

Kevin A. Fletcher, Ph.D.

CONTACT INFORMATION:

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Castleton, NY 12033

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EDUCATION

1995 - 2006

Ph.D., Management

Rensselaer Polytechnic Institute, Lally School of Management, Troy, NY

Areas: Organizational Theory, Strategic Management, Environmental Management, Organizations & the Natural Environment, Corporate Social Responsibility/Sustainability

Dissertation: *Small-to-Medium-Sized Enterprises and Voluntary Environmental*

Action: A Resource-Based View of Leadership at Golf Courses, Ski Areas, and Marinas

1993 - 1994

Masters of Science: Environmental Management & Policy

Rensselaer Polytechnic Institute, Troy, NY

1988 - 1993

Bachelors of Science: Biology

Minors: Philosophy & Environmental Studies

State University of New York at Geneseo, Geneseo, NY

ACADEMIC WORK EXPERIENCE

8/16-Present

Assistant Professor, School of Management, , The Sage Colleges, Albany, NY

Teaching two sections of Business Strategy I & II (undergraduate), Competitive Advantage (MBA), and Executive Decision-Making & Strategy (MBA).

8/14 to 5/16

Visiting Assistant Professor, School of Management, The Sage Colleges, Albany, NY

Teaching two sections of Business Strategy I & II (undergraduate), Competitive Advantage (MBA), and Executive Decision-Making & Strategy (MBA).

8/13 to 5/14

Adjunct Professor, School of Management, The Sage Colleges, Albany, NY

Two-semester long undergraduate course in Business Strategy.

1/08 to 6/08

Adjunct Professor, Environmental Studies, Siena College, Loudonville, NY

Undergraduate course in Environmental Policy exploring the history of the environmental movements in the US and current policy issues in social responsibility and sustainability.

- 9/05 to 12/05** **Lecturer in Environmental Studies, Skidmore College, Saratoga, NY**
Responsible for undergraduate course entitled *Businesses & Environmental Sustainability*—exploring the business dimensions of managing the natural environment, including applications of Institutional Theory, Resource-Based Theory, and Change Management Theory to understanding Strategic Environmental Management, Corporate Social Responsibility, and Sustainability.
- 9/04 to 12/04** **Adjunct Instructor, The College of Saint Rose, Albany, NY**
Taught *Communications in Business* to upper level undergraduate students in the School of Management.
- 1/99 to 12/01** **Instructor, Rensselaer, Lally School of Management & Technology, Troy, NY**
Responsible for teaching graduate courses including Managing Energy Issues, Managing Environmental Disputes, Environmental Management, and Communication in Organizations.
- 9/95 to 5/98** **Teaching Assistant, R.P.I., Lally School of Management & Technology, Troy, NY**
Responsible for assisting in teaching Environmental Management Seminar & Managing Environmental Disputes for the Environmental Management & Policy Program.
- 9/95 to 5/98** **Research Assistant, R.P.I., Lally School of Management & Technology, Troy, NY**
Responsibilities have included research and writing in areas of environmental management, including the development of a textbook published Summer, 1998. Also included student advisement and mentoring, and involvement with program-level decisions regarding curriculum, support, and student recruitment.

NON-ACADEMIC WORK EXPERIENCE

- 1/12 – Present** **President & Chief Executive Officer, e-par USA, Albany, NY**
E-par USA is an environmental consulting firm specializing in delivering high-quality services, training, and advice to golf facilities, parks operations, sports facilities/complexes, and municipalities.
- 1/02 - Present** **Founder, Greener Futures Consulting LLC, Castleton-on-Hudson, NY**
Sustainable plans, policies, and practices for businesses, communities, and organizations, with a focus on sustainable metric development, environmental and sustainable management systems, and directed research.
- 3/06 to 11/11** **Executive Director, Audubon International, Selkirk, NY**
Audubon International is a not-for-profit 501(c)(3) environmental organization focusing on sustainable development, sustainable resource management, and change management. In this capacity responsible for day-to-day administrative operations and leadership, reporting to the Board of Directors.
- 12/01 to 3/06** **Director of Programs & Administration, Audubon International, Selkirk, NY**
The duties of this position include budgeting, staffing issues, marketing, public relations, program content and execution, research, and organization-wide direction.

