



**UNIVERSITY OF
CAMBRIDGE**

PROGRAMME FOR
SUSTAINABILITY LEADERSHIP

MASTER OF STUDIES IN SUSTAINABILITY LEADERSHIP

**Programme Information
2012-2014**

Masters of Studies in Sustainability Leadership

About the Programme

This interdisciplinary Masters is offered in association with the Departments of Architecture, Engineering, Geography, Land Economy and the Judge Business School. These Departments all deliver full-time sustainability-related postgraduate degrees.

The main components of the programme are:

- Four week-long residential workshops in Cambridge, usually in September and April of each academic year.
- E-learning via a virtual learning environment between the residential workshops.
- Two individual work-based assignments.
- A group project around an area of mutual relevance.
- An individual research dissertation.

The learning approach is highly interactive and designed to encourage reflection and debate. Participants are supported by a team of expert tutors, directors of studies and supervisors. The speakers, lecturers and facilitators are leading experts and practitioners from academia, business government and civil society. A key feature of the programme is the opportunities it provides for: shared-learning from peers; benchmarking against other organisations; and networking with the wide range of contributors.

Benefits of attending

This unique Masters aims to give participants:

- an essential understanding of the most urgent and critical social, environmental, economic and ethical challenges facing the world;
- an overview of the ways in which leaders are bringing about positive change in response to these challenges;
- exposure to best-practice case studies and leading-edge interdisciplinary thinking on sustainability;
- the ability to make a compelling 'business case' for sustainability in their sector and/or organisation; and
- enhanced skills to think critically and to conduct relevant research.

Additional benefits include: gaining full access to the University Library, including borrowing rights and electronic resources; membership of a Cambridge College; and membership of the University Centre, which continues after completion of the course.

Who should attend?

The Masters of Studies in Sustainability Leadership is designed for senior and mid-career professionals and managers who want to enhance their ability to respond to sustainability challenges and are looking to increase their own personal development in the field. Whilst the programme welcomes applicants from the public sector and NGOs, these applicants should be aware that the content of the programme is predominantly focused toward business. Applicants

from these sectors who want to understand how business is tackling sustainability challenges and therefore gain the knowledge to work with business will benefit from attending the programme. The programme benefits from having participants from diverse backgrounds in terms of geographic location, sector and job function.

Typical job titles of applicants include seniority descriptors, such as Director, Head, Vice President, Manager, Advisor, or Consultant; and/or functional descriptors, such as:

- Sustainability; Social; Environmental; Energy/ Carbon;
- Corporate (Social) Responsibility; Public Affairs;
- Strategy; Risk; Policy; Development;
- Human Resources; People;
- Projects; Operations; Sales; Distribution; Research.

Programme Structure and Content

The programme is delivered part-time over 2 years via four week-long residential workshops and intermediate E-learning sessions. The residential workshops encompass:

- lectures and talks by leading academics and practitioners;
- facilitated discussions and group activities;
- face-to-face tutorials and supervisions to support the completion of the assignments
- first-hand exposure to some of the University's impressive facilities and traditions.

12 interdisciplinary modules are taught over the four workshops and additional modules are delivered via E-learning. The first workshop introduces the sustainability challenges and a broad spectrum of leadership responses, which are then explored in more detailed over the next three workshops. While the focus is in on leadership responses, one or two sustainability challenges are 'spotlighted' at each workshop. Crosscutting leadership and change topics are also embedded within and/or interspersed between the sessions covering the various leadership responses.

