



Introducing, the Class of 2007

You've just spent three and a half days flying around the world and managed at the last minute to sort out accommodation in this quaint Swedish town of Karlskrona, when you find yourself in a room full of bright-eyed strangers from across the globe considering the questions: *What brought you here? What questions lie at the heart of your work as a sustainability leader? What expectations do you have for the next nine months?*

The forty-four members of the Master's in Strategic Leadership towards Sustainability (MSLS)

Class of 2007 found themselves in such a predicament in late August—and what emerged from two days of Open Space workshops and dialogue on these subjects was quite fantastic. Here is a sample:

We strive to learn sound sustainability principles based on systems thinking, and the successes and short comings of current sustainability initiatives...[and consider] the following questions: How can we create a community dialogue that fosters sustainability? ...How does one implement cooperative business models to foster sustainable business initiatives? ...We expect...to be challenged and supported in a respectful and rigorous learning community...to trust each other...to embrace and support cultural and linguistic differences...to be visionary and skilled leaders providing unlimited possibilities within the scope of sustainability. (see the full document at www.bth.se/msls)

The Class of 2007 boasts some impressive statistics. With representatives from over 15 countries, they speak more than 10 languages and bring experience from an array of professional backgrounds as planners, engineers, artists, automotive experts, entrepreneurs, bankers, designers and much more (see their bios at www.bth.se/msls).

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Passing the Torch

After over four years of developing and launching the MSLS programme, David Waldron is looking forward to returning to family and friends in Western Canada.

Pong Leung has stepped up to fill his shoes, re-routing himself from China to answer the call.

The strong legacy left by Dave and the fresh energy brought by Pong promise a bright future for the MSLS programme.



Pong Leung (right) will carry on the good work of the founding Programme Director, Dave Waldron (left) after he heads home to Canada in November

A fond farewell...



“I think that there are good reasons to suggest that the modern age, the industrial era has ended. Today many things indicate that we are going through a transitional period, when something is on the way out and something else is painfully being born. It is as if something is crumbling, decaying and exhausting itself while something else still indistinct, is arising from the rubble.”
- Vaclav Havel

Since his 1994 speech in Philadelphia, I suppose I have been *aware* – or, to be honest, *disturbed* by what might, arise from the rubble. This awareness has always felt palpable: an uneasy sense of “what’s next?” has been a personal pre-occupation for years. I guess that’s the ‘painful’ part. Fortunately, and thanks to many of my ‘teachers’ along the way, my uneasiness is yielding to a steadily growing conviction – in the power of optimistic intent, deeply held. What gives you hope?

The MSLS Programme is about learning thoroughly about the ‘crumbling...’ and about what needs to arise for an attractive, sustainable society... Unlike Havel, who actually expressed doubt in science, we use it to better understand the world, and even illuminate conditions for a sustainable society while, of course, always recognizing its limitations.

From the beginning, we have done our best to ‘walk the talk’ of strategic leadership towards sustainability. On reflection, I am both proud and humbled to have been part of this. Thank you, Kalle, for the original invitation and your ‘Herculean’ efforts throughout. And, thank you, to such a solid, original team: Göran Broman, Henrik Ny, Sophie Byggeth, among others: the best team I have ever had the privilege to be a part of. We ‘suffered’ some very nice successes from the start. I am also deeply grateful for the chance to meet such outstanding leaders and mentors as Göran Carstedt and Manfred Max-Neef. I also hold a special place for the newer members of the programme team: Roya Khaleeli, Scott Grierson, Richard Blume, Dan Johnson – all who ‘jumped in with both feet.’ Nice work.

And – this is where I get a little emotional – *thank you, so much*, to all the leaders, colleagues (i.e. ‘students’) who have joined us over the years! You are the ones that ultimately have *breathed life* into this ambitious experiment! Putting up with me(!), us, patience, perseverance with all its *ah hahs* and *oh ohs*... I would particularly, like to say ‘hej’ and thanks to the first class – the original ‘test pilots’ who gave this thing lift! By arriving with such adventurous spirit and commitment, you defined the programme’s culture. You set the bar high and I’m convinced that future classes will continue to honour your commitment and sense of adventure – the culture is firmly “in the walls.” Each year seems to build on the previous and enhances the learning experience for *all*. And, do mean for *all*: I think I can speak for all of the programme team when I say we all learn – a lot!

Ultimately, who knows what will ‘arise’ from this great experiment but the possibilities shown by you give me hope! I sincerely wish you great success wherever you are and encourage you to keep ‘breathing life’ into the programme from wherever you are and in whatever way you can.

Pong Leung has already moved smoothly into his new role as programme director: smart, committed, good judgment and very approachable by nature. The future looks promising!

I look forward to a new adventure (or two) closer to ‘home’ – that unique combination of people, place, landscape and lifestyle that feels ‘right.’