- 1/01 to 2/02** **Associate Editor, North America, *Corporate Environmental Strategy: The Journal of Environmental Leadership*, Troy, NY**
Responsible for article acquisition and editing for the UK-based editorial office.
- 5/98 to 12/00** **Managing Editor, *Corporate Environmental Strategy: The Journal of Environmental Leadership*, Troy, NY**
Responsible for day-to-day management and completion of this quarterly practitioner journal, published by Elsevier Science, Inc. Likewise, responsible for managing a staff of up to eight graduate student editors.
- 9/94 to 12/00** **Management Consultant, Vice President of External Affairs, AHC Group, Troy, NY**
Responsibilities included the development of environmental management strategies and systems, and research into environmental management and business strategy. Worked with clients such as Toyota NA, PP&L, Holnam, Con-Ed, National Environmental Policy Institute, and the World Resources Institute, among others.
- 9/94 to 5/98** **Contributing Editor, *Corporate Environmental Strategy: The Journal of Environmental Leadership*, Troy, NY**
Responsibilities for editorial duties – both conceptually and in a line-editing capacity – and working directly with contributing authors, including U.S. EPA Administrator Carol Browner’s piece on “Reinventing Environmental Regulation,” and dozens of “c-level” business leaders.
- 3/97 - 7/97** **Management Consulting Assignment, World Resources Institute, Washington, D.C.**
Employer: Darryl Banks, WRI, Program Director on Environment & Technology
Served WRI by evaluation of their *Green Ledgers* Project on environmental accounting and aided in the development of WRI’s new strategy on corporate environmental research and advocacy.
- 9/94 - 9/95** **Management Consultant Assignment, National Environmental Policy Institute, Washington, D.C.**
Employer: Hon. Don Ritter, Former Pennsylvania State Senator
Responsibilities included participation in meetings with multiple stakeholders, collection of meeting notes and proposals for review by the consensus-based think-tank members. Included participation in the development and writing of NEPI’s *Reinventing Environmental Policy* document (1996).
- 6/91 - 2/92** **Environmental Health & Safety Associate, Corporate Environmental Affairs, Bausch & Lomb, Rochester, NY**
Responsibilities included on-site factory audits, development of regulatory (environmental) checklist for line staff, selection of pollution prevention information for corporate programs, and internal communications with EH&S staff.

SELECTED PUBLICATIONS & PAPERS

Fletcher, Kevin, "Don't Become a Designated Felon: What Boards Need to Know About Environmental Management Risk and Liability Protection," *Club Director Magazine*, Spring, 2016.

Fletcher, Kevin, "Back of the House Blog – Focus on Sustainability & Business Strategy Issues for Club Manager," Monthly articles for the Club Manager's Association of America, to date written over two dozen articles, Available at: <http://www.cmaa.org/Blogs.aspx?blogid=256349>, 2013-Present.

Fletcher, Kevin, *Moving from Blip to Tip: Business Sustainability from Exception to Norm*, (Ongoing – General audience book concept), Anticipated publication date: TBD

Fletcher, Kevin, "Driving Sustainability Systematically: The Use of Environmental Management Systems in Parks," *Parks & Recreation Magazine* (official publication of the National Recreation & Parks Association), August, 2014.

Fletcher, Kevin A., "Are You the Designated Felon at Your Club: The Forgotten Elements of Environmental Risk Management," *Boardroom Magazine*, February, 2014.

Fletcher, Kevin A., "From Piecemeal to Profound: Making Golf's Environmental Game Strategic," *Boardroom Magazine*, June, 2013.

Fletcher, Kevin, "What Golf Course Superintendents Can Learn from Zombie Movies," *Golfdom Magazine*, online blog (<http://golfdom.blogspot.com/2012/10/part-1-of-3-what-superintendents-can.html>), October, 2012.

Fletcher, Kevin & Van Etten, Suzanne, "Using Metrics to Drive Sustainable Community Efforts," *PAS Memo* (subscription publication for members), American Planning Association, May, 2011

Fletcher, Kevin, "Seeking Greener Pastures," *Lodging Magazine*, January, 2010.

Fletcher, Kevin & Zakowski, Suzi, "Breaking Barriers: A Process for Creating More Sustainable Communities," *Public Management Magazine*, September, 2009.

Fletcher, Kevin, "Moving From Blip to Tip: Changing the Pace of Green Development," *Sustainable Land Development Today*, February, 2008.

Fletcher, Kevin, "The Management Gap for Greener Businesses," In Wankel, C. (ed.), *Handbook of 21st Century Management*, Sage Publishing, November, 2007.

Fletcher, Kevin, "Fitting Greening Efforts into Your Hotel Operations & Marketing Strategies," *HSMIAI Marketing Review*, Winter, 2006-2007, Vol. 24, No. 1, pp. 68-72.