		Modules: Sustainability Leadership Responses	Sustainability Challenges				
			Economic	Social (incl. Inequality & Poverty)	Ecosystems & Biodiversity	Climate Change	Governance
Year 1	W.1* Sept	1. Sustainability Challenges	■	■	■	■	□
		2. Leadership Responses	□	■	□	□	□
		3. Leadership for Change					
	W.2 Apr	4. Sustainable Enterprise, Finance & Investment	■	□			
		5. Government Policy & Regulations	■			■	□
		6. Planning, Design & Technology			□	■	
E.C* Jun	Research Skills						
Year 2	W.3 Sep	7. Organisational Strategy, Culture & Governance		□			■
		8. International Agreements & Institutions	□	■		□	
		9. Communications, Education & Advocacy		■	□	□	■
	E.E Nov	Leadership					
	W.4 Apr	10. Operational & Employment Practices			■	□	
		11. Cooperation, Collaboration & Partnerships		□	■		■
		12. Sustainable Production & Consumption			■	□	
E.G Nov	Philanthropy		□				

Key:

■ Sustainability challenge 'spotlighted'

□ Challenge covered to some extent

Workshop 1 (Year 1)

Module 1: Sustainability Challenges

The module starts with an introduction to the sustainability/ sustainable development concept. It then proceeds to provide an overview of the most urgent and critical social, environmental, ethical and economic challenges facing the world. This includes an exploration of the key system-level trends, drivers and pressures drawing on credible scientific evidence.

Some key challenges (e.g. climate change, biodiversity loss, the structure and performance of the economy, and inequality) may be covered in some detail; however the aim of this module is not to explore any particular challenge in depth, but rather to set the context for the remainder of the programme.

Passed speakers have included:

- Will Day, Chair UK Sustainable Development Commission
- Dr. Emily Shuckburgh, Research Fellow, British Antarctic Survey
- Prof. Daniel Dorling, Department of Geography, University of Sheffield
- Prof. Paul Ekins, Professor of Energy and Environment Policy, University College London
- Prof. Nigel Leader-Williams, Director Conservation Leadership, Department of Geography, University of Cambridge

Module 2: Leadership Responses

This module provides an overview of how leaders from business, government, academia and civil society are responding to global sustainability challenges. The module is delivered via a series of practical case studies.

Themes that are typically introduced include:

- The “business case” for responding to sustainability.
- Risks and opportunities associated with sustainability.
- Individual/ organisational/ contextual characteristics that facilitate positive responses to sustainability challenges.

The aim of this module is not to explore any particular leadership response in depth, but rather to set the context for the remainder of the programme.

Passed speakers have included:

- Mike Barry, Head of Sustainable Business, Marks and Spencer Plc
- Jon Samuel, Social & Community Development Manager, Anglo American Plc
- Sue Clark, Corporate Affairs Director, SAB Miller
- Paul Turner, Head of Sustainable Development, Lloyds Banking Group Wholesale Division
- Fionnuala Tennyson, Vice President Public Affairs & Communications, Coca Cola Enterprises
- Dr. Nick Hughes, Partner, Signal Point Partners (ex Vodaphone)
- Dr. Jeremy Leggett, Founder, Solar Century
- Prof. Felicia Huppert, Director, Well-being Institute, University of Cambridge
- Professor Ken Peattie, Director, ESRC Centre for BRASS, Cardiff University

Module 3: Leadership for Change

This module introduces leadership and change management for sustainability with a focus on the role of individual change-agents, in particular. Some theoretical concepts are introduced and insights are provided by actual leaders in the field.

The aim of this module is not to explore leadership in depth, but rather to set the context for the remainder of the programme, including the Leadership E-module (see below).

Passed speakers have included:

- Jonathon Porritt, Founder Director, Forum for the Future
- Dr. Alan Knight, Founder Single Planet Living
- Prof. Charles Ainger, Visiting Professor In Engineering for Sustainable Development, University of Cambridge
- Sherry Coutu, Non Executive Director, New Energy Finance
- Sean Ebnet, Director of New Business, Drax Power Station
- José Lopez, Executive VP Operations & Global Business Excellence, Nestle SA
- James Smith, Chairman, Shell

Workshop 2 (Year 1)

Module 4: Sustainable Enterprise, Finance & Investment

This module explores how **sustainable enterprise, finance and investment** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can deploy these mechanisms.

