

Master of Science in Sustainability Management

SUSTAINABLE FASHION & STARTUP STRATEGY

6:10 pm – 8:00 pm

3 Credits

Instructor: Ammar Belal, ammar@ammarbelal.com, 917-982-5678
Office Hours: By Appointment
Response Policy: Please contact me by email and I am usually able to respond within 24 hours.

COURSE OVERVIEW:

Fashion's consistent ranking amongst the top 3 global polluters has become a decades old fact struggling to gain a proportionate response amongst the brand startup and sourcing community. With industry revenues set to exceed \$1 trillion, there is an opportunity to critically address existing revenue models predicated on traditional metrics, such as constant growth, and singular bottom lines. "Sustaining" this defunct persona of a fashion business implies a contradictory strategy for an organization envisioning ethical and social relevance with the 21st century consumer.

This environment demands a systems-change approach to thoroughly investigate recent initiatives and pioneer business models that promise shared value amongst planet, people and profit. An ethnographic review of hierarchical relationships within fashion's sourcing matrixes is required to evolve an exploitative foundation with a regenerative consequence.

The course attempts to create a nexus between the fashion entrepreneur and systems thinker to explore strategic solutions that address sustainability through an environmental, social and economic lens. It focuses on dismantling a one-dimensional notion of success, scale or pragmatism with initiatives that thrive and sustain their impact within micro communities. We aim to foster a mindful, yet critical discourse on fashion industry initiatives, past and present, as we practice various tools that help transition existing organizations and incubate new startups towards sustainable outcomes.

LEARNING OBJECTIVES:

- L1: Students will demonstrate an understanding of the **history of sustainable fashion initiatives**; an applied vocabulary of the current global fashion system; **its key stakeholders and incentive mechanisms** across cultures and supply chains; and **its regulatory bodies and certification systems**.

- L2: Students will **critically analyze contemporary business models** within the industry, and contextualize advocacy initiatives within public policy and local governments.
- L3: Students will apply **research mapping and systems thinking tools**, especially through qualitative exercises and interactions with multinational supply chain, and **alternative material sourcing models** to identify potential opportunities and build vendor relationships.
- L4: Students will utilize **impact metrics and quantitative analysis** to demonstrate financial literacy within the sustainable fashion investor network.
- L5: Students will utilize an applied business model validation process through the **Lean Startup methodology** for early stage fashion startups, team formation, and capital raising.
- L6: Students will develop an in-house **transitional sustainable strategy within corporate structures** and traditional supply chains.

READINGS:

NEW SYSTEMS

Tyler Little, (2018) **Understanding Sustainability in the Fashion Industry**. New Degree Press

Dana Thomas, (Sep 3, 2019) **Fashionopolis: The Price of Fast Fashion and the Future of Clothes**. Penguin Press

William McDonough & Michael Braungart, (April 22, 2002) **Cradle to Cradle Remaking the Way we Make Things**. North Point Press; 1st edition

Alison Gwilt and Timo Rissanen, (January 29, 2011) **Shaping Sustainable Fashion: Changing the way we Make and use Clothes**. Routledge; 1 edition

Elizabeth Cline, (August 20, 2019) **The Conscious Closet: The Revolutionary Guide to Looking Good While Doing Good**. Plume; 1 edition

Alison Gwilt, (March 27, 2014) **A Practical Guide to Sustainable Fashion**. Fairchild Books

Acaroglu, Leyla: **Tools for Systems Thinkers: The 6 Fundamental Concepts of Systems Thinking** (Available on medium.com), 2017

ARTICLES

WWD “**Overheated! Is Fashion Heading for a Burnout?**” <https://wwd.com/fashion-news/fashion-features/fashion-designers-karl-lagerfeld-marc-jacobs-10269092/>

Cathy Horyn, System Mag “**Raf Simons on his final six months at Dior**” <http://system-magazine.com/issue6/raf-simons/>

Denitsa Tsekova, Bloomberg Business “**What is Vegan Leather, and should you be wearing it?**” <https://www.bloomberg.com/news/articles/2019-08-23/what-is-vegan-leather-and-should-you-be-wearing-it-quicktake>

HISTORY

Horace Miner, (1956) **Body Ritual Among the Nacirema - American Anthropologist**

Sandy Black, (April 1, 2013) **The Sustainable Fashion HandBook**. Thames & Hudson; 1 edition

Kate Fletcher, (April 11, 2014) **Sustainable Fashion and Textiles Design Journeys**. Routledge; 2 edition

Kate Black, (October 1, 2015) **Magnifeco: Your Head-to-Toe Guide to Ethical Fashion and Non-toxic Beauty**. New Society Publishers;