Fletcher, Kevin & Carrow, Robert N. (University of Georgia), *Environmental Management Systems for Golf Courses: An Education Guide*, Co-Developed by Audubon International & the University of Georgia, 2007; to be accessed at: http://www.eparusa.com/uploads/files/EMS_for_Golf_Courses_Education_Guide-Carrow-Fletcher-2007.pdf

Fletcher, Kevin, "Small Firms and Environmental Excellence: What Can and Can't Be Learned from the Past Thirty Years of Business Environmentalism in the United States," Accepted at the United States Association of Small Business Enterprises, Conference Date: January, 2007.

Fletcher, Kevin, "Injecting Environmental Culture into Local Government," *New Jersey Municipalities*, April, 2006.

Fletcher, Kevin & Realbuto, Fred, "Consensus-Building and the Land Use Decision-Making Process," *Small Cities Publications*, March, 2006.

Fletcher, Kevin, "Injecting an Environmental Culture in Local Government," *Small Cities Publishing*, November, 2006.

Fletcher, Kevin, "Making Money Matter: the Business Value of Environmental Stewardship," *Golf Business Journal*, Fall, 2002.

Piasecki, Bruce, Rainey, David & Fletcher, Kevin, "Is Combustion of Plastics Desirable" in *Current Perspectives in Geology, 2000 Edition*, Edited by McKinney, McHugh and Meadows, August, 2000.

Piasecki, Bruce, Fletcher, Kevin & Mendelson, Frank, *Environmental Management and Business Strategy: Leadership Skills for the 21st Century*, John Wiley & Sons, Inc., New York, 1999.

Piasecki, Bruce, Rainey, David & Fletcher, Kevin, "Is Combustion of Plastics Desirable?," *American Scientist*, Vol. 68, July-August, 1998.

Fletcher, Kevin & Piasecki, Bruce, "The Emerging Role of the Chief Environmental Officer," *Corporate Environmental Strategy: The Journal of Corporate Environmental Leadership*, Vol. 5., No. 5., 1998.

Fletcher, Kevin A., "EPA's Project XL Voluntary Initiative: The Struggle for Enhanced Environmental Protection At a Lower Costs," *Albany Law Environmental Outlook*, Vol. 3., No. 1., 1997.

Piasecki, Bruce & Fletcher, Kevin, "Changing Business as Usual: The Role of the Environmental Strategist," *Engineering News-Record*, April 22, 1996.

Piasecki, Bruce & Fletcher, Kevin, "Changing Business As Usual: the Role of the Corporate Environmental Strategist," *Corporate Environmental Strategy: The Journal of Corporate Environmental Leadership*, Vol. 3., No. 4., 1996.

Organizational Culture Change and Environmental Performance, Accepted at the Academy of Management 2001 conference, Washington, D.C.

Organizational Culture & Corporate Environmental Management: Creating a Corporate Culture that Leads to Environmental Leadership, Accepted at the Eastern Academy of Management Conference, May, 1998.

SELECTED PRESENTATIONS, SPEECHES, & TRAINING SESSIONS

“Boo! Environmental Risk Management at Your Golf Course,” Golf Industry Show Education Conference, February, 2017.

“Understanding the Motivations, Barriers, and Incentives of Voluntary Environmental Program Participation by U.S. Golf Facilities,” National Golf Course Owners Association’s Top Agronomic Officers meeting, San Diego, CA, February, 2016.

The Value of Voluntary Environmental Programs in Golf,” Troon Golf Annual Retreat, presentation to 60-70 Troon Golf Course Superintendents as a part of three-day in-house training, Scottsdale, AZ, May, 2015.

“The History of the Environmental Movement and Golf, Understanding the Value of Voluntary Environmental Programs,” Metropolitan Golf Course Superintendents Association of America Winter Education Symposium (over 100 attendees), Westchester Country Club (NY), January, 2015.

“Risky Business: Tips for Managing Some of the Top (Hidden and Not-So-Hidden) Risks Inherent in Golf Operations,” Moderator & panelists at the Crittenden Golf Conference, Phoenix, AZ, October, 2014.

Panelist for TurfRepublic.com’s “Turf Talk” on Environmental leadership in Golf, Available here: <https://www.youtube.com/watch?v=UDpjUTVbkS0>, February, 2014

“Risk, Business Strategy and Environmental Management in Club Operations,” Panelist on a session entitled, Balancing the Pillars of Sustainability, New England Club Managers’ Association, January, 2014.

“Measuring Environmental Performance,” National Recreation and Parks Association Green School, February, 2012 & 2013 & March 2014.