The use of sustainable enterprise, finance and investment to facilitate economic development and poverty alleviation are “spotlighted”; although other sustainability challenges may also be considered.

Concepts introduced under “sustainable enterprise” include social enterprises (e.g. ‘base of the pyramid’ models) and greentech/ cleantech businesses. These are business models that offer competitive returns for investors and customers while providing solutions to global challenges. The significance of ownership (e.g. family, public, private equity investment, and cooperatives) on approaches and attitudes to sustainability may be considered.

This module provides an overview of the various facets of finance and investment in a sustainability context. Topics that are typically explored include:

- an introduction to the tensions sometimes perceived between conventional financial theory and sustainability (e.g. long- versus short-term);
- the arguments for and against factoring sustainability into investment decisions;
- sustainable/ socially responsible investment in the context of the global financial markets;
- responses by institutional investors and the role played by investment fund managers.
- microfinance/ microcredit.

Passed speakers have included:

- Dr. Kumar Aniket, Lecturer, Trinity College, University of Cambridge
- Charles Middleton, Managing Director, Triodos Bank
- Christopher Bray, Head of Environmental Risk Policy Management, Barclays Plc
- Dr Steve Waygood, Head of Sustainability Research & Engagement, Avivia Plc
- Dr. Nick Gifford, Executive Director, UNPRI
- Nick Robbins, Head of Climate Change Centre of Excellence, HSBC
- Dr Shai Vyakarnam, Director Centre for Entrepreneurial Learning, University of Cambridge
- Dr. Helen Haugh, Deputy Director of the MBA Programme, Judge Business School, University of Cambridge
- Justin DeKoszmovsky, Manager Strategic Sustainability , SC Johnson

Module 5: Government Policy & Regulations

This module explores how **government policy and regulations** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of this leadership response are investigated. The participants are encouraged to consider how they/ their organisation can better engage with policy-making.

The use of policy and regulation to facilitate the transition to a low carbon economy is “spotlighted”; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Politics of sustainability, e.g. the role of governments in creating sustainable societies and political tensions associated with sustainability issues.
- Policy instruments to address key sustainability challenges, including incentives, taxes and market-based instruments (e.g. carbon trading) and the.
- Progressive policy initiatives that address electoral short-termism and regressive lobbying interests
- Policy drivers for innovation/ change.
- The role of business and civil society in shaping sustainability policy and regulations.
- Examples of regulations, such as the UK Climate Change Act.

Passed speakers have included:

- Tom Spencer, Executive Director of the European Centre for Public Affairs
- Dr. Chris Hope, Reader in Policy Modelling, Judge Business School, University of Cambridge
- Delia Villagrasa, Senior Advisor, European Climate Foundation
- Prof. Michael Kelly, Prince Philip Professor of Technology, Department of Engineering University of Cambridge
- Adrian Gault, Chief Economist, Committee on Climate Change

Module 6: Sustainable Design & Technology

This module explores how **sustainable design and technology** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can deploy these mechanisms for positive change.

The use of design and technology to facilitate the transition to a low carbon economy is “spotlighted”; although other sustainability challenges may also be considered.

Topics that are typically introduced include:

- Sustainable/ ‘green’ design approaches or philosophies, e.g. “cradle-to-cradle” and biomimcry.
- Interdisciplinary design of sustainable cities, infrastructure, etc.
- Decision-support tools, such as: environmental and social impact assessment, sustainability assessment, footprint analysis, etc.
- Project/ investment due diligence.
- Technological Innovation for Sustainability

Passed speakers have included:

- Chris Tuppen, Founder & CEO, Advancing Sustainability LLP
- Prof. Peter Guthrie, Professor of Engineering for Sustainable Development, University of Cambridge
- Prof. Dame Ann Dowling, Head of Engineering Department, University of Cambridge
- Sophie Hartsfield, Policy Advisor, Department for Energy and Climate Change
- Prof. Chris Howe, Professor of Plant and Microbial Biochemistry, Department of Biochemistry, University of Cambridge

Research Seminars & Interactive Sessions

At Workshop Two Research Seminars are organised. At these sessions academics from within the University are invited to talk to small groups of students about their research. The aim of this is to help our students to scope their Dissertation Topics and to introduce them to possible Supervisors.

