For immediate medical care call or go to the emergency room. <https://ufhealth.org/emergency-room-trauma-center>
- *U Matter, We Care, U Matter*, multiple locations, 352-392-1575. If you or someone you know is in distress, please contact umatter@ufl.edu or visit the website to refer or report a concern and a team member will reach out to the student in distress. <https://umatter.ufl.edu/>
- *University Counseling Center & Wellness Center*, 3190 Radio Rd., 392-1575. Personal and career counseling, as well as therapy for anxiety, stress, and mental health issues. <http://www.counseling.ufl.edu/cwc/>
- *University Police Department*, 392-1111 (or 9-1-1 for emergencies). <http://www.police.ufl.edu/>

DCP 4215: COURSE MODULES AND TOPICS*

Detailed weekly plan, readings, quizzes, and course content will be available on Canvas throughout the semester and will be announced in class.

Week	Date	Module	Details	Submission
1	T: 1/11	Module (1) Introduction and Marketing your Skills	Welcome to the course, Syllabus, and Class Policy Introduction to Leadership In-class group activity: Trait Approach (Northouse: Chapter 2; Trait Approach)	In-class Reading Summary
2	T: 1/18		Resume and Cover Letter Networking & Interviewing Strategies Reading: Different supplemental readings and links	On Canvas Reflection 1 (Friday, 11:59 PM)
3	T: 1/25	Module (2) Leadership Types	Skills & Behavioral Management Reading: Northouse (Chapter 3: Skills Approach and 4: Behavioral Approach)	On Canvas Reflection 2 (Friday, 11:59 PM)
4	T: 2/01		Leadership Situational Approach Reading: Northouse (Chapter 5: Situational Approach) Introduction to Online Portfolio and the Webhost	Due on Canvas (Group): Action Memo 1 (Sunday, 11:59 PM)
5	T: 2/08	Module (3) Leadership and Management	Team Building Strategies Reading: Northouse (Chapter 6: Path-Goal Theory)	On Canvas Resume (Friday, 11:59 PM) Reflection 3 (Friday, 11:59 PM))
6	T: 2/15		Rising Sustainability Manager in an Organization Reading: Northouse (Chapter 7: Leader–Member Exchange Theory)	Due on Canvas (Group): Action Memo 2 (Sunday, 11:59 PM)
7	T: 2/22	Module (4) Adopting Sustainability	Sustainability in U.S. Cities: Sustainability and Resilience Strategic and Implementation Plans Reading: Northouse (Chapter 8: Transformational Leadership) Attend SBE Convocation/GBLC event on Wednesday, 3/23 (4:30-6:30 pm) at the O'Connell Center	On Canvas Cover Letter (Friday, 11:59 PM) Reflection 4 (Friday, 11:59 PM)
8	T: 3/01		Sustainability Integration into Organization's DNA Reading: Northouse (Chapter 9: Authentic Leadership)	On Canvas One-page summary on SBE Convocation/GBLC Event (Friday, 11:59 PM)
9	T: 3/08	SPRING BREAK (NO CLASSES)		
10	T: 3/15	Module (5) Government and Public Roles	Everyday Servant Reading: Northouse (Chapter 10: Servant Leadership)	Due on Canvas Portfolio: Phase I (Sunday, 11:59 PM)

11	T: 3:/22	Module (6) The Shift and Adaptation	The Making of Greener Products Reading: Northouse (Chapter 11: Adaptive Leadership)	
12	T: 3/29		Operation & Management in The Built Environment Reading: Northouse (Chapter 12: Inclusive Leadership)	Due on Canvas Portfolio: Phase II (Peer- Review Submission) (Sunday, 11:59 PM)
13	T: 4/05	Module (7) Leading in your Job	Consulting/Business Start-Ups, and Pathway to A Position in Sustainability Reading: Northouse (Chapter 15: Leadership Ethics; and Chapter 16: Team Leadership), and (Chapter 14: Gender and Leadership).	Due on Canvas Portfolio: Phase II (Peer- Review Forms Due) (Sunday, 11:59 PM)
14	T: 4/12	Module (8) Final Portfolio and Presentation	Work on Portfolio and Video (Instructor's Review)	Individuals meetings with instructor (discuss final portfolio and video/presentation progress)
15	M: 4/19		Final Presentation and Website Sharing	Due on Canvas Portfolio: Final: Final Portfolio Link and Video/Presentation: (Wednesday, April 20 before midnight).

**Disclaimer: This schedule represents the basic and prospective plans and objectives for this course. As we go through the semester, those plans may need to change. Such changes, communicated clearly, are not unusual and should be expected.*

Reading Days: Thursday and Friday, **April 21 and 22.**