

# The Trunk & Branches



## Strategic Leadership towards Sustainability

International Master's Programme  
at the Blekinge Institute of Technology (BTH),  
Karlskrona, Sweden

Fall 2008

News for the StratLeade Network

Newsletter 6

### MSLS Thesis Projects from 2008 Awarded 75,000 SEK!



*From Left to Right: Brendan Moore, Anna Jonasson, Heleen Podsedkowska, and Patricia Guimaraes. Missing group members are Ben Kneppers and Alexandra Lichtenberg, who were unable to attend.*

For the second year in a row, MSLS thesis projects have been awarded cash prizes from Sparbanksstiftelsen Kronen. This year's winners were announced at the official award's ceremony in Halmstad, Sweden on the 6th of November.

Winning 50,000kr was the thesis team of Anna Jonasson, Brendan Moore and Ben Kneppers for their work entitled 'Principles-Based Comparison Framework for Renewable Electricity Options'. This thesis project built a tool to examine the pros and cons of different renewable electricity options, so decision-makers can make more informed selections amongst competing options.

Winning 25,000kr was the thesis team of Alexandra Lichtenberg, Patricia Guimarães, and Heleen Podsedkowska with their project called 'Personal Rapid Transit systems for reduction in car dependence Karlskrona case study'. This thesis examined what a sustainable transportation might look like, then assessed the applicability of a Personal Rapid Transit system in Karlskrona.

Both projects were deemed to be of exceptional quality, as well as highly appropriate and useful for the region of Southern Sweden. In total, BTH was awarded seven prizes, totalling 250,000kr.

Winning an additional 50,000kr was Tomas Ahlberg, who joined the MSLS programme's first two semesters in 2006 (no doubt we had some influence on him \*wink\*). Tomas won his prize for creating a domestic hot water system that prevents the spread of Legionnaire's disease.

*Congratulations to all winners!*

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### Fashion Show Draws Large Crowd and Raises Money!

By Valerie Yep



You know what they say, "One man's trash is another man's treasure." Upon arriving here in September, the MSLS of 2009 class was left with the daunting task of removing 60 people's accumulation of "stuff" from our common room. Popular items like beds, couches, tables, dishes, and electronics sold quickly. But what were we going to do with the mountains of the clothes? Who would ever buy the ice skates, the purple jumpsuit, and the blue and purple prom dress from the 1980's?

Following last year's example, we decided to host a Fashion

*(Continued on page 3)*

## Message from the Programme Team

Hello! In the period since our last communications, so much has happened. We took some much needed rest over the summer, and then came back full speed, preparing to welcome the 5th year of MSLS students.

The new class is, once again, fantastic and inspiring. We have welcomed 52 students from all corners of the world (although Africa is once again quite under-represented). Their biographies are posted on our website if you would like to learn more about their backgrounds and areas of interest. We have also been fortunate enough to have six Swedish mechanical engineering students from BTH join our first course, aiding the foreigners with their integration into the Swedish culture (think crayfish and schnapps).

Since classes began, there has been quite a whirlwind of activity. The class cleaned out the mass of hand-me-down furniture and goods – selling the last of it off at the second annual ‘Fashion Show’ in the Rotundan. From an educational standpoint we’ve had some great lectures and workshops, including a field trip to Denmark. More about the Fashion show, guest lectures, and field trip are included inside this edition of the Trunk & Branches.

At BTH, the Vice Chancellor and Board decided that BTH will be Climate Neutral (KlimatNeutral) as of the first of September this year. It is a bold move on behalf of the school to demonstrate its commitment to sustainable development, and we look forward to further developments in this area.

Several exciting new partnership agreements involving the MSLS programme are also underway. One of these is a recently signed agreement between BTH and the Federal University of Amazonas in Brazil (you can read more about this inside).

On a separate note, you may have heard that there appears to be an end in sight for the tuition sponsorship that many of us have enjoyed over the past several years. Word coming from the Swedish government indicates that some sort of fee will be applied to non-EU students beginning in 2010. This means that we are looking more closely into additional fundraising to ensure that we can welcome the same diversity of students from around the world. If you have any suggestions for donations, sponsorship of students, or other general marketing, please contact Tamara at [tamara.connell@bth.se](mailto:tamara.connell@bth.se). It would be fantastic to be able to put together some financial aid opportunities for students from affected areas to ensure that we can still welcome them to Karlskrona.