Interactive Sessions were led by the following:

- Cambridge Consultants
- GreenBRIDGE (University of Cambridge Graduate Research Society)
- Engineers without Borders

Workshop 3 (Year 2)

Module 7: Organisational Strategy, Culture & Governance

This module explores how sustainability is incorporated into and affected by an organisation's **strategy, culture and governance**. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how their organisation can deploy these facilitators of positive change. Rather than proposing an ideal model of structure, strategy or governance, a diversity of models that exist or have been proposed is considered.

The role of organisational strategy and culture in promoting good governance both within organisations and externally is "spotlighted"; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Conventional notions of organisational strategy and the obstacles that these can pose to sustainability.
- Developing and articulating a strategic vision and principles that incorporate sustainability.
- Strategic planning tools, such as scenario planning and full-cost accounting.
- How corporate culture and corporate governance practices have affected company behaviour.
- The implications of sustainability for conventional ideas of strategy and governance, examining the extent to which, for instance, shareholder primacy, assessment of net present value, and managerial efficiency influence corporate behaviour in the sustainability context.
- Ethical perspectives on the culture and governance of organisations.
- Accountability and fiduciary duty.
- Identification of and attitude towards risks & opportunities.
- Influence of organisational values on ethical standards and behaviour.
- Voluntary codes and sectoral initiatives to improve transparency, accountability and/or prevent bribery and corruption.
- The need and possibilities for institutional innovation.

Passed Speakers have included:

- Lord John Browne, Former Group Chief Executive, BP
- Edward Bickham, Former Executive Vice President External Affairs, Anglo American
- Eddie Rich, Deputy Head & Regional Director, EITI International Secretariat
- Salil Tripathi, Director of Policy, Institute for Human Rights & Business
- Dr. Mark Esposito, Associate Professor, Grenoble Ecode de Management
- Dr. Stelios Zyglidopoulos, Lecturer in Strategy, Judge Business School, University of Cambridge

Module 8: International Agreements & Institutions

This module explores how **international agreements and institutions** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can better engage with international institutions.

The role of international agreements and institutions in addressing social challenges (e.g. poverty) is “spotlighted”; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Introduction to key institutions and developments agencies
- International negotiations and agreements to address sustainability challenges, e.g. Millennium Development Goals and Kyoto Protocols.

Passed Speakers have included:

- Dr. Markus Gehring, Tutor Sustainable Development Law, University of Cambridge
- Dr Catherine Mackenzie, Senior Lecturer, Department of Land Economy, University of Cambridge
- Dr. Eleanor O’Gorman, Research Associate, Department of Politics and International Studies, University of Cambridge

Module 9: Communications, Education & Advocacy

This module explores how **communications, education and advocacy** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can deploy these behaviour-changing mechanisms.

The role of communications, education and advocacy in addressing social challenges (e.g. poverty) and promoting good governance is “spotlighted”; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Communicating scientific evidence, risk and uncertainty
- Promoting a genuine sustainable brand/ message/ image
- Behaviour changes via marketing, role models, champions, education and advocacy
- The emergence of NGOs and other non-state actors, the influence of global social movements, and the role of social media in the emergence of civil governance.

Passed Speakers have included:

- Dr. Arlo Brady, Board Director, Freud Communications
- Craig Bennett, Director of Policy & Campaigns, Friends of the Earth
- Giselle Weybrecht, Author ‘The Sustainable MBA: The Manager’s Guide to Green Business’
- Anna – Joy Rickard, Director, The Humanitarian Centre

Workshop 4 (Year 2)

Module 10: Operational & Employment Practices

This module explores how an organisation's **operational and employment practices** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how their organisation can improve operational performance.