I hope we stay in touch. Drop me an email anytime at my new address: Waldron_dave@gmail.com

Sincerely,

Dave Waldron, Sustainability Colleague

...And new beginnings



When I was younger I asked my father why he had immigrated to Canada from China. At the time, it seemed like such a significant decision to leave your home, your family, your job, your friends, and everything you are familiar with to travel half way around the world a place where everything is different. So I was curious about “why”. The answer he gave me was simple,

“We wanted a better future for you and your little brother.” Our conversation that day has always had a profound effect on me. The choices my family made have given me not only a great opportunity, but also a deep sense of responsibility that I will be able to make that simple statement to my family some day when asked about the choices I made.

This story underlies my answer to a question I have been asked by many people, “why did you decide to take on the challenge of leading the program?” In short, I feel that it is a wonderful contribution to making our world a better place, and it is a choice I can be proud of making now and in the future. The program that Dave and his team have created is a role model for strategic leadership towards sus-

tainability. I am honored to be given the opportunity of working with a dynamic and passionate group of people that include the team at BTH, in addition to past, present and future students. The opportunities we have are many as are the challenges we face, however I am convinced that this endeavor is worthy of our best efforts and am looking forward to working with you all to ensure a successful future ■

Pong Leung joins us from Beijing and after a few weeks of working with Dave and the team, he is off and running. Pong has led real-world, sustainability initiatives for over 10 years, most recently helping lead the successful development of The Natural Step (TNS) Canada, where he worked with organizations to realize a strategic sustainability perspective within their policies and operations. Pong holds an MSc in Environmental Policy and Management from the International Institute for Industrial Environmental Economics at Lund University, and a Bachelor of Commerce degree from the University of Alberta in Canada. He speaks English, Spanish and Chinese, has previously lived in Canada, Latin America, Asia and Europe, and is a fierce competitor on the Kubb field.

2006 Graduates Report from Integral Sustainability Workshop

by Andrew Outhwaite '06, Lisa Chacon '06 and Miriam Karell '06

Recently we attended a week-long Integral Sustainability workshop in Boulder, Colorado, USA. It was a mind-shifting, empowering experience to connect with sustainability practitioners from around the world (Australia, Ethiopia, South Africa, Canada, Argentina, UK, etc.) in a way that made heart-felt planet-scale visions to seem attainable.

The first day of the workshop introduced us to the core concepts of Integral Theory, which is a comprehensive ‘map’ of reality – including systems, culture, psychology and behaviour (Figure 1). Ken Wilber and others developed the theory to integrate knowledge from disciplines and cultures that were previously considered separate. Like the TNS framework, Integral

takes a broad-enough perspective such that all aspects of a problem can be considered, and the most appropriate intervention point identified. Integral complements the TNS by explicitly including the ‘interior’ dimensions of sustainability – the worldviews, values, culture and psychology – which are *at least* as important and complex as the ‘exterior’ behavioural and systems aspects.

The application of the basic five elements of the Integral framework (quadrants, levels, lines, states and types) was explored through the rest of the conference. Through our own direct experience, we learnt what Integral is in practice and how all aspects of the theory are present and relevant in every situation. We internalised the concepts and shared our understanding

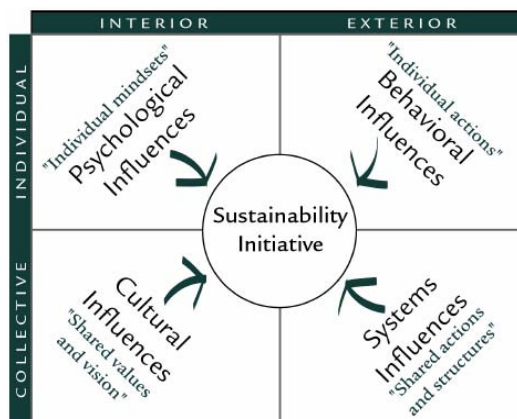


Figure 1—Four quadrants of Integral Theory

(Continued on page 7)

Welcome, class of 2007

(Continued from page 1)

Unfortunately, there are no students from sub-Saharan Africa in this year's class due to a combination of visa issues and economic constraints. The absence of this perspective has underlined the need for the programme to offer scholarships and we hope everyone will help by pitching in on the programme's fundraising efforts.

It has been a busy autumn so far for the class—from the introductory lectures from Dr. Robert to mastering the ABCD process, organising a Karlskrona Dialogues event with Dr Göran Carstedt (in Swedish this time!) and three intense days with Manfred Max-Neef (not to mention hosting a flavorful pot-luck in his honor, with dishes from around the world).

In the midst of lectures, readings and group meetings, this year's class has built a strong social fabric, through pot-luck dinners, the formation of a bike co-op, initiating



'campus-greening' projects in the student environment group and even a few nights out on the town. They have supported each other's co-learning as well, with self-organized tutorials, and hours of informal trans-disciplinary and cross-cultural dialogue.

ALUMNI SPOTLIGHT: Paulo de Souza through the lens of Mike Matulac (be afraid...)



Paulo de Souza '05—building a global bio-fuel network

In an effort to create a network of sustainability-minded thinkers, the MSLS people at BTH are having recent graduates of the program connect with graduates of the first class to compare notes and experiences.