And on that note, if you have any friends/colleagues that you think would make good additions to the MSLS alumni, please pass along our programme information. Applications for international students opens December 1st, 2008. All brochureware is also available for you to download off the website.

Last, but definitely not least, we welcomed Karen Miller to the team this past summer. Karen graduated from the MSLS programme in June, and has a background in water research and community education initiatives. It is great to have her on the team — with all the whirlwind of activity it is good to bring in new energy and ideas! Unfortunately, later this year we will say a semi-farewell to Fiona Wright, who has worked with us for the past year and a half. Fiona will be returning to Canada, but will be helping us to deliver some of the online sustainability courses recently launched. We wish her the absolute best and are thankful that we’ll be seeing her online.

We hope you enjoy this edition of the Trunk & Branches. Please forward it onto anyone who you think might enjoy it.

Sustainably yours,

*The MSLS programme team*



## Fashion Show (continued)

Show. Weeks of planning went into the event and finally, Fashion RWD<< was born. Thursday, September 24 would be a night to remember. Tables were manned and leftover items from the previous day's garage sale lined the perimeter of the Rotundan, set to move at ridiculously low prices. Organic drinks and snacks, provided by Skarva Eco-farm, dotted the tables. The mood was right, drinks were flowing, people were mingling and there was a buzz of anticipation in the air.

The night opened with sizzling Samba lessons provided by two members of our class, Marcos Hubert Kimmich Conradt and Valeria De Fusco Pereira, both from Brazil. Unfortunately, my dancing partner was wearing roller skates, so I'm afraid I'll never learn how to Samba correctly. After a good time laughing and dancing, it was time for the main event. Our gracious emcees Sue McCormack and Josefin Nyström announced one by one, the entourage of models wearing fabulous outfits as they made their way down the catwalk. The models did a fantastic job of bringing recycled fashion to life. Fashion RWD<< ended with a live auction of a bike basket and a DVD player. Audience members were encouraged to approach models and buy the clothes right off of their backs. The night capped off with booty-shaking music from The Insiders of the UK.

Over all, the night was a stunning success. The event, combined with the previous day's garage sale, raised funds to further support MSLS student projects and will provide some financial aid to our current classmates. It was great to see other BTH students participate and even more exciting to see an article on the front page of the local newspaper the next day. A huge thank you to our Fashion RWD<< team, Alice-Marie Archer, Valeria De Fusco Pereira, Carina Knecht, Kate Murray, Natalie Safra, and Valerie Yep for coordinating a spectacular event. Also, a big thank you to Lina with the BTH International Office and Daniel Gunnerson, who helped coordinate the Rotundan and the snacks from Skarva Eco-farm.



## Alumni Spotlight



### **Sarah Brooks '07**

I left Karlskrona in June of 2007 and in July I started work with The Natural Step Canada. It's hard to believe it's already been a year and a half since I left Karlskrona, but everything has been hard and fast and uplifting all at once. Time flies!

The highlights: meeting my partner Alexandre Magnin in the MSLS program of 2008. Spending time in France with his family and friends, coming to know Paris and the rest of the country a little more. Returning to the Pacific Coast of Canada and being offered the opportunity to work with TNS Canada. Alex and I moving to Ottawa to work at TNS Canada's office. Deepening my connections with others in the TNS network. Working as part of the international TNS Rohm and Haas team (a large, multi-phase project with a global chemical company. One of the phases includes the development and delivery of a capacity building program for internal sustainability champions, which I am co-leading with Lena Johansson of TNS International) and working on other projects that stretch my learning from

BTH and the work I did previous to the MSLS program. These include co-developing and delivering a comprehensive sustainability change program for a small (200 person) construction company in western Canada; working with the City of Ottawa and other partners in developing Ottawa's Integrated Community Sustainability Plan; and designing and delivering capacity – building programs for a non-profit organization that provides low-income housing for residents across the City of Ottawa, helping residents and staff develop a common language around sustainability and a step-wise strategic plan to move towards full sustainability over time (sound familiar?!). I also had the chance to re-visit Karlskrona and spend a couple of days with the class of 2008, one of whom, Alaya Boisvert, is now with us at TNS Canada as well. Fantastic!