The role of operational and employment practices in addressing challenges relating to ecosystems and natural capital (e.g. poverty) is "spotlighted"; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Voluntary standards and sectoral initiatives to improve environmental and social performance.
- Competencies and capabilities within companies how this may need to change.
- Employee selection and training for sustainability-relevant attitudes and aptitudes.
- Employee motivation and incentives to promote sustainability.

Module 11: Cooperation, Collaboration & Partnerships

This module explores how **cooperation, collaboration and partnerships** between stakeholders can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can adopt cooperative initiatives.

The role of cooperation, collaboration and partnerships in addressing challenges relating to ecosystems and natural capital (e.g. poverty) is "spotlighted"; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Stakeholder theory and an overview of different types of cooperative arrangements.
- Evolution of stakeholder engagement and its implications for business.
- Cross-sectoral and multi-stakeholder partnerships/ alliances/ networks/ non-traditional groupings to tackle sustainability challenges, such as the Forest Stewardship Council and Fairtrade
- Examples of business-initiated partnerships such as, the Marine Stewardship Council and the Roundtable on Sustainable Palm Oil.

Module 12: Sustainable Production & Consumption

This module explores how **sustainable production and consumption** can contribute to positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated. The participants are encouraged to consider how they/ their organisation can improve production and consumption.

The role of **sustainable production and consumption** in addressing challenges relating to ecosystems and natural capital (e.g. poverty) is “spotlighted”; although other sustainability challenges may also be considered.

Topics that are typically explored include:

- Cradle-to-cradle/ closed-loop/ full lifecycle design and production.
- Eco-efficiency and eco-effectiveness.
- Dematerialising products and processes.
- ‘Choice editing’ for sustainability.
- Procurement and supply chains.
- Consumer behaviour and attitudes, drawing on current psychological and cultural marketing theory and other relevant fields.
- Examples of initiatives to change consumer behaviour.

E-Modules

Research Skills

(With some introductory sessions during the Workshops)

This module covers the basic skills needed to undertake research. The module is delivered via a series of guidance notes, readings and podcasts. Topics that are covered include:

- Requirements for conducting and analysing research.
- Merits of quantitative and qualitative research methodologies
- Research methods.
- Academic referencing.

Passed contributors have included:

- Dr. Emma Coonan, Research Skills & Development Librarian, Cambridge University Library
- Dr. Wayne Visser, Founder & Director of CSR International

Leadership for Sustainability

(With some introductory sessions during the Workshops)

This module presents a definition of sustainability leadership and a sustainability leadership model based on the leadership literature and research by CPSL. It is situated and compared it to “conventional” notions of leadership.

The module is delivered via a series of guidance notes, readings and podcasts. Themes that are covered include:

- Leadership perspectives, practices and types
- Individual and organisational leadership

Passed contributors have included:

- Dr. Wayne Visser, Founder & Director of CSR International
- Polly Courtice, Director, University of Cambridge, Programme for Sustainability Leadership

Philanthropy for Sustainability

This module explores the contribution of philanthropy in bringing about positive change for sustainability. This is via relevant analytical frameworks/ theories and best practice case studies. Barriers to and opportunities for enhancing the use of these leadership responses are investigated.