Michael Matulac ('06) is an English teacher in the New York suburb of South Orangetown, attempting to combine the concepts of systems thinking and complex problem solving to English education as well as raise interest in the student body to issues concerning sustainability in a pure sense.

Paulo de Souza ('05) is working in Sao Paolo in the field of Bio-fuels. After attending conferences in Vienna, he connected with Per Carstedt who helped him connect with Svensk Etanol Kemi AB. He is a black belt in Brazilian Jiu-jitsu.

Ingrid Jacobson ('06) is an educator by trade and was not actually involved in this conversation, but her spirit pervades our consciousness now and her voice and comments appear randomly throughout this piece.

Michael Matulac: So I guess you're not in Karlskrona anymore.

Paulo de Souza: No, I'm in Sao Paolo.

Matulac: Sorry about the miscommunication. I kind of think that everyone is in Karlskrona now.

Ingrid Jacobson: I really miss free-food-Fridays at O'Leary's.

Matulac: So now that your time at BTH is over, what have you been doing?

De Souza: I've been working with Per Carstedt, who has been working to make Sweden free of fossil fuel. There are a number of bio-fuels related projects, one in Sweden involves making fuel from wood.

Matulac: I thought you were in Brazil??.

Jacobson: He is, Mike, please try to keep up – we're globalized here people!

Matulac: So, how did you get involved with Per Carstedt? I think that my colleagues, newly graduated from BTH, are all curious or perhaps anxious about the world after Karlskrona. So how did you find yourself working on such a promising endeavor as bio-fuels with Per Carstedt?

De Souza: I was attending a conference in Vienna where I had an opportunity to talk to Göran Carstedt who addressed us at BTH during the MSLS program. After talking to him and telling him my interests, he suggested that I get in touch with his brother, Per.

We actually had dinner and I voiced about my opinions about his project. I was rather frank with him. I noted both things I agreed with and things I didn't agree with in his project. And he decided to take me on.

Matulac: That's interesting because we had a few workshops before graduation on approaches a person could take for an interview, the sort of 'sell yourself' conversation. And you're

Welcome, class of 2007, cont.

With a solid understanding of the core concepts, the class is now ready to dive into the next spiral of learning with the Strategic Management, Advanced Leadership, and Engineering for a Sustainable Technosphere courses. The MSLS programme is delivering on its promise of an empowering and life-changing educational experience, shown in these students' sentiments:

I always felt that the sustainability movement all around the globe was lacking overview and a strategic approach necessary to achieve an entire paradigm shift. Not only have I been taught this strategic approach I was looking for in only the few weeks I have been here, but I feel empowered and a renewed hope that, through this, we will be able to create the change we need. —Merlina Missimer

The MSLS programme is an education unparalleled anywhere else in the world. It brings together the foremost sustainability thinkers and activists of our time, to create a learning environment that has the potential to change

saying that you were totally candid?

De Souza: I don't recommend it for everyone but it worked. It also showed how brave Per is to take someone on who has different opinions from his own.

Matulac: Didn't you think Fight Club was awesome?

Jacobson: PEOPLE!

De Souza: Rule one, Mike: We can't talk about Fight Club.

Matulac: On a somewhat appropriate note, I was at this thing called Nextfest in New York City this weekend. It was all sorts of stuff from the future: design, robots, entertainment, transportation. They also had an exhibit on sustainable development. It was interesting. There were people who were working on bio-fuels, building materials, wind power, and I noticed that when you pushed them a little bit, a few of these people didn't have a very strong overview of the sustainability issue. For example: The grad students working on bio-fuels weren't really looking at food shortages or environmental manipulation when they looked at using switch grass as a fuel source. There was definitely a 'drill hole' thing taking place there.

Jacobson: Brad Pitt was cute in that one.

De Souza: Yes, Mr. Pitt is handsome. I have no problem acknowledging that but on a more troubling note, I too have seen that many people have difficulty appreciating sustainability because they don't see the complexity of it or they don't understand complex systems. It is hard to talk about sustainability when you're dealing with business people, who do not take a whole-system perspective.

Matulac: This year, we talked about people who were provid-

the course of history. I came to Sweden to be a part of that. —Anne Morgan

I chose the MSLS Programme because it's completely unique. It's the systems thinking, authentic group learning, international community, and practical, applicable framework that really drew me in and inspire me now that I'm here. —Michael Henson

This third MSLS class has already made many promising contributions to keeping the momentum of the programme going. Now that they are fully settled in Karlskrona and drawn together as a class, they are off and running on the path of life-long learning in creating a sustainable society ■

ing energy through nuclear sources, and it seems like what you're talking about. Talking sustainability with people who only want to make a short-term profit becomes difficult when they don't want to look at the far-reaching, complex side.

De Souza: You have to find people who are looking at the complex, systems level rather than people who are looking to earn some quick money.

Jacobson: Mike, you are really handsome. I don't usually say this to guys, but you got this exotic, Asian thing going. I just want to sop you up with a biscuit.