What have I learned? So much it's hard to say. I've had a ton of experience since beginning with TNS Canada. Translating that and all the MSLS work into practice with partners and clients is great fun and an ongoing journey and challenge. I don't pretend to have it all sorted, but I can say that I am hugely grateful for the opportunity to grow as a sustainability professional and as a person. The MSLS program and all the alumni, both of my year and others, are a support and inspiration for me as I continue with my own journey towards sustainability – personal, professional and societal. Thank you to everyone!



### **Tracy Lydiatt '08**

I graduated from the Masters in Strategic Leadership Towards Sustainability program in June 2008. Leaving my career as a Geologist behind in Canada, I chose to take a leap of faith and move to Sweden and in hindsight I'm so glad I did! I left my career behind in Geology because I felt I could better contribute to the mining industry by following my passion for sustainability than in my technical role on exploration projects.

I was reflecting the other day over some photos from my year in Sweden and am so thankful for the experience and friendships I cultivated while there. Aside from living in a foreign country and experiencing all that has to offer, having an education provided by a country leading by strong example in sustainability made the experience unbelievably worthwhile.

Through interviews for our thesis, I was hired by one of the companies we connected with; Hatch Engineering and I am currently living in Perth, Western Australia for the next two years. I'm preparing for a series of presentations in early November to the Business Unit Leaders in my office, educating them on the business case for sustainability and the basic sustainability principles to achieve success.

I have to admit, I'm a bit nervous and at times I doubt my ability; wondering what the experience of translating the theory of the Framework for Strategic Sustainable Development into a tangible and useful model for these engineers and business leaders will be like? Can I intelligently answer the questions that are bound to arise upon exposing this group of people to such a new way of thinking? One of the best pieces of advice constantly in my head is, "meet them where they are at". So, my anxiety subsides by working to contextualize the theory from MSLS and meeting the minds in Hatch where they are.

Providing me with further confidence to do this work is the incredible, global network which exists because of the MSLS program. The volume of information required to work in this field and the pace at which it's continually evolving is mind-boggling! No one person can keep on top of it all and I'm constantly relying on the MSLS network to support me; and in return, I provide what knowledge I can. Working in the field of sustainability is hard work but soul satisfying to at least have the chance to try.

## Alumni Spotlight ...continued



### Celia Peterson '06

After finishing at BTH, I decided to throw caution to the wind and move to Finland with the goal to work at Nokia in Corporate Social Responsibility/Environmental Affairs. My inspiration for this was 1) it seemed like a good idea at the time (the story of my life), and 2) I wanted to infiltrate the system of a multi-national corporation in order to be there long term to make change happen from within. Having absolutely no familiarity with the business world, I gave myself two years to find my way. I landed a professional traineeship in Nokia-Environmental Affairs within six months through "creative networking."

After a few shorter-term posts at Nokia, I have just been accepted into their career development program along with 40 other new employees seen to have great potential. This is the first year that CSR/Environment has been included in this program and I feel honored to be selected. I will spend the next 18 months gaining exposure to all aspects of the company, all over the world, while acting as a change agent to see this company become a leader in environmental performance and also bringing new technologies to people otherwise left out of the digital divide. I think it is a worthy cause and after two years of association with Nokia I remain inspired by their efforts and am happy to part of such a company.

Of course this journey has certainly had its ups and downs. I got in a bit of trouble for being an illegal alien in Finland (more a misunderstanding than anything and all charges have been dropped :), had a few jobs here and there which weren't so great. I also spent six months in my native Utah. While on some levels it was frustrating to be in such a conservative place after spending time in oh-so-progressive Sweden and Finland, I also reconnected with old friends and family, and found new heroes working towards sustainability. I got a chance to help create new networks of people with visions of a sustainable future dancing in their heads.

In every new project that I work on, I always go back to the fundamentals of the TNS approach and other concepts that I learned while at BTH. And each time I present information from the perspective of backcasting, it is so much fun to see the light bulb light up as it really dawns on people how important global sustainability really is, and how much more manageable a strategic, structured approach makes the whole endeavor seem.