The module is delivered via a series of guidance notes, readings and podcasts. Topics that are covered typically include:

- Arguments for and against philanthropy in support of sustainability.
- The nature and effectiveness of various types of philanthropy, e.g. (certain forms of) CSR by companies, charity, aid, development assistance, voluntary work

Passed contributors have included:

- Oliver Dudok van Heel, Head of Corporate Responsibility, Radley Yeldar

Tutors

For the first third of the programme, participants are tutored by 5 leading Sustainability Practitioners. The current Tutors are:

Richard Burrett spent over 25 years working in international banking. After an initial period with NatWest he joined AMRO Bank in 1988 where he gained wide experience of working on structured and project financing in the energy and infrastructure sectors becoming Managing Director and Global Head of Project Finance in 2001. In this role he was instrumental in the development of the Equator Principles, creating a market recognised standard for the management of environmental and social risk within project financing. He started to work directly on ABN AMRO's award winning sustainability agenda in 2004 becoming Global Head of Sustainability before leaving the Bank in May 2008. He is a Partner at Earth Capital Partners LLP a sustainability-focused investment group and is a Senior Associate of the University of Cambridge Programme for Sustainability Leadership. He is also a Board Member of Forest Renewables developing the renewable energy potential of Scotland's national forest estate and also a Board Member of Forest Trends, a Washington based organisation promoting market-based approaches to forest conservation. He is Co-Chair of the UNEP Finance Initiative and leads their Biodiversity and Ecosystems workstream. He holds a BA in German and a MBA from Durham University and is an Associate of the Chartered Institute of Bankers

Oliver Dudok van Heel is the founder of Living Values, a consultancy working with the public and private sectors to integrate sustainable development within organisational strategy. He is an experienced corporate responsibility consultant, specialising in corporate responsibility strategy, the business case for CR, reporting and stakeholder engagement. His most recent focus has been on incorporating personal values within corporate responsibility. He has over 10 years' experience in corporate strategy and corporate sustainability working with major multinationals, and has worked for Arthur D. Little, SustainAbility and Enviros Consulting, while currently running his own consultancy, Living Values. His main sector expertise is in finance, energy, oil & gas and telecommunications. Oliver speaks English, French, Dutch, German, Spanish and Portuguese and holds a Masters of Law and an INSEAD MBA.

Chris Pomfret has had a long and successful career with Unilever, largely in the marketing function and then in general management. He was Business Director for Frozen Foods in Birds Eye Walls prior to moving to Unilever head office where he was a member of the team responsible for embedding sustainability practices into Unilever and in particular the Marketing function. As a Senior Associate of CPSL, Chris has invaluable experience of putting sustainable development into practice in a multi-national business. Chris was a member of the core faculty at the Business & the Environment Programme Southern African Seminar, is a facilitator on the Post-Graduate Certificate in Sustainable Business and on a number of tailor-made CPSL programmes. He is a member of the board of the Food Standards Agency, the ABI Customer Committee and a trustee of CHASE, a southern England charity that provides care and support to life-limited children. He was also a member of the UK Government's Roundtable on Sustainable Consumption and is currently a member of an expert committee helping the Government strategy unit review UK Food policy.

Dr Jenny Pope is Director of Western Australian consultancy firm Integral Sustainability, which provides consultancy and training services to Government and industry on the integration of

sustainability concepts into planning and decision-making processes. A chemical engineer by training, Jenny's practice builds upon her early career experience in industrial and corporate environmental management, particularly in the wastewater and the oil industries, in Australia and internationally. In 2007 she was awarded her PhD from Murdoch University for her research into the evolution of processes for the sustainability assessment of complex and strategic projects. This work contributed directly to the development of the Western Australian Government's State Sustainability Strategy. As an active member of the International Association for Impact Assessment, she is internationally recognised for her work in sustainability assessment and has a number of publications in this area. Jenny has worked with clients ranging from local governments through to public infrastructure providers, major resource development companies and government agencies to develop context-specific sustainability frameworks and assessment processes to embed sustainability into project planning, strategy development and decision-making at all levels. Integral Sustainability also convenes a biennial symposium on sustainability assessment in Western Australia, bringing together representatives of government, industry and the broader community as well as leading international practitioners for the purpose of sharing best practice and promoting the sustainability agenda.