Matulac: Yes, complex problems to say the least. I hope that we can continue this conversation, but for now, it was really good to hear from someone applying what we learned in the real world today, even if it isn't with Brad Pitt ■



Mike Matulac '06—hard-hitting interviewer and world-renown ladies' man.

MSLS Development Project—preparing for the future, today

by Georges Dyer '06 and Michelle McKay '06

From day-one as students in the MSLS programme, we're taught to look 'upstream' and address the root causes of problems at the source. Most of the difficulties faced by MSLS in its first two years, can be traced back to the same root cause—money. Or more specifically, the lack thereof.

Still, MSLS has had great success early-on, and is now ready to step it up a notch. As it enters its third year, the programme has established itself as a well-known, well-respected and extremely effective international force in sustainable development.

To ensure the continued success of the programme, BTH has committed resources to help MSLS set up much-needed fundraising efforts.

Until now, MSLS fundraising has been limited for the most part to the re-sale of house-wares from one class to the next, and donations from on-lookers as committed 'strategic leaders' jump into the icy December Baltic or other such feats of bravery. These effective (and entertaining) methods will no doubt continue, and will now be supported by more concerted efforts to build the capacity of the programme.

Michelle McKay ('06) and Georges Dyer ('06) have been working this fall to set-up the mechanisms for fundraising, as well as establish a formalized network of 'friends of the programme', consisting of businesses, organizations and people who support our efforts.

These efforts include establishing an account at BTH for MSLS funds, as well as creating an autonomous non-profit organization that will enable companies and individuals in the US to make tax-deductible gifts – a prerequisite for many businesses, foundations, and other organizations considering making donations.

The network of friends and supporters – branded as the *StratLeade Network* – is closely related, and will provide the basis for seeking out annual donations. Organizations that make annual donations will enjoy open communication with the programme, the opportunity to collaborate on thesis work, access to recruit talented MSLS graduates, and many other benefits. Formalizing these relationships will be of great value to students as well, in that they will open doors for case-studies and job placements.

The financial support from network partners, alumni and other donors will be vital to the long-term viability and quality of the MSLS programme. Each year highly qualified and passionate students are not able to attend the

programme due to financial limitations. Being able to offer scholarships for these potential sustainability leaders will certainly add to the vitality of student mix – and there is often a greater sense of urgency, as many of these applicants are from poorer regions in need of a clear strategic approach to sustainable development with a whole-system perspective.

Also, as many previous students have pointed out, the programme could benefit from a more balanced line-up of lecturers – particularly more women and leaders from a wider range of cultural backgrounds and experiences. The funds needed to host such visitors underline the importance of contributions from our supporters.

Finally, to support our graduates and build the capacity of the programme team, funds will be used to cover the costs of internships as Programme Assistants at BTH, as well as other positions with partner organizations.

We are confident these efforts are a step in the right direction, represent a flexible platform, and will provide a sufficient return on investment!

Please support these important initiatives by donating to MSLS and spreading the word within your organizations and communities ■

Soon we will be able to accept online donations at www.stratleade.org—please check back regularly & stay tuned for updates!

Spread the Word!

Ensure the future success of the MSLS programme, by helping us continue to recruit the highest quality applicants.

Please help us spread the word to potential applicants & keep us posted as to your whereabouts so we can keep our network strong!

Applications for the 2007/08 academic year will open on Dec. 1st!

Visit www.bth.se/msls

Integral Sustainability Workshop

(Continued from page 3)

through: intensive dialogues and inquiry, powerful visuals, intense simulations and experiential sessions, stories from the ‘trenches’, a literally enlightening ‘Big Mind’ meditation with Genpo Roshi, Open Space and World Café sessions, and morning workouts to connect our bodies, minds and spirits.

The balanced consideration of all elements of each person and situation: emotional and cognitive, individual and collective, spontaneous and strategic, enabled a high level of thinking and action to emerge. Participants took every opportunity to share experiences and network while dining at local restaurants or enjoying the view over the nearby river. Though the intense program stretched everyone, there was so much energy and support that it felt almost effortless. We feel the workshop introduced us to a way of being, thinking and acting that facilitates the emergence of elegant and powerful solutions that are perfectly appropriate for each unique context

To develop appropriate interventions, it helps to have developed an acute awareness of context, and compassion for others’ perspectives. Integral builds a practitioner’s abilities to see each scenario through multiple lenses (perspectives), and honour the different parts of the truth revealed by each person and discipline. This practice builds on the idea that human development, consciousness and values can be placed at the centre of the sustainability challenge, rather than the systemic social and ecological problems and actions.

This is intuitively appropriate because the real-world manifestations of unsustainability are a result of our failure to collectively think, imagine and then create a society which enables human priorities to coexist in balance with natural systems. Subjective, internal human factors such as values, beliefs, and culture are the source of the problem, and therefore this domain is where the fundamental solutions can be found (recall D. Meadow’s most powerful intervention points – paradigms and the mind that can transcend them). At every level of The Natural Step’s five level framework, Integral gives you the tools to take account of the ‘interior’ aspects (e.g. worldviews, values, culture) of the system. Based on a more comprehensive understanding, practitioners can identify more culturally-appropriate, context-specific, synergistic, strategic intervention points for accelerating change (and have more fun while doing

it!).