“Using Environmental Management Systems to Help is Park and Park System Management,” National Recreation and Parks Association Green School, February, 2012 & 2013 & March 2014.

“The Elements of Sustainable Sports Facilities: Systematically Applying Your Environmental Plans, Policies, and Practices,” Sports Turf Managers Association, National Conference, Daytona Beach, FL, January, 2013.

“Strategic Environmental Management for Golf: Using Environmental Management Systems to Build Business Value,” Michigan Turfgrass Conference, Michigan Golf Course Superintendents Association, East Lansing, MI, January, 2013.

“Environmental Management & Business Strategy in Golf: The Value of a Systems Approach,” Oregon Golf Course Superintendents Association Fall Meeting, November, 2012.

New Partners for Smart Growth, “Small Town Sustainability,” Half-hour talk, February, 2010.

Sustainable Communities Summit: New York and the Finger Lakes Region, session moderator and host for full-day community leadership meeting on sustainability in planning and development in New York and the Finger Lakes Region, June, 2009.

New York State Green IT Conference, Albany, NY, “Sustainable Business Strategy and the Role of Information Technology,” April, 2009.

Golf Course Superintendents Association of America (GCSAA), Four-hour training seminar for golf business leaders, “Uncovering the Business Value of Environmental Stewardship in Golf,” February, 2009.

Focus Green Lecture Series 2009: Dowling Company Improvement Foundation, Maui, Hawaii, “Moving from Blip to Tip: Lessons for a More Sustainable Future,” joined experts including Ray Anderson (Interface), Jeff Corwin (Animal Planet) and Hunter Lovins (Intellectual Capital) presenting one of six one-hour lectures to the community.

Sustainable Communities Summit: New York and the Capital Region, session moderator and host for full-day community leadership meeting on sustainability in planning and development in New York and the Capital Region, June, 2008.

Sustainable Land Development Breakthroughs Conference, “Moving from Blip to Tip and the Speed of Eco-Development,” Half-hour talk, April, 2008.

Greenprints Conference: Southface Energy Institute, “Moving from Blip to Tip: Eco-Design & Development in the Coming Century,” Half-hour talk, March, 2008.

New Partners for Smart Growth Conference, Washington, DC, “Planning for Sustainability in Communities” and Greening Government” half-hour talks as a part of two panel discussions on sustainable communities, February, 2008.

Golf Course Superintendents Association of America (GCSAA), Four-hour training seminar for golf business leaders, “Uncovering the Business Value of Environmental Stewardship in Golf,” February, 2008, currently a faculty member for the GCSAA’s training programs.

Board meeting of the Association for the Advancement of Sustainability in Higher Education, Audience of AASHE Board members delivered information on environmental programs at Audubon International, Seattle, WA, December, 2006.

Oregon Golf Course Superintendents Association, Audience of golf course professionals, Topic: “Business Value, Golf, and Sustainability for Small Businesses,” Mt. Hood, OR, November, 2006.

New York State Energy & Research Authority Technology Park, Audience of environment and energy related start-up company leaders, Topic: “Environmental Issues as a Source for Business Value,” Clifton Park, NY, April, 2006.

America Planning Association 2006 Conference, Audience of 75 planners, local government officials, and community leaders, Topic: Environmentally-sensitive Design and Sustainable Communities, San Antonio, Texas, April, 2006.

Land Development West Conference, Audience of 30-40 planners, land developers, and local government permitting agency representatives, Topic: Ecologically Friendly Design, Construction, and Long-term Management,” Phoenix, AZ, November, 2005.

Land Development East Conference, Audience of 30-40 planners, land developers, and local government permitting agency representatives, Topic: *Developing Land and Creating Sustainable Communities*, Baltimore, MD, April, 2005.

Capital District Planning Association monthly meeting series, Audience of 30 planners, community leaders, and planning consultants, Topic: “The Challenge and Promise of Sustainable Communities in New York,” Albany, NY, January, 2005.

National Environmental Assistance Summit, Audience of 20-30 environmental activists, university staff, environmental professionals, and federal and state government agency representatives, Topic: Audubon’s Sustainable Communities Approach: Lessons from Eufaula, Alabama,” Baltimore, MD, May, 2004.

Florida Sustainable Communities Summit, Co-hosted event with University of Florida, Audience of 100+ developers, planners, and local government officials, Event conception, management, and facilitation of panels for the full day, Orlando, FL, February, 2004.

Environmental Performance Institute Conference, Audience of 30 government and business leaders, Topic: “Audubon International’s Approach to Environmental Leadership,” Washington, DC, July, 2003.