David Rice is an independent adviser on the social and environmental impacts of business. He is a Senior Associate of the University of Cambridge Programme for Sustainability Leadership. David joined the international oil and gas company BP in 1979 as a research geophysicist. In his 27 years with BP he held positions as an exploration and production geophysicist, Head of Basin Modelling (structural and sedimentological geology), Head of Geoscience Training, Exploration Manager for BP China, a commercial analyst, a strategic planner, and a political adviser. In 1998 he was appointed Director, Policy Unit, and Chief of Staff for the global Government and Public Affairs function, and the BP Group Policy Adviser on Development Issues. He instigated for BP a number of relationships with NGOs and helped develop and implement BP's policies with respect to climate change, human rights, indigenous people, resettlement, HIV, social investment, and more. He was an initiator of the Voluntary Principles on Security and Human Rights for the oil, gas and mining industry, launched by the Secretaries of State for the USA and the UK in 2000. Since leaving BP in 2006, David has been working with companies, NGOs and academics on social and environmental issues at policy and individual project level. He is Chairman of the Azerbaijan Social Review Commission, an independent body funded by BP which includes leading Azerbaijani NGOs and international human rights lawyers, established to monitor the social impacts of BP's oil and gas activities in Azerbaijan.

Dissertation Supervisors

Each participant is allocated a Supervisor for their dissertation. Participants typically have two face-to-face and at least three virtual supervisions with their Supervisor. In addition to an academic Supervisor sometimes a participant will also have an industrial Supervisor.

The Virtual Learning Environment (VLE)

The VLE provides an additional learning resource between the residential workshops. The VLE is used for teaching three modules. It is also used for: virtual tutorials, supervisions and discussions/seminars. In addition, the VLE provides an avenue for communications between participants and the Programme Team. It is also used to make available supplementary material, such as slides used by presenters and links to useful websites, articles, etc.

Assignments and Dissertation

During the first academic year of the Masters of Studies in Sustainability Leadership, participants undertake two 3,000 word individual assignments and a group project of 5,000-7000 words. In the second academic year a research dissertation of up to 15,000 words must be completed.

Individual Assignments

Participants complete two individual assignments of relevance to their professional settings, namely:

- **Analysis Paper:** A detailed, critical analysis of a sustainability challenge of relevance to their organisation. The analysis makes use of relevant conceptual frameworks and theories, supported by current thinking in the field and practical examples.
- **Strategy Paper:** Participants formulate recommendations to their organisation regarding how to respond to a sustainability challenge or opportunity. This usually builds on the case review findings.

Group Project

In parallel with the individual assignments, participants work in small groups of 6-8 to develop an original piece of thinking on a sustainability topic of mutual interest. It can take the form of a research paper, or a proposed model/ tool with recommendations for its use. With the help of an expert Tutor, each group decides how to approach the project and then develops the ideas and content so that it draws on the collective experience of the group members. Participants must be willing to work collaboratively, share ideas generously and contribute to the fullest possible extent.

Dissertation

Research towards a dissertation is undertaken under the general oversight of a topic-specific academic supervisor. The research must follow a recognised qualitative and/or quantitative methodology, but can be applied (e.g. action research). The research can address a topic of relevance to a specific organisation, or focus more generally on a sector, challenge or location. Participants are encouraged to choose research topics that are practically-focussed and of relevance to the most pressing sustainability challenges. The dissertations are expected to be at the same level as would be required on a full-time Masters programme.

Participant Profile

The programme will admit 30-40 participants each year..