### Lisa Chacón '06

Lisa Chacón is on the road again, co-creating the Obama-Rama Swing State '08 Tour – an independent, grassroots campaign to bring the creative efforts of artists and musicians who support Barack Obama to the streets. The method of this campaign is to create guerrilla-style spontaneous street parties in key cities in the western swing states – Nevada, Colorado and New Mexico from October 16 through November 4, making stops in Reno, Carson City, Salt Lake City, Denver, Colorado Springs, Santa Fe, Albuquerque, Scottsdale and Las Vegas. (For a complete tour schedule and diary, visit [www.obamaramatour.com](http://www.obamaramatour.com)).

The Obama-Rama tour is a fully self contained mobile video, music and art show made possible by a unique marketing tool known as the "Stealth Van," a VW van outfitted with a 10,000 lumen video projector that shoots 70-100 ft. high video images onto tall city buildings, a sound system and everything they need to create a spectacle wherever they land. The Swing State '08 tour is being organized by Santa Cruz-based producer Jared Lovejoy and Lisa Chacón, a grassroots activist based in Berkeley.

"We were inspired by what is being hailed as the biggest grassroots outpouring of support for a political candidate in our lifetime," said Lovejoy. As producers and artists ourselves, we decided to literally build the tour from the road as we go and get this amazing inspiring work out there in the streets literally." "It's one thing to watch these videos at home on your computer, but it forges an instant bond among the random people who see our shows. We see an incredible amount of energy on the streets, people are so inspired by Obama and his message of hope and change," added Chacón.

The duo saw the opportunity to help raise awareness and emphasize a positive message during the last crucial weeks of the presidential race. Their goal is to educate, generate dialogue, and rally voters and volunteers. "When people find out that this our idea and it's just us, that we are paying for this out of our pockets as volunteers, they become even more inspired to get involved," said Lovejoy. People are surprised and love that we just took off and built a 3-week tour just to support the campaign in our own way."

Supporters of the tour can check out their blog and sign up on Twitter to receive coordinates for their shows when they get to town. "This allows us to stay guerrilla style and keep it spontaneous" says Chacón. Blogs like Huffington Post that recently covered their work in Reno are helping to create advance buzz for up and coming dates. They are now being offered everything from places to stay to shows at clubs who want them to show their playlist for their patrons.

## First Wedding of Matches-made-in-MSLS

Marking the first, but probably not the last MSLS wedding, Michelle McKay ('06) and Georges Dyer ('06) were married on September 6th, 2008 in Manchester, MA, north of Boston. There was a great turnout of Stratleaders, including those pictured here, from left to right: Chris Walker ('06), Mauricio Mira('06), Lisa Chacon ('06), Kate Maddigan ('06), Ingrid Jacobson ('06), Michelle McKay, Georges Dyer, Anne (Morgan) DeMelle ('07), Brendan DeMelle (s'07), Miriam Karell ('06), Magda Szpala ('06), Pete Sims ('06), Serena Burdick (s'07), and Steve Muzzy ('07).



It was a terrific party despite (or perhaps because of) the fact that Tropical Storm Hannah made land fall just before the ceremony. Michelle and Georges pass on that they are "so thankful to the MSLS programme for bringing them together, and feel so blessed to be a part of this community. Having so many classmates and friends from Sweden make it to the celebration was a real thrill."

*Congratulations to the both of you!*

## Alumni Gathering in Australia—Are you meeting us there?

‘Hållbarhet’ is a convergence of emerging sustainability leaders from around the world, with a common background in strategic sustainable development, transformational leadership, systemic innovation and accelerated learning.

These world-changing leaders are descending on Australia from all four corners of the globe. They are coming to pool and expand their knowledge and experience of implementing strategic approaches to sustainability in corporations, small business, communities, government and civil society organisations. All individuals coming are working in their own way to the conscious co-creation of a sustainable future.

This event brings together the experience of four years’ of alumni from the Master’s in Strategic Leadership towards Sustainability programme in Sweden to regroup and share their experiences along with professionals on the forefront of sustainability. The venue for this exciting learning and sharing experience is a trek through the beautiful and diverse south-east region of Australia.

Are you signed up? Visit [www.hallbarhet.org](http://www.hallbarhet.org) to find out more, including how you can help support regional gatherings in your area.