Explicit consideration of culture, values and worldviews are especially critical for sustainability communications. Understanding the audience’s perspective allows you to meet them ‘where they are’, rather than preach from up high. This ability to empathise guides how you truly connect with your audience by: emphasising the business case, appealing to their ethics and morals, using images of victorious eco-warriors, or throwing in some ironic Adbuster’s visuals.

a way of thinking and acting that is at a higher level than that at which the sustainability problems were created

For those who attended the conference, the value of the new tools and ways to be more effective is clear. An additional benefit is some confirmation that everything you are doing in your life – arts, yoga, spiritual practices, sports, cultural dances, languages – are all absolutely relevant and useful ‘cross-training’ for becoming a better sustainability practitioner. This experience also re-affirms how much we need to engage *everyone* in this challenge, and build diverse teams of champions – psychologists, artists, scientists and systems thinkers – to co-create the desired future. Integral sustainability effectively creates the space for everyone to be their authentic selves, and bring all their unique talents and interests to bear on the most compelling and difficult challenge that has faced our society – achieving sustainability ■



If you are interested in learning more about Integral or this conference, please contact Andrew, Lisa or Miriam.

Class Notes

Class of 2005

by Archie Kasnet and Mitch Rhodes

Teaming up with **Arch Kasnet** and persuading MSLS '05-ers to update their stories has been my main gig. I must admit defeat in this endeavor. Even though over half the class responded, we can do better! Perhaps you're successful and busy? Too embarrassed? Maybe you see no value in maintaining a network? Regardless of circumstance, I know those of us who did respond still love you!! So, this is the official start of the "Make **Mitch Rhodes** a Success" campaign. Your contribution? Commit to writing something for the next newsletter!

Kerly Acosta is still captivated after nine months of re-searching green roof applications at the British Columbia Institute of Technology (BCIT). "I am also teaching twice a month which helps my presentation skills (I have stopped shaking!) I have touched base with Vancouver MSLS-ers, and saw Jessica, Amy, and Amity at conferences."

Birte Berlemann is starting to work on another Olympics thesis (seriously), this one is for her Master's in Environmental Sciences. She is in Germany, but it'll relate to London 2012, trying to build a bridge between organisational learning and sustainability management. "I'm searching for literature and practice examples in this regard, please help me out, if you can!"

Josephine Brennan is still working for Per Carstedt, and has seen Paulo twice. She is also working with London Business School turning a TNS case study into something that can be taught across MBA programmes – "keep fingers crossed...its a tough nut to get it right, and right now, the pressure is on me to deliver (my selling of the concept is clearly not an issue!!!)"

Kevin Cameron is back to the big-city life in Tokyo where: "I continue to work on my escape strategy, paying the bills with occasional web-development projects, some contract work for a small sustainability consultancy, and a "eco-bike tour" biz – the idea being to get people (mostly me) out of the office, off-line, and into the *real*

world." He spent the summer in the wilderness of Washington and met up with the West Coast MSLS crew.

Paulina de Gonzague will be in South Korea teaching middle school English for a year with the Sogang Language Program (SLP). Teaching SK's future leaders using a whole-systems approach to education can only seed plenty of enriching, purposeful and learningful moments!

Ronan Chester works as a Sustainable Design Consultant and Project Manager for The Healthiest Home Inc - the only full-scale green building supplier in Canada. He is developing their strategic vision using the sustainability principles. "It's lot of hours - but we are working our butts off to change building practices in Canada toward a more sustainable future," and is hoping "all our long hours and hard work result in financial success - we are a

for-profit company. It is these ideas that keep me going."

Ron Durgin is fundraising and campaigning for Greenpeace USA in the LA office to help achieve its mission of forcing solutions for a greener and peaceful future. In October he'll do a 17-day stint cruising from Hawaii to San Diego to study accumulating plastic debris in the North Pacific Gyre.

He is also working on hotels and entertainment studios to start using recycled content tissue products. Beware all of you Mac lovers – the next big campaign is on Apple.

Karl Fulson highlights three events since graduation: "(1) becoming a father to a son named Solomon, (2) working a job that deals with at-risk (homeless, addictions and mental health) population groups focusing on social sustainability and enterprise, and (3) becoming a first time home buyer. It has been an exciting journey."

Susan Garrett is HAPPY in Atlanta, working to integrate TNS into her work in Commercial Green Building Services at Southface. She's been enjoying Atlanta music and culture, staying active and getting outside in the Georgia mountains.