Cohort 1, 2010-2012

Nationality	
British	13
European	10
African countries	3
Asian countries	3
North American	6
Australian	3

Based	
UK	17
Europe	6
North American	6
African countries	3
Australia	0

Sector	
Energy	4
Consumer Industries	4
IT & Communication	2
Financial & Professional Services	8
Public Sector	3
Consultants	2
Defence	1
Basic Industries	2
NGO	4
Travel / Transport	2

Gender	
Male	23
Female	9

Cohort 2, 2011-2013

Nationality	
British	7
European	7
African countries	5
Asian	6
South American	1
North American	1
Middle East	1
Australian	1

Based	
UK	9
Europe	7
USA	4
Other European	4
USA	4
Asia	4
African countries	4
Australia	0
South America	3

Sector	
Energy	3
Consumer Industries	8
IT & Communication	1
Financial & Professional Services	5
Public Sector	5
Consultants	3
Mining	2
Construction	1
Higher Education	

Gender	
Male	18
Female	16

Workshops

The residential workshops are highly intensive and there is little free time; hence participants wishing to experience Cambridge's many attractions should make arrangements to do this outside the compulsory residential periods.

Wolfson College is likely to serve as the main host for the programme; although use is also made of facilities at the associated Departments and elsewhere in Cambridge. Participants are offered accommodation at the host College, but are not obliged to take this up; however Staying in College is encouraged since it offers practical benefits and enhances the experience of Cambridge student life. College accommodation is of a good quality and rooms generally have en suite bathrooms; however it does not provide "full hotel" standards of service and convenience.

www.wolfson.cam.ac.uk

Dates

Workshop One: 16th -22nd September 2012

Workshop Two: 14th -20th April 2013

Workshop Three: August or September 2013 (date tbc)

Workshop Four: March or April 2014 (date tbc)

Cambridge Experience

At the workshops Participants attend Formal Hall and Gala Dinners. When it is possible trips to the Botanical Gardens and punting are included in the programme. Visits to the University Library and Departmental Libraries are included in the programme. As a member of the University participants have electronic access to the University's Electronic resources.

If it is possible participants are encouraged to visit Cambridge in between workshops to use the Library resources. As a member of the University Participants are able to attend any lecture given in the University. The Programme Team communicate talks and events that are occurring in between workshops to the participants via the Virtual Learning Environment.

PCSB Alumni

PCSB alumni (since 2007) are exempted from the first quarter of the Masters and receive a commensurate fee discount; however it is not a requirement to complete PCSB before applying for the Masters.

Programme Fees

The programme fee (which is VAT-exempt) for the Masters is £9,000 per year (i.e. £18,000), excluding travel, accommodation and subsistence costs. The total fee for PCSB alumni reduces to £13,800.

The MSt fee covers the cost of joining a college, which is a requirement for all Cambridge postgraduate students. This will most likely be Wolfson College, which caters specifically for postgraduate and part-time students.

The estimated subsistence costs for a week workshop is around £200-250.

Applications are processed in batches as they are received. You are therefore advised to apply as early as possible. (The 2011-13 cohort was heavily oversubscribed.)

Applications

The Masters of Studies in Sustainability Leadership is designed for senior and mid-career professionals/ managers who want to enhance their ability to respond to sustainability challenges and are looking to increase their own personal development in the field. The programme welcomes applicants from business, government, civil society and academia.

The highest calibre candidates are selected via a rigorous process endorsed by an Academic Advisory Committee comprising representatives from the associated Departments, and then approved by the Judge Business Schools Degree Committee, Institute of Continuing Education and the Board of Graduate Studies.

Besides enthusiasm and commitment, applicants must have:

- A 2:1 (or equivalent) undergraduate degree from a recognised university.
- A minimum of three-years work experience.
- Demonstrable enthusiasm and/or aptitude for sustainability leadership.
- Good ability in written and spoken English language.
- Endorsement from their employer or, if independent, from an organisation that will be the focus of their work on the programme;
- Access to appropriate computer technology and internet software; and
- The ability to pay the course fees or to identify a sponsoring institution.

Terms and Conditions

1. Payment should be received within 30 days of invoicing and in advance of the first workshop.
2. Cancellations are non-refundable.
3. Programme places are not transferable.
4. It is not possible to accommodate accompanying partners.
5. Full participation at all four workshops and E-learning is required.

Further Information

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