## Leadership in Action

-By Sue McCormack

While MSLS students may speak a lot about ‘Reduce, Reuse, and Recycle’, it was Göran Carstedt who spoke with style about ‘Re-think, Re-structure, and Re-conceive’.

In mid October, Göran Carstedt graciously visited BTH and presented three lectures for the MSLS students on organizational leadership and strategic management. Each one of Göran’s savvy R-words refers to a significant point that he relayed to the class.

Göran presented the first two ‘R’s’ as challenges. Challenge one was to Re-think. This involved challenging one’s own way of doing things.. Göran challenged the class to each consider our own way of living and to think about how things could be different; more harmonic with the people and the environment around us. The second challenge encouraged thoughts on how to ‘Re-structure’ institutions. When establishing institutional structure, it is important to remember that employees are people, not robots. While it may sound trite, it is a simple concept which may prevent an institution from becoming too machine-like where employees might feel like robots, and therefore feel uninspired in their job. The third ‘R’, Re-conceive, was not presented as a challenge, but more as an idea. Göran suggested trying to Re-conceive the way to see things; really trying to shift a level of understanding so that it is truly and fully understood in a different way. With a new and full understanding, people may be less reluctant to change. Göran’s comment, “People normally don’t mind change, but do mind being changed”,



captures the notion quite well.

Aside from the ‘R’s’, Göran had many other meaningful messages; too many to list in fact! But much of his advice stemmed back into one principal idea: “When in a leadership role”, he said, “it is important to invite people to do something meaningful.” Göran talked about creating a human energy that inspires and motivates people. He talked about organizing people in a fashion where they have the opportunity to be creative, to contribute and to ‘see the bigger picture’, which includes understanding one’s individual role within an organization and how that relates to the world outside. Göran also emphasized the belief of trust. As a leader, developing and fostering trust with people is imperative for creating change and being successful. He suggested “helping people to see something that they didn’t see before” through sharing stories and developing relationships. Göran also went on to suggest a few styles and strategies that a leader might use to promote these ideas.

Göran holds years of both business knowledge and leadership style. With decades of experience in leading Volvo Sweden, Volvo France, Ikea Sweden, Ikea USA and Ikea Europe, he speaks with humbleness and confidence. It was an absolute delight to have him as a lecturer and the MSLS class awaits his return next term.



## Sustainability in the Amazon: A New BTH Partnership

By César Levy França

This story began some years ago in a boat on the Amazon River when I was captured by the magic of the rainforest and then continued last year when I met my friends Andrea and Carlos in Brazil, both working on a multipurpose sustainability project to engage local population in the protection of the Amazon Rainforest. They seemed to me ideal partners to deal with such challenge as representative of the Federal University of Amazonas based in the heart of the rainforest, and Brazilian Institute for Space Research a governmental institution which develops satellites that monitors the forest.

Their stories and projects described the challenges of a region through a cycle that begins with national and international demand for food and wood products, pushing for the expansion of an economic frontier that fails to improve social economic conditions, while of course compromising biodiversity. A cycle maintained by unsustainable measures and policies.

This inspired me to invite them to visit BTH, an invitation that was accepted. Then we began to explore cooperation possibilities within the context of the Real Change Programme – an international program connecting scientific theory, methodology, and applications for strategic sustainable development coordinated by three organisations: BTH, The Natural Step International and Lund University.

Today, almost two years later, we are celebrating a promising partnership involving several areas in both universities with concrete agreements already established. Thanks to Professor Göran Broman's support the group is taking the lead of the Earth and Ecosystem Sciences 'petal' within the Real Change network, which means institutional support to organize and further develop projects through the Framework for Strategic Sustainable Development. A Swedish governmental financial donor through the Linnaeus-Palme program, also granted us with funds to plan for student and teacher exchange at undergraduate and master's levels, so in the coming years we will have students from the Amazon region in our MSLS programme and students from BTH in the Amazon. We are now also presenting proposals for funding involving several research projects at Ph.D. and post doctorate levels, in partnership with other members of the network.

Thanks to the support of friends this is a story that is just beginning, we hope you can also join us in this endeavour helping to create and spread successful stories of meaning, telling about how sustainable approaches can be more profitable than logging, burning, cattle ranching and so on....