Multi-State Working Group Conference, Audience of 40 government leaders, Topic: “Audubon International’s Approach to Environmental Leadership,” San Antonio, TX, June, 2003

WRI’s 2003 BELL Conference, Audience of 30 academics and land design and development professionals, Topic: “Designing, Constructing, and Managing New Developments with the Natural Environment In Mind: Case Examples from Audubon International,” Tampa Bay, Florida, April, 2003.

National Pollution Prevention Roundtable Conference: The 6th Annual Learning Together Workshop on Environmental Innovation & EMS, Audience of 50 business and government leaders, Topic: “Certifying Voluntary Environmental Stewardship: Pollution Prevention, Business Value, and the Audubon Cooperative Sanctuary System,” Louisville, KY, March, 2003.

National Golf Course Owners Association conference, Audience of 50 small business owners, Topic: “The Business Value of Environmental Stewardship,” Palm Springs, CA, February, 2003.

Golf Course Superintendent’s Association of America conference, Audience of 50, Topic: Environmental Issues for Golf Courses in the Next Ten Years,” Atlanta, GA, February, 2003.

Brookside Consulting’s 50th Annual Conference, Audience of 30 soil and water consultants, Speech topic: Environmental Stewardship on the Golf Course,” Huron, Ohio, July 2002.

UAW’s 30th Annual Constitutional Convention, Audience of 2,500 UAW union representatives from across the United States, Speech topic: “What You Can Do for the Environment—Black Lake Golf Course Certification Example,” Las Vegas, NV, June, 2002.

National Pollution Prevention Roundtable Conference, *Applying an EMS Approach to Managing Private Lands (Golf Course Focus)*, Baltimore, MD, April, 2002.

Everglades Golf Course Superintendents Association Annual Meeting, Audience of 50 attendees, Speech topic: “Strategic Environmental Management on the Golf Course,” Naples, FL, April, 2002.

Academy of Management Conference, Anchoring Environmental Culture into Business Organizations, Washington, DC, August, 1999.

World Resources Institute—Business and Environmental Learning and Leadership (BELL) Conference,
Topic: Environmental Education in Business Schools—the RPI-EMAP Approach, Los Angeles, CA, August,
1996.

ADDITIONAL PROFESSIONAL ACCOMPLISHMENTS & AFFILIATIONS

Member, Sage College of Albany, Albany Faculty Council, Fall, 2015-Present.

Recipient, 2017 Sage Graduate Schools “Terry Cannizzaro Award for Outstanding Graduate Faculty”

Member, Assistant Professor of Management (Organizational Behavior/Human Resources) Search Committee, The Sage Colleges, Spring, 2017.

Member, Vice President of Finance/Treasurer Search Committee, The Sage Colleges, Spring, 2017.

Rubin Fellowship Consultant – led organizational improvement projects for Capital Roots (area food assistance non-profit) and the Rensselaer Land Trust (environmental non-profit), 2016-2017.

External Reviewer for 2017 Academy of Management Conference Education Session, Reviewed three proposed conference papers for both the Business Strategy & Policy Division and the Organizations and the Natural Environment Division, January, 2017.

External Reviewer for 2016 Academy of Management Conference Education Session, Reviewed three proposed conference papers for both the Business Strategy & Policy Division and the Organizations and the Natural Environment Division, January, 2016.

Member, Albany Faculty Council, Sage College of Albany, September, 2015 – Present.

Member, Academy of Management, including membership in Organizations and the Natural Environment Interest Group, Business Strategy Division, and Social Issues Division, 1996-2001; 2014-Present.

Assisted in the design, development, and deployment of ISO 14001-compliant Environmental Management Systems for golf businesses throughout the United States, including the following: Craft Farms Golf Resort, Audubon Country Club, Marin Country Club, The Club at Cordillera--Valley Course, Peninsula Golf & Racquet Club, King & Bear GC, Slammer & Squire GC, Lagoon Park Golf Course, Rock Creek Golf Club, Maggie Valley Club & Resort, Manchester Country Club, and The Powder Horn Golf Club, 2015-Present.

Board of Director, Sustainable Green Printing Partnership (www.sgpppartnership.org), 2007-2011.

Board of Director, Stewardship Action Council (formerly the National Environmental Performance Track Partnership; www.stewardshipaction.org), 2007-2010.

Named “One of the 40 Most Influential People in Golf Under 40” by *Golf Magazine/Sports Illustrated*, for leadership on sustainability and business strategy in golf, November, 2010.

Provided advice and consultation on sustainable tourism and sustainable community efforts