Clare Press. (Feb 20, 2018) **Wardrobe Crisis: How we went from Sunday Best to Fast Fashion**. Skyhorse; Reprint edition

Annamma Joy, John F. Sherry Jr, Alladi Venkatesh, Jeff Wang & Ricky Chan (2012) **Fast Fashion, Sustainability, and the Ethical Appeal of Luxury Brands**, *Fashion Theory*, 16:3, 273-295, DOI: 10.2752/175174112X13340749707123

WWD Staff, (Oct 27, 2015) **“Overheated! Is Fashion Heading for a Burnout?”**

Cathy Horyn, System Mag **“Raf Simons on his final six months at Dior”**

ENTREPRENEURSHIP

Eric Ries, (Sep 13, 2011) **The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses**. Crown Publishing Group

Yvon Chouinard, (6 Sep 2016) **Let My People Go Surfing: The Education of a Reluctant Businessman**. Penguin Books; 2nd edition

(April 17, 2008) **The Social Intrapreneur, A Field Guide for Corporate Changemakers**. Sustainability, 1 edition

Bennett, Graceann, and Freya Williams. **Mainstream Green: Moving Sustainability from Niche to Normal**. Ogilvy & Mather, 2011

SOURCING

Adila Cokar, (June 19, 2019) **Source My Garment: The Insider's Guide To Responsible Offshore Manufacturing**. Source My Garment Consulting Inc

Ross, M. (Producer), & Morgan, A. (Director). (2015). Video documentary: **The True Cost**. United States: Life is My Movie Entertainment; Untold Creative LLC (1h 32 min): <https://truecostmovie.com/>

Cotton road a supply chain journey. United States. Laura Kissel ; 2014

Madeline Dray, Robert Kraynak, Helen Lee, Kristine Schantz. **"Exploring the sustainability of Nike Flyknit shoes."** ME 589 Winter 2016. Print

Henderson, et, al. **"Nike Considered: Getting Traction on Sustainability."** MIT Sloan Management 08-077.

Andrew Brooks. (March 15, 2015) **Clothing Poverty: the Hidden World of Fast Fashion and Second-Hand Clothes** Zed Books

CIRCULAR ECONOMY

Ellen MacArthur Foundation, **"Towards A Circular Economy: Business Rationale for an Accelerated Transition"** Ellen MacArthur Foundation. 2 December 2015

Ellen MacArthur Foundation (in cooperation with Granta and LIFE). "**Circularity Indicators. An Approach to Measuring Circularity: Project Overview**", May 2015

Brown, Tim: Design & the circular economy – Circular Design Guide

Ellen MacArthur Foundation, "**A New Textiles Economy: Redesigning Fashion's Future**" Ellen MacArthur Foundation. 2017. Web.

The Upcycle: Beyond Sustainability - Designing for Abundance Paperback – April 16, 2013

MARKETING

Belz, Frank-Martin. "**Marketing in the 21st Century. Business Strategy and the Environment**" Bus. Strat. Env. 15.3 (2006):139-44

Guides for the Use of Environmental Marketing Claims, § 16 CFR Part 260 (2012). Print. U.S. Federal Trade Commission

Luxe Digital. "**Sustainable Luxury: Millennials Buy Into Socially Conscious Brands**. March 2018. Web

IMPACT METRICS/INVESTING

TONIIC eGuide Early Stage Global Impact Investing, 2013, PDF on NYUC. <http://www.toniic.com/toniic-institute/early-stage-e-guide/>

US National Advisory Board on Impact Investing, "Private Capital Public Good, How Smart Federal Policy Can Galvanize Impact Investing — and Why It's Urgent," June 2014. PDF on NYUC

Ebrahim, Alnoor and V. Kasturi Rangan, "**Acumen Fund: Measurement in Impact Investing (A) and (B)**," HBS Cases, 9-310-011 and 9-106-043, 2010

Foundation Center, **Tools and Resources for Assessing Social Impact (TRASI)**, <http://trasi.foundationcenter.org/>

Investing for Environmental and Social Impact Fall 2016 5 Global Impact Investing Network (GIIN)'s Impact Reporting and Investment Standards: <http://iris-standards.org/>

Global Impact Investing Network (GIIN) and the Impact Reporting and Investment Standards (IRIS) Initiative, "Data Driven: A Performance Analysis for the Impact Investment Industry," 2012. PDF on NYUC

Impact Investing 2.0 – **The Way Forward: Insight from 12 Outstanding Funds**, November 2013, NYUC