*For more information, you can contact Cesar at: cesarlevy.f (at) gmail (dot) com.*

## 2008 Class Field Trip

By Kate Marie Murray. As our bus drove over the famous Øresundsbron bridge connecting Sweden with Denmark, all eyes were on the rows of windmills growing out of the sea. I was reminded of a quote: "Just then they came in sight of

thirty or forty windmills that rise from the plain. And no sooner did Don Quixote see them that he said to his squire, 'Fortune is guiding our affairs better than we ourselves could have wished. Do you see over yonder, friend Sancho, thirty or forty

hulking giants?" But unlike Quixote whose 'tilting at windmills' idiom represents fighting unwinnable battles, our field trip to Denmark would be an opportunity to learn, explore and mobilize against the giants of our times. It was a surreal backdrop to begin our journey and dialogue as a class.

One of the trips themes was 'Governance of our commons' and on our first afternoon we were fortunate to visit Svanholm, an established Eco-village just outside of

Roskilde. Svanholm has a community of 80 adults and 65 youth. Their common desires are to share an economy, achieve healthy and sustainable living and to govern through consensus decision-making. We gathered in their dining area and despite the damper weather outside, the room was buzzing with energy and questions. We inquired about their philosophies, long-term objectives and visions for a sustainable future. Enlightened by this pseudo utopia of individuals and families living together for the betterment of the common good, discussions passed into the night and throughout the rest of our trip about the applicability of this model to the larger society.



Our next stop was Borrevejle, a camp and conference center that had shared sleeping, eating and creating facilities. We spent our days there living the commune in community! The most vivid memories I have

## 2008 Class Field Trip (continued)



(Continued from page 8)

about this trip were the times when we created together; the exceptional meals, ultimate Frisbee, life sized chess games (learning the rules of the game) and campfire songs. We were playing out the lessons of our journey: collective participation, satisfying needs and deep inquiry.



During the first day we had the opportunity to host and facilitate our colleagues in dialogue on 'the power of good questions to inspire people to new possibilities'. Discussion was stimulated about the difficulty of asking powerful questions and how the questions we ask will be more influential than the answers we receive. Our second day was spent exploring human needs based on the work of Chilean economist Manfred Max-Neef. We broke into groups of subsistence, freedom, affection, protection, identity, understanding, creativity, idleness and participation and shared from our diverse cultural perspective the barriers and satisfiers for each need. It was insight into the global scope of human needs and a poignant reality as we discussed the way in which these needs could be undermined. Throughout these two engaging days we were awakened, moved, inspired and motivated to the changes that need to occur for a sustainable society to be reached.



So, what did we get after four days of learning, creating, and sharing? A community of inspired change agents! The problems and giants we face are international in nature, and collectively we have taken the first step to recognize how together as a class the solutions will be global in scope.

**Need Resources?** This is just a reminder that you can download copies of these posters (and others) from our website: <http://www.bth.se/sustainability> (Click on Download Posters)

### WHAT IS SUSTAINABILITY?

"Meeting the needs of the present without compromising the ability of future generations to meet their own needs"

The Brundtland Commission, Our Common Future, 1987

**HOW?**

- by not systematically degrading the ecological system
- by not systematically degrading the social system

**HOW?**

- ...by chemical means
- ...by physical means
- ...by abusing political power and responsibility
- ...by abusing economic power and responsibility

from activities within the biosphere

from imports into the biosphere from the lithosphere

**Sustainability Principle #1**  
To eliminate our contribution to the systematic increase in concentrations of materials from the Earth's crust

**Sustainability Principle #2**  
To eliminate our contribution to the systematic increase in concentrations of substances produced by society

**Sustainability Principle #3**  
To eliminate our contribution to systematic degradation by physical means

**Sustainability Principle #4**  
To eliminate our contribution to the systematic undermining of people's capacity to meet their needs

SELECTING AND PRIORITIZING ACTIONS WHICH ARE IN ACCORDANCE WITH THESE 4 SUSTAINABILITY PRINCIPLES HELPS ORGANIZATIONS MAKE MEANINGFUL PROGRESS TOWARDS SUSTAINABILITY.

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### THE BUSINESS CASE FOR SUSTAINABILITY

Sustainable Development... can also be called: Corporate Social Responsibility (CSR); Good Corporate Citizenship; Conscientious Commerce; Sustainable Capitalism and Triple Bottom Line.