Scott Grierson has returned home to Australia, and after five years' absence is reacquainting with friends and family – "I am now committed to three years of consulting and research, and have an application pending for a PhD



Class of 05 west coast "mini-reunion" - left to right: Ann Scheerer, Amity Lumper, Heather Worosz, Carmen Turner, Kevin Cameron, Jenn Woofter, Mitch Rhodes, Laura Mackay

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at Macquarie Universities' Graduate School of the Environment in Sydney." He has been consulting, with more coming, possibly in India, and is in contact with TNS Australia. He will also return to Kunming, China to teach in association with BTH and is keen to explore association with the Society for Organizational Learning 'down under'.

Archie Kasnet spent three months as a watch captain on a Tall Ship Schooner, taking kids for week-long adventures around Cape Cod. Since then he has been working on creating (with the help of a number you) an energy position paper for a US presidential candidate. At the end of October, he will strike out on his own consulting projects. He's seen Lisa Howe in Boston, Jen Woofter in Washington, D.C., and Georges Dyer ('06) and Michelle McKay ('06) in July. He's getting lots of surf and is looking forward to visiting Carmen and skiing with the rest of the BC crew this winter, "Rock & Roll!!!"

Roya Khaleeli has been at BTH developing the programme, practicing her facilitation skills, and helping out with the SPIRIT initiative and research on the "D-step" with multi-criteria decision making. She plans to move on in January 2007, and enter consulting. "To quote Max-Neef, I will 'drift in alertness,' and have narrowed locations to London or Toronto." She has traveled to Berlin (twice – Woofter and World Cup), France, Denmark (SoL jeans), and London (networking, wedding). She has been knitting, hitting the gym and has, in her opinion, perfected mushroom risotto. She has gotten to know all three classes, and is excited for our first reunion.

Amity Lumper writes: "Derek and I just returned from a wonderful vacation to Alaska. We're getting married next summer. I'm continuing to assist businesses in the Seattle area to implement waste reduction and recycling, water conservation and green building. We enjoyed two lovely mini-reunions with you all – in March and in August. We continue to be car-free, relying on bikes and feet, and we're looking to sell our co-op unit and move into a house this fall."

Kristoffer Lundholm is enrolled in a fun and rewarding Master's programme in design, but says a great deal of time is spent trying to understand the system and his place in it. He is involved in many different design projects, and lecturing and arranging workshops on designing for sustainability. "Not all is sunshine and apple juice, though." Working too hard takes its toll, and he bets he's not alone with the deep and worrisome thoughts about the funnel (you're not, 'Stoffer!!).

Laura Mackay has moved to Vancouver, leaving her beloved province of Nova Scotia almost a year ago. She and Mitch started a media production company called Treadlight and are looking at success principles for social sustainability, especially in Israel-Palestine and Rwanda. They are making a documentary on the Shambhala approach to leadership development, and one on Whistler's journey towards sustainability. Laura has been taking guitar lessons and "finally learning to play that instrument I lugged all the way to and from Sweden!"

After exciting work with the Malaysian Timber council, **Syaliza Mustapha (Siti)** is preparing some material for sustainability/safety and environment awareness training for oil and gas project managers in October. "This will be my first experience on such a job, and I am more anxious than excited about it!"

Mike Purcell's first few months home were devoted to being with Robin and Satchel and working on home renovation and landscape projects. The next few months were spent establishing a sustainability consulting practice and working with TNS Canada from his home in North Bay, Ontario. "We have been fortunate here in Canada to have sustainable development high on the agendas of various national and provincial community associations. TNS has been given a lot of exposure and is well-received and respected. As a result, the interest is growing and we are coaching and building an ever-increasing network of sustainability leaders."

Renaud Richard: "Work situation: the year following Sweden was spent on developing TNS France, now it's about consolidating TNS France. It keeps me busy (with my colleague Caroline), and right now it seems like everybody wants to be sustainable... all French speaking TNS trained people, give me a call. The rest of my life: I'm very happy with a new flat I'm renting for as long as I want, facing the ski resort, very well done and extremely pleasant to live in (plus there are a few places to welcome friends!)"

Mandy Tew is continuing to work with her husband Greg on the development of a multi-family building in their town. She has begun a new Master's program in Architecture which is, "like my studies at BTH—challenging, compelling, and wholly inspiring. Already, I have found great value in the education we had at BTH.

Carmen Turner is at Teck Cominco (Canada's largest diversified mining and metals company) putting together their first GRI Sustainability Report (the first company to use the Draft G3 Guidelines!) and formalizing a corporate giving program based on sustainability goals. "Working with a

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mining company is challenging, but they are very open to new ideas as resource-based companies are feeling the pressure to change with regulation, societal expectation etc.” She has managed to get some quality beach and bike time, completed a 7-hour 50km trail race(!) and settled into a little house with her boyfriend at the base of an old growth forest with bike and ski trails.

Benny Sindowe is working for the state-owned Electricity Company in Zambia as a Principal Human Resources Officer – Manpower Planning. He is logging many hours of strategic HR planning and consulting with all the various stakeholders. “In April and May we carried out a benchmarking exercise in Africa on manning ratios, and visited power companies in Kenya, Egypt, Mozambique and South Africa where I had the chance to hook up with Josephine. I am dying to know what everybody else has been up to - anybody out there knows where Pavan is?”