Case Studies of 6 Funds from Impact Investing 2.0 Report, NYUC Impact Investing 2.0 Video: <https://www.youtube.com/watch?v=8Hv0Xs--gnc&feature=youtu.be>

Makower,Joel. "State of Green Business Report 2018 GreenBiz Group. 2018

MISC

Timo Rissanen and Holly McQuilan, (6 September 2018) **Zero Waste Fashion Design**. Bloomsbury Visual Arts

Kate Fletcher, (September 20, 2019) Design and Nature: A Partnership. Routledge; 1 edition

Kate Fletcher and M. Tham, (2019) Earth Logic Fashion Action Research Plan. London: The J J Charitable Trust

Dana Thomas, (July 29, 2008) Deluxe How Luxury Lost its Luster. Penguin Books; Reprint edition

Elizabeth Cline, (August 27, 2013) Overdressed. Portfolio; Reprint edition.

Naomi Klein, (November 24, 2009) No Logo. Picador; 10 Anv edition

Sass Brown, (October 6, 2010) Eco Fashion. Laurence King Publishing; 1st edition

Sass Brown, (October 29, 2013) ReFashioned. Laurence King Publishing

Lucy Siegle, (May 1, 2011) To Die For Is Fashion Wearing out the World? Fourth Estate (GB)

Tyler Little, (25 Sep 2018) The Future of Fashion: Understanding Sustainability in the Fashion Industry. New Degree Press

Anna Maria Clement and Brian R Clement, (February 4, 2011) Killer Clothes. Hippocrates Publications; 1 edition

Consumer Goods Forum. The Honest Product Summary. Web. 2018

NEWSLETTERS

- <http://3blmedia.com/>
- <http://www.theguardian.com/us/environment>
- <http://www.csrwire.com/>
- <http://green.blogs.nytimes.com/>
- <http://www.corporateregister.com/>
- <http://www.environmentalleader.com/>
- <http://www.greenbiz.com/>
- <http://grist.org/>
- <http://www.sustainablebrands.com/>
- <http://www.responsible-investor.com/>
- <http://www.socialfunds.com>
- <http://www.greenerchoices.org/>
- <http://www.goodguide.com/#>
- <http://www.newdream.org/>
- <http://www.treehugger.com/>
- <https://www.ellenmacarthurfoundation.org/case-studies>
- <https://www.sustainablebrands.com/>
- <https://www.circle-economy.com/>
- <https://www.greenpeace.org/international/publication/17612/destination-zero/>
- Comme des Garçon's Fall 14 collection
- Victoria's Secret runway with Karlie Kloss
- Stella Jean, any season from 2014 onwards

WEBSITES & DIGITAL RESOURCES

<https://ecocult.com/category/fashion-2/>
<http://www.labourbehindthelabel.org>
<http://www.cleanclothes.org>
<http://www.greenpeace.org/international/en/campaigns/detox>
<http://www.textiletoolbox.com>
<http://www.ethicalfashionforum.com>

DOCUMENTARY & FILM RESOURCES:

- BBC Documentary Clothes to Die For - Zara Hayes
- Planet of the Humans (documentary), Jeff Gibbs
- True Cost (Documentary), Andrew Morgan

MENTOR NETWORK:

Timo Rissanen

Prof. Fashion Design and Sustainability <https://www.newschool.edu/parsons/faculty/Timo-Rissanen/>

Otto Von Busch

Professor Strategic Design & Systems <http://www.gidest.org/otto-von-busch>

Mark Randall

Professor BBA, Founder Workstudio <http://worldstudioinc.com/about-us/>

Sara Kozlowski

Director of Educational Partnerships, CFDA <https://www.linkedin.com/in/sarakozlowski/>

Carmen Gama

Renew Designer, Eileen Fisher https://remake.world/stories/humans-of-fashion/20-questions-with-carmen-gama-of-eileen-fisher-renew/?gclid=EAlaIQobChMI8a3t7brF6AIVE4iGCh1hzAtuEAAYASAAEgKJkvD_BwE

Jessica Schreiber

Founder, Fabscrap <https://www.linkedin.com/in/jessicaschreiber/>

Brittany Dickinson

Director of Design and Sustainability, Alex Mill <https://www.linkedin.com/in/brittanydickinson/>

Lucy Jones

Founder, Ffora, Forbes 30 under 30 <https://www.lucyjonesdesign.com/about>

Adriana Marina

Founder, Animaá and NGO Hecho por Nosotros <https://animaonline.com.ar/>

Elizabeth Thomas James

Founder, Taylor & Thomas <https://www.linkedin.com/in/elizabeth-thomas-james-55799969/>