- Easier Hiring of the Best Talent (PEOPLE BENEFIT)
- Higher Retention of Top Talent (PEOPLE BENEFIT)
- Increased Employee Productivity (PEOPLE BENEFIT)
- Reduced Expenses in Manufacturing (ENVIRO BENEFIT)
- Reduced Expenses at Commercial Sites (ENVIRO BENEFIT)
- Increased Revenue & Market Share (PROFIT BENEFIT)
- Reduced Risk, Easier Financing (PROFIT BENEFIT)

**Common Objections**

- "WE'RE TOO BUSY!"
- "WE CAN'T AFFORD IT!"
- "WE NEED SHORT-TERM RESULTS!"
- "WE DON'T WANT TO BE ACCUSED OF GREEN WASHINGTON!"

Invite people to be part of something meaningful.

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## Strategic Leadership towards Sustainability



Campus Gräsvik  
Blekinge Institute of Technology  
371 79 Karlskrona, SWEDEN



Phone: +46 (0)455 385526  
Fax: +46 (0)455 385507  
sustainabilitymasters@bth.se  
www.bth.se/msls

### StratLeade Update

StratLeade has been in existence almost 2 years now (hard to believe!!). The first year, much of the time was spent establishing the organization as a tax-exempt entity in the US, so that individuals, companies, and foundations, could deduct their donations from their taxes (a necessary component for fundraising for many companies and foundations). The extensive legal work for this was made possible by a generous founding donation. At the end of year one, we had a quick, informal alumni donation campaign, which was a great success. Over 20% of the alumni participated, raising almost \$1,500. For such a young programme, with such a dispersed alumni group, these are great numbers.

During the second year, we've had good news and bad news. The bad news was that we did not accomplish as much as we had hoped in terms of ramping up the fundraising and engaging with companies and foundations as planned. The time constraints on the volunteers and the programme team were such that months just slipped by (much of the time I set aside for these efforts went to submitting the many layers of tax returns required for tax-exempt entities, a necessary evil). As a result, we didn't raise the kind of money where it made sense to have the MSLS programme apply for a chunk of it and put it to use for the intended purposes (supporting scholarships, staff, visiting lecturers, field trips, internships, etc. - any activities needed to support and strengthen the programme and the network).

However, we have learned a lot, and there is some **good, no great news**: BTH has sanctioned some portion of the programme team's time to work on these efforts of building the networking and fundraising! So, this fall/winter we'll be ramping up efforts and build a strong financial base for the programme to draw from to ensure that it remains world-class and continues to improve, especially once tuition fees are initiated for non-EU students.

We have many ideas, that we know we really should be doing - like taking better advantage of employer's matching funds programs (when you make a donation, ask your employer if they have one, and to contribute as well). And, more outreach to friends and family and [fundable.org](http://fundable.org) and the like. And, more specific, targeted campaigns, for example raising \$10,000 to fully support one student for a year, or partially support a few students, etc. And, hosting parties in our local areas to invite people to mingle, learn a bit about SSD, and buy tickets to support the programme. We also hope to engage some of the new class in helping out with this effort - an idea that's been around for the past couple of years but hasn't quite come together in time (before students get too busy with thesis work in the second half of the year). We'd love to hear your ideas, and encourage everyone to self-organize around any of these ideas. There are some fundraising materials hosted on the StratLeade Network group on [www.wiserearth.org](http://www.wiserearth.org) - if you haven't yet joined, please do so and check out the other resources there. All brochureware is also available on the MSLS homepage.

This year's last-minute fundraising drive raised a total of \$1818, plus a few late-additions got us off to a good start for the next fiscal year. Thanks again to Strategic Sustainability Consulting for the generous matching grant - and great work to everyone stepping up! In the end we had about 12% participation from the alumni group - but if you include friends and family, former programme directors and professors, etc., it bumps up to 16%.

As always, please be in touch with any questions, concerns, suggestions, etc... and thanks so much for all you do!  
-Georges Dyer [georgesdyer \(at\) gmail \(dot\) com](mailto:georgesdyer@gmail.com)

*Thanks to Georges and all the other StratLeade volunteers and supporters. Your generosity is making a huge difference!*