Heather Worosz has been working for the Natural Step International in Sweden as a Sustainability Advisor, working with the executive team of a multinational company involved in public-private partnerships to develop a strategic approach to sustainability, creating a sustainability course in Hungary and Estonia for Masters students and business executives; and working on the development of a potential strategic partnership with the UN Global Compact.

Jennifer Woofter is busy running Strategic Sustainability Consulting (www.sustainabilityconsulting.com), which celebrated its first birthday in July. Still in Washington, D.C., she's recently managed to squeeze in a MSLS mini-reunion in Washington State and a vacation in Hawaii. Her next big trip is to Shanghai this winter, where she'll give a two-day workshop on "Sustainability in China" to Fortune 500 companies.

As for the rest of you... We all know you are out there doing great work. Thankfully, Tomomi sends us updates, and we hear from Amy, Ronan, Ann and Jessica.

Through the grapevine, we hear Paulo and Alvaro are well, David is getting it done in Minnesota, and Pavan is somewhere in the US. We look forward to more updates and news from the inaugural class of MSLS (p.s. we will email the full-length version of these notes to you all soon) ■

Class of 2006 by Ingrid Jacobson

Not surprisingly class of 2005-2006 is still well connected after a whirlwind year in k-town, we are 4 months since the end of our program and people are busy getting out there in the world. **Andrew Outwaite** did a bike-tour in Europe with **Lisa Chacon**, attended the Integral Conference in Colorado, and visited **Miriam Karell** (who is advising on an industrial ecology development in Oakland) and **Ingrid Jacobson** (who is teaching and working on getting sustainability into curriculum) in the Bay Area. Andrew is now living in London: keepin' it real at a solar powered bike shop, and working as a sustainability consultant.

Aqib Muhammad is currently in Spain busy running his brother's business and starting up one of his own. **Babatunde Olukoye** is in Vastaras, Sweden enjoying the challenge of studying Sustainable Energy Systems Engineering. **Benjamin Hornblow**, after summer traveling adventures, is settling into life in hip Copenhagen, creating a network in the sustainability world.

Celia Peterson has moved to Finland where she cannot stop talking about sustainability. She is exploring job options, while working on educational projects, including writing about concepts of S.D. in English language texts for high-school students. **César Levy França** is in Karlskrona deeply immersed on the development of sustainability training programs focused on the bio-fuels sector in Brazil, he is also coordinating an international management review for his family publishing house, together with some authors association in France. **Chris Walker** has been traveling in Greece with other class of 06ers (Kate, Ingrid, Geneva, Scott '05, Melanie, and mathematician Gunter) as well as around Canada seeing Tamara and Magda, after celebrating Kate's 40th birthday in Whitehorse. Chris is back renovating homes, volunteering for the Green Party and speaking at high schools about sustainability.

Dai Dan is busy and happy in the Kunming University of Science and Technology doing research and the final thesis of the Material Process Engineering. She will graduate in March of next year and is already looking for employment. **Dan Johnson** went traveling after the program with his mom to Oslo and all around Ireland for a couple of weeks. In July he went to a family reunion in New Jersey and met more than 50 family members for the first time. Dan is currently busy with new 06-07 class as Program Assistant.

Frederick Ebeneku-Anim is back in Accra working in a new position at a bank, as well as with the youth in his community to integrate sustainability into their lives. After

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the program **Geneva Rae** traveled to Greece and Croatia, and has now relocated to Calgary to become a policy analyst with the Canada West Foundation. She is quickly getting involved in the sustainability community and focused on the hot issues in the region. **Ndi George Tebeck** is continuing his studies in an environmental science research-based program in Halmstad, Sweden, and making plans for future work and travel around Europe.

Huang Xiaoou is back in China reunited with her family, her current activity remains hidden under a veil of promises to give us the real story, stay tuned. **Georges Dyer** and **Michelle McKay** continue in Karlskrona, working to help grow the MSLS program with the “MSLS Development Project”. Michelle is still recovering from a whirlwind tour of New England with Georges as her tour guide, and they will be presenting at a conference in Amsterdam and traveling to Nairobi to visit family and for the COP-12/MOP-2 climate change conference in November. They have run into **Saruhan Araz**, who is now studying European Spatial Planning at BTH and enjoying time with his girlfriend, and **Edward Anwana** who is doing research in Malmö.

Isabelle Martel can't stop dancing even back in Quebec City! She has presented her thesis and the TNS framework to the municipality of Rivière-du-loup, and is (net)working at a local café, getting re-connected to her community and looking for the perfect job. After visiting family and friends in Mexico, **Itzel Orozco** is in Eugene, Oregon where she is getting her MBA and looking for appropriate work. **Jason Niles** has returned to his roots at the family farm in Arva, Ontario, Canada (no, it is not Skarva, but ARVA!). He is learning the “landscape” of (un)sustainable Canada, and interviewing for municipal positions that could take him anywhere the far reaches of his country. Our very own ‘funnel baby’ David, and song-writing is keeping **Joy Agbamuche** busy these days. She is living in Uppsala with her husband and has been rubbing elbows with the leaders in sustainable development, and getting ready to finish up the program in '07. The Russians have moved west – **Julia Smolyaninova** has begun another Masters in European Tourism Management in Sweden, she plans to focus on sustainable hotel development, and **Sandra Chubarayan** has moved to the UK to work with Forum for the Future.