Jussara Lee

Founder, Jussara Lee <https://cfda.com/members/profile/jussara-lee>

Mohammad said

Founder, Mojo Supermarket, Forbes 30 under 30 <https://www.forbes.com/profile/mo-said/#5ce66c9d5d83>

Leslie Harwell

Managing Partner, Alante Capital <https://www.alantecapital.com/team>

Ian Fisk

Executive Director, Mentor Capital Network <https://generalassemb.ly/instructors/ian-fisk/4778>

Morty singer

CEO, Traub Capital <https://www.traub.io/team/mortimer-singer/>

Steph Stephenson

Board, Cordes Foundation <https://cordesfoundation.org/team/>

Ayesha Barenblat

Founder, Remake <https://www.thegoodtrade.com/features/interview-series-ayesha-barenblat-founder-of-remake>

Alden Wicker

Editor in Chief, EcoCult <https://ecocult.com/about/>

Kira Craft

Contributing Writer/Researcher <https://independentresearcher.academia.edu/KiraCraft>

Kerli Kant Hvass

Circular Economy Advisor <https://www.linkedin.com/in/kerli-kant-hvass-phd-b24885/?originalSubdomain=dk>

RESOURCES:

Columbia University Information Technology

[Columbia University Information Technology](#) (CUIT) provides Columbia University students, faculty, and staff with central computing and communications services. Students, faculty, and staff may access University-provided discounted software downloads (<https://columbiait.onthehub.com/>).

Columbia University Library

Columbia's extensive library system ranks in the top five academic libraries in the nation, with many of its services and resources available online: <https://library.columbia.edu/>.

SPS Academic Resources

The Office of Student Affairs provides students with academic counseling and support services such as online tutoring and career coaching: <http://sps.columbia.edu/student-life-and-alumni-relations/academic-resources>.

COURSE REQUIREMENTS (ASSIGNMENTS):

1. Attendance and Active Participation - 15% (L1, L2, L3, L4, L5, L6)

A significant portion of each class will comprise of a discussion format as a platform for us to engage in a critical discourse on the readings. I expect each of you to come to class well prepared and proactively participate in these conversations and challenge the prescribed texts. Contextualizing our nuanced perspectives, cultural experiences, and professional histories is key in fostering new approaches that address a systemic change in the fashion industry. This is also an opportunity for you to bring/share relevant texts from your research that enrich our class discussion sessions on a scheduled topic.

I expect you to attend all classes as we will be covering a lot of material. Your participation performance will be assessed via a letter grade in week 7 and week 15.

2. Critical writing responses on discussion readings - 15% (L1, L2)

- Contextualizing a Global System (Session 2) 5%
- Fashion Acceleration (Session 3) 5%
- Regulation vs Certification (Session 4) 5%

Documented reflections on the first 5 sessions of the course are pivotal for forming a strong foundation that can effectively contextualize your proposal of a sustainable fashion intervention. You will be expected to digitally submit a 750-1000 response to three of our class discussion sessions. The responses to a class discussion will be due within 7 days of the original date of the session.

You will be evaluated (through a letter grade) on your ability to evidence your overall understanding of the subject through referencing prescribed readings and class discussion notes, as well as responding to its validity within your personal experience.

3. Stakeholder Mapping Exercise - 10% (L3)

Student teams of 5 will be introduced to actual key stakeholders (Farmer, Factory owner, Labor, Government, Auditor, Buyer) from the overseas fashion supply chain to conduct video interviews and document systems insights, materials research and new developments. The list of actual participants will be finalized closer to the date of the stakeholder mapping workshop in session 6.

You will be asked to submit a stakeholder map by 10/17/2020, which will be graded on its ability to critically analyze this complex eco system beyond a surface/transactional lens and provide nuanced insights and intervention opportunities.

4. **Mid-Point research and system proposal - 20% (L3, L4, L5, L6)**

- Initial system proposal and value proposition
- Competitor Analysis

Active participation in our first 8 sessions should generate diverse insights from a historical context, mentor network, and stakeholder interviews. Each one of you is expected to verbally present (supported by digital visuals) a 3 mins proposal for a sustainable fashion initiative or system. This is an opportunity for you to reference key research from the past few weeks that help validate your proposed idea. Your proposal presentations will be followed by feedback from your peers as well as visiting mentors. I will evaluate and shortlist the proposals based on the most traction, collective interest, and next-steps viability for you to assimilate into teams and continue to build on these hypotheses for the final project.

5. **Final Systems Group Project Presentation - 40% (L3, L4, L5, L6)**

- Customer discovery tools and quantitative methods to test and validate the value proposition.
- Unit Economics demonstrating costing and pricing strategy relevant to sustainability claim.
- Impact indicators utilization and projected growth analysis.
- Omni-channel communication strategy.
- Verbal pitch and presentation slides.

From session 9 onwards, you will be working in project teams of 3-5 members as you build your Sustainable Fashion Initiative/System midterm proposal into a well-researched, consumer validated, and financially viable short pitch deck. Your team will be expected to verbally present your final project and research through a well curated 5 mins digital presentation with any additional supporting physical or multimedia attributes to a panel of industry professionals and experts from the field.

Projects will be evaluated on their depth of supporting research, the rigor of testing tools employed to validate the proposed idea, financial viability, and fluency within the overall communication strategy. All team members will share the project grade equally and will submit individual peer reviews that will be incorporated in the individual participation grade.

FINAL GRADING SCALE

Grade	Percentage
A+	98–100 %
A	93–97.9 %

A-	90–92.9 %
B+	87–89.9 %
B	83–86.9 %
B-	80–82.9 %
C+	77–79.9 %
C	73–76.9 %
C-	70–72.9 %
D	60–69.9 %
F	59.9% and below

ASSIGNMENT	% Weight
Participation – Class Discussions	15%
Reading Response - Session 2	5%
Reading Response - Session 3	5%
Reading Response - Session 4	5%
Stakeholder Mapping Exercise	10%
Mid-Point Research & System Proposal	20%
Final Systems Project & Presentation	40%

Course Policies

Participation and Attendance

I expect you to come to class on time and thoroughly prepared. I will keep track of attendance and look forward to an interesting, lively and confidential discussion. If you miss an experience in class, you miss an important learning moment and the class misses your contribution. More than one absence will affect your grade.

Late work

Work that is not submitted on the due date noted in the course syllabus without advance notice and permission from the instructor will be graded down 1/3 of a grade for every day it is late (e.g., from a B+ to a B).

Citation & Submission

All written assignments must use [citation format], cite sources, and be submitted to the course website (not via email).

School Policies

Copyright Policy

Please note—Due to copyright restrictions, online access to this material is limited to instructors and students currently registered for this course. Please be advised that by clicking the link to the electronic materials in this course, you have read and accept the following:

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials. Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is

that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

Academic Integrity

Columbia University expects its students to act with honesty and propriety at all times and to respect the rights of others. It is fundamental University policy that academic dishonesty in any guise or personal conduct of any sort that disrupts the life of the University or denigrates or endangers members of the University community is unacceptable and will be dealt with severely. It is essential to the academic integrity and vitality of this community that individuals do their own work and properly acknowledge the circumstances, ideas, sources, and assistance upon which that work is based. Academic honesty in class assignments and exams is expected of all students at all times.

SPS holds each member of its community responsible for understanding and abiding by the SPS Academic Integrity and Community Standards posted at <http://sps.columbia.edu/student-life-and-alumni-relations/academic-integrity-and-community-standards>. You are required to read these standards within the first few days of class. Ignorance of the School's policy concerning academic dishonesty shall not be a defense in any disciplinary proceedings.

Accessibility

Columbia is committed to providing equal access to qualified students with documented disabilities. A student's disability status and reasonable accommodations are individually determined based upon disability documentation and related information gathered through the intake process. For more information regarding this service, please visit the University's Health Services website: <https://health.columbia.edu/services/ods/support>.

Class Recordings

All or portions of the class may be recorded at the discretion of the Instructor to support your learning. At any point, the Instructor has the right to discontinue the recording if it is deemed to be obstructive to the learning process.

If the recording is posted, it is considered confidential and it is not acceptable to share the recording outside the purview of the faculty member and registered class.

COURSE SCHEDULE

Lectures, presentations, site visits, and some external expert mentorship sessions will provide students a thorough vocabulary of the sustainable fashion marketplace and its complex stakeholder relationships. Our weekly structure will entail a reading schedule that informs an engaged discourse for the first half of the course, followed by a workshop format for incubating startup ideas and solutions. I will be organizing a list of accomplished industry professionals that have graciously offered their consult as an external resource to our classroom, for testing the validity of your proposed initiatives. We will practice key research methods and tools to help gain insights and derive sustainable solutions to material resources and product lifecycles. An integral part of our iterative process will be exercises from the Lean Startup methodology to pilot market validation and consumer discovery, and its application to a sustainable fashion business hypothesis. A session on utilizing quantitative tools to articulate impact, decipher hidden costs, and markup formulas, is also included in our program. The last few sessions will involve cultivating a nuanced communication strategy, that examines cultural blind spots, while protecting

authenticity and a committed brand identity. Our final project will be presented in a pitch format to a panel of experts, industry professionals, and thought leaders within the sustainable fashion landscape. This course serves as a holistic incubator for enthused ethical fashion entrepreneurs, but also current industry professionals envisioning a transition to sustainable frameworks within their organizational structure. The experience is intended to yield numerous networking opportunities within the sustainable fashion ecosystem, for future careers and potential partnerships.

Date	Topics and Activities	Readings (due on this day)	Assignments (due on this date)
9/8	<p>Session 1: Introductions and overview:</p> <ul style="list-style-type: none"> • Timeline, Assignments, Expectations, Assessment. • Student Introductions through an in-class workshop/icebreaker, referencing previous professional experience, and self-analysis of embodied sustainable practices as a consumer. • “Hemp to Hermés. A Spectrum” 		<p>Complete required reading.</p> <p>Attend the live session.</p>
9/15	<p>Session 2: Contextualizing a Global System:</p> <ul style="list-style-type: none"> • Colonialism in context with apparel trade • Sourcing: In search for the next Eastern frontier • Managing an overseas team: Mitigating relationships with multicultural counterparts. 	<p>Required:</p> <ul style="list-style-type: none"> • “Manchester to Mumbai” (pg. 11-33) from Fixing Fashion: Rethinking the Way We Make, Market and buy our clothes, Michael Lavergne • “Going south: global restructuring and garment production in three east Asian cases” (pg. 1-31) David A. Smith • “Developments in The Global Garment Industry and the Role of Asia” (pg. 1-26) F Smakman • “Trouble at the border” (pg. 109-173) The Travels of a T-Shirt in the Global Economy: An Economist Examines the Markets, Power, and Politics of World Trade, Pietra Rivoli <p>Recommended:</p> <ul style="list-style-type: none"> • “Three cultures of Consumption” (pg. 21-403) from Empire of things: how 	<p>Complete required readings.</p> <p>750-1000 word response to class discussion due 9/22.</p>

		we became a world of consumers, from the fifteenth century to the twenty-first, Frank Trentmann	
9/22	Session 3: Fashion Acceleration: <ul style="list-style-type: none"> • The Fast Fashion Calendar. Creative Burnout, Consumer Demand, and Job Creation. • Fashion’s 9/11: Rana Plaza: Cause & Effect. • 19th century Atelier to 20th Century Oligopoly. 	Required: <ul style="list-style-type: none"> • “The price of furious fashion” from Fashionopolis (pg. 39-69) • “More please sir” (pg. 41-51) from Wardrobe Crisis: How we went from Sunday Best to Fast Fashion, Clare Press • “Factory Collapse in Bangladesh” (pg. 63-69, 143-149) from Understanding Sustainability in the Fashion Industry, Tyler Press • “Future Trends” from We Are What We Wear: Unravelling fast fashion and the collapse of Rana Plaza” Lucy Siegle & Jason Burke • “Raf Simons on his final six months at Dior” Cathy Horyn, System Mag • WWD “Overheated! Is Fashion Heading for a Burnout?” Recommended: <ul style="list-style-type: none"> • “Fast Fashion, Sustainability, and the Ethical Appeal of Luxury Brands” from Fashion Theory: The journal of Dress, Body and Culture (pg. 273-292) • Cotton Road – A supply Chain Journey, Laura Kissel 	<p>Complete the 750-1000 word response to the previous class discussion (Session 2: Contextualizing a Global System).</p> <p>Complete required readings.</p> <p>750-1000 word response to class discussion due 9/29.</p>
9/29	Session 4: Regulation vs Certification: <ul style="list-style-type: none"> • Public policy, local labor laws, and advocacy initiatives. • Auditor scandals and corporate corruption. • An evolution and critique of certification 	Required: <ul style="list-style-type: none"> • Sustainability certification guide (2020), apparel entrepreneurship guide • “Threads of Despair” (pg. 29-81, 111-147) from Governing Corporate Social Responsibility in the Apparel Industry after Rana 	<p>Complete the 750-1000 word response to the previous class discussion (Session 3: Fashion Acceleration).</p> <p>Complete required readings.</p> <p>750-1000 word response to class discussion due 10/6.</p>

	<p>standards. (Higg Index, ISO, Wrap, B Corp, Fairtrade, Wrap etc.)</p> <ul style="list-style-type: none"> • The case for Vegan Leather. 	<p>Plaza, Anil Hira and Maureen Benson-Rea</p> <ul style="list-style-type: none"> • “The reality behind fashion’s sustainability certifications and coalitions” from Vogue Business, Rachel Cernansky • Ethical Audits and the Supply Chains of Global Corporations, Genevieve LeBaron and Jane Lister • “Supply chain audits fail to detect abuses” from The Guardian, Tansy Hoskins • “Chapter 4 &5 – Private Sector & Governments; The importance of public policies” (pg. 137-163) from Sustainability, Kent E. Portney • “What is Vegan Leather, and should you be wearing it?” Denitsa Tsekova, Bloomberg Business <p>Recommended:</p> <ul style="list-style-type: none"> • “The Geographies of Fashion: Consumption, Space, and Value” Louise Crewe and Joanne B. Eicher 	
10/6	<p>Session 5: The Business of Sustainable Fashion – Industry Overview:</p> <ul style="list-style-type: none"> • Ethics: Cultural Appropriation and Nuances. • A review of current and expired business models. Key Insights and predictions. • Transparent pricing Recycled Materials Circular Design Revenue Share Pre-Order/Custom Zero Waste Crowd-sourcing production Charitable Contributions. • The Sustainability Intrapreneur; Leading change within complex organization structures. 	<p>Required:</p> <ul style="list-style-type: none"> • “Body Ritual Among the Nacirema” from American Anthropologist, (pg. 503-507) • The 2019 Ethical Fashion Report (pg. 1-98) “The truth behind the barcode”, Baptist World Aid Australia • “Ethical Brands” (pg. 160-175) from Naked Fashion: The new Sustainable Fashion Revolution, Safia Minney • Slow Fashion Aesthetics meets ethics – Safia Minney <p>Recommended:</p> <ul style="list-style-type: none"> • Fashion Made Fair: Modern-Innovative-Sustainable by Ellen Kohrer • The Conscious closet - looking good while doing good, Elizabeth cline • Let My People Go Surfing: The Education of a 	<p>Complete the 750-1000 word response to the previous class discussion (Session 4: Regulation vs. Certification).</p> <p>Complete required readings.</p>

	<ul style="list-style-type: none"> • <u>Guest Speaker:</u> <u>Brittany Dickinson</u> <u>(Director of Design & Sustainability at Alex Mill)</u> 	Reluctant Businessman, Yvon Chouinard	
10/13	<p>Session 6: Ethnographic Research Methods Workshop (Materials + Communities):</p> <ul style="list-style-type: none"> • Documentation tools and exercises for qualitative fieldwork through systems mapping, observational research, and relationship building. • Stakeholder relationships and incentive mechanisms. • Student teams introduced to 5 participating Fashion supply chains; to conduct interviews and document materials insights from 4 key stakeholders (Farmer, Factory, Government, Buyer). 	<p>Required:</p> <ul style="list-style-type: none"> • Acaroglu, Leyla: Tools for Systems Thinkers: The 6 Fundamental Concepts of Systems Thinking (Available on medium.com), 2017 • Back to basics: exploring perceptions of stakeholders within the Swedish fashion industry (pg.266-276) from the Social Responsibility Journal, Esben Rahbek Gjerdrum Pedersen, Linne Marie Lauesen, Arno Kourula • “The Real China” Where am I Wearing? A Global Tour to the Countries, Factories, and People That Make Our Clothes (pg. 169-177), Kelsey Timmerman • True Cost (Documentary), Andrew Morgan 	Complete required readings.
10/20	<p>Session 7: Proposing a Sustainable System:</p> <ul style="list-style-type: none"> • “The Economics of Organic”. Local resources and infrastructure vs outsourcing “Eco”-imports. • Investigate dynamic new eco systems with original material re-sourcing and alternative supply chains. Review: Rental, Resale, Circular Models. • Lifecycle assessment: Impact measurement tools and metrics. 	<p>Required:</p> <ul style="list-style-type: none"> • “Life Upcycles” (pg. 23-51) from The Upcycle: Beyond Sustainability - Designing for Abundance, William McDonough & Michael Braungart • The Social Intrapreneur (pg. 8-64), A Field Guide for Corporate Changemaker <p>Recommended:</p> <ul style="list-style-type: none"> • Source My Garment: The Insider's Guide To Responsible Offshore Manufacturing, Adila Cokar • Cradle to cradle, William McDonough & Michael Braungart • Refashioned – cutting edge clothing from upcycled materials – sass brown 	Complete required readings. Stakeholder Map due: 10/17.

		<ul style="list-style-type: none"> • Shaping Sustainable Fashion: Changing the way we Make and use Clothes, Alison Gwilt and Timo Rissanen • Fashion and Sustainability - design for change by Kate fletcher 	
10/27	Session 8: Scalable Impact: <ul style="list-style-type: none"> • A rebuttal to “Big Scale = Big Impact”: Mission statements and the opportunity cost of consistent growth. • Monetizing the sustainable system: Articulating revenue streams and projected growth. 	Required: <ul style="list-style-type: none"> • “Introduction, Ideology” (pg. 1 -7) Stitched up: the anticapitalist book of fashion Tansy e Hoskins • The Responsible Company - what we have learned from Patagonia’s first 40 years (pg. 67-95), Yvon Chouinard • This Changes everything: Capitalism vs the Climate (pg. 64-96), Naomi Klein Recommended: <ul style="list-style-type: none"> • Planet of the Humans (documentary), Jeff Gibbs 	Complete required readings.
11/3	No class		
11/10	Session 9: Mid-point Proposal Presentation: <ul style="list-style-type: none"> • Initial system proposal and value proposition presented to a panel of research experts and system designers from the fashion industry. • Defending a thoroughly researched competitor analysis. • Feedback & Team Formation 		Complete the mid-point research and system proposal: 3-minute verbal presentation (supported by digital visuals) of a proposal for a sustainable fashion initiative or system.
11/17	Session 10: Market Validation: <ul style="list-style-type: none"> • “Who cares and who consumes”. Consumer behavior studies across generations (Boomer to Z). • Customer discovery tools/exercises to test and validate the value proposition. • Quantitative analysis of relevant market 	Required: <ul style="list-style-type: none"> • The Lean Startup (pg.15-149), Eric Ries • Talking to Humans, Goff Constable • Exploring the Relationship Between Business Model Innovation, Corporate Sustainability, and Organizational Values within the Fashion Industry (pg. 267-280), Esben Rahbek Gjerdrum Pedersen, 	Complete required readings.

	segments and sizing exercises.	Wencke Gwozdz, Kerli Kant Hvass Recommended: <ul style="list-style-type: none"> • Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder • To Die for: Is fashion wearing out the World? Lucy Siegle 	
11/24	Session 11: The Eco Upcharge: <ul style="list-style-type: none"> • “Transparency” claims and industry benchmarks. • Pricing structures and costing math relevant to sustainable materials and supply chains. • Branding your initiative and positioning for applicable market segment. 	Required: <ul style="list-style-type: none"> • “Analytical modelling research on fast fashion systems” (pg.59-129) from Fast Fashion systems: Theories & Applications, Tsan-Ming Choi • Inside H&M’s \$4 Billion Inventory Challenge from BOF, Sarah Kent and Hannah Crump Recommended: <ul style="list-style-type: none"> • “A New Textiles Economy: Redesigning Fashion’s Future” (pg.18-108) Ellen MacArthur Foundation 	Complete required readings.
12/1	Session 12: Raising Capital for Your Fashion Startup: <ul style="list-style-type: none"> • Investment strategy for social impact fashion. • Creative impact indicators for funders. • Sourcing the “dream” investor; promising projections and managing funder relationships. • “Funding sustainable fashion” • <i>Guest Speaker: Leslie Harwell (Alante Capital)</i> 	Required: <ul style="list-style-type: none"> • “Acumen Fund: Measurement in Impact Investing”, Ebrahim, Alnoor and V. Kasturi Rangan • Investing for Environmental and Social - GIIN’s Impact Reporting and Investment Standards 	Complete required readings.
12/8	Session 13: Communication Strategy: <ul style="list-style-type: none"> • Maintaining authenticity through multiple channels and mediums. 	Required: <ul style="list-style-type: none"> • No Logo: No Space, No Choice, No Jobs, (pg. 279-345) Naomi Klein • “Everlane is Losing the Optics Game in the Age of 	Complete required readings.

	<ul style="list-style-type: none"> • Making your narrative Greenwashing-proof. • Case Study: H&M’s PR conundrum. • Workshop on delivering a concise strategy while pitching a new sustainable model. • Editing and curating the pitch, investor, and email decks. • <u>Visiting mentor: Morty Singer (Traub Consulting)</u> 	<p>Coronavirus” from Vogue, Emily Farra</p> <ul style="list-style-type: none"> • “Prada apologized for ‘blackface’ merchandise. Now it will step up its diversity efforts.” from The Washington Post, Abha Bhattarai <p>Recommended:</p> <ul style="list-style-type: none"> • Guides for the Use of Environmental Marketing Claims, U.S. Federal Trade Commission 	
12/15	<p>Final Pitch Presentation, Reflections and Insights:</p> <ul style="list-style-type: none"> • Final project presentations to a diverse panel of industry experts that include potential investors, business consultants, and analysts. • Evaluating feedback from panelists. • Exploring next steps and potential pathways of projects. 		<p>Complete the final systems group presentation: verbal presentation of final project and research through well-curated 5-minute digital presentation.</p>