Chris Walker, Ingrid Jacobson, Geneva Rae, Scott Grierson '05, and Kate Maddigan dine on the open seas in Greece after graduation in June

Pierre Munyura returned to his family in Kigali and got busy with his coffee business. He just started a new job Deputy Director of a four-year USAID Funded project named Community HIV/AIDS Mobilization program (CHAMP) which is working with communities to help orphans, widows and People Living with HIV/AIDS. **Kate Maddigan** is back in Whitehorse for the time being and stronger than ever having just celebrated her 40th, working for the government of Yukon as an environmental assessment analyst and is raising awareness in her community. **Kathleen Abel** is celebrating her approved thesis and is following her heart looking for work living on the sea near Copenhagen. **Kyle White** is still rocking the bio-diesel world, now working with the City of Calgary, setting up renewable fuel pilot projects as an Environmental Specialist focused on initiatives to minimize the environmental effects of a corporate fleet of over 4000 cars, trucks, and buses.

Lisa Chacon has quit her job with Corning, and taken up couch surfing and cross-country biodiesel roadtripping, while processing massive personal transformational change. Her next big adventure is to bring THE CHANGE AGENCY into being, working with the most creative, interesting, integral people alive on planet Earth right now. **Magdalena Szpala** is living in “the now” while up to her ears in carbon at VanCity and on her thesis, and although she's back with her Canadian family who she was missing while in Sweden, she is now missing her family in Poland. **Margaret McRoberts** is living in Germany and has a great internship with the Centre on Sustainable Consumption and Production, which is a collaborative venture between the UNEP and Wuppertal Institute. She will be helping with the organisation and research for the Marrakech Process conference in November.

Mauricio Mira Ponton is getting reacquainted with Bogota, Columbia where he is launching Greenflare, a small consulting company, where he is saving companies millions of dollars using his patented “Trojan Horse” method. **Miriam Karell** is living in San Francisco working on a \$1 billion green village project that will be built in West Oakland, near Ingrid's place. She is also helping LFR develop a sustainability criteria assessment for potential residents, and light industrial/commercial businesses and planning a sustainability workshop for business leaders with Ingrid in mid-December. Newlywed **Michael Matulac** is educating

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New York's youth. He is busy organizing events to raise awareness about sustainability within the school community. **Olers Marie Eriksson** is developing two e-learning tools together with TNS Sweden, she is also engaged as a teacher in a leadership program connecting health and nature, AND she and her partner Bjorn are having a baby!!

Onur Ozmen is a research student in Kyoto, Japan, trying to formulate policies for sustainable development. **Peter Sims** is in Ottawa, Canada moving and shaking the restaurant world. He is, as usual synthesizing big ideas, and crushing worldviews. **Rachelle McElroy** currently living in Victoria and working for the Social Purchasing Portal (SPP) as the Business Development Officer (contract). Her work is focused on a community economic development tool and employment tool, for people facing challenges towards employment. **Renee Simard** is also catching fun in and around Victoria networking and volunteering at all different kinds of events (i.e. Earth Fest). A little black lab mutt stole her heart and is currently her number one homie.

Richard Blume is Program Assistant in Karlskrona and is busy co-creating, allowing for self-organizing, researching sustainable product design, and that there is “a lot of learning” for the new batch this year. Anna continues to add a bright sparkle in his life, not to mention reminds him that he might want to learn some Swedish one of these days. **Tamara Connell** is working with Magda at VanCity doing some sustainable consulting and is counting the days to see her main squeeze Julia in Karlskrona in November. **Tang Xiou Ying (Sarah)** is finishing her thesis at Kunming University, and is also doing work related to software engineering. She is waiting until graduation to start planning her wedding...love is definitely in the air! **Zaid Azaizeh** has gotten to work UAE designing and modeling drainage and water systems for WSP group, which has an office in Karlskrona. He is busy plotting how to create the connections between BTH and WSP in order to open the door for meaningful future projects.

Unfortunately, I haven't heard from **John Hoag**— You know that we need you to stay connected to us somehow. From almost everyone there is the understanding that thesis has to get turned in, that life is now remarkably different after K-town, and that life is full of choice and possibility ■

Strategic Leadership towards Sustainability



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MSLS is working to establish a self-sustaining annual fundraising campaign, so that soon, the programme team will be sufficiently staffed, scholarships will be available for deserving candidates, who currently cannot afford to come to Sweden for a year, we will continue to improve our offering of visiting lecturers, and graduates will have support through internship and job placements.

Please show your support for MSLS and join the *StratLeade Network* by contacting the Programme Director at: sustainabilitymasters@bth.se or by phone +46 455 385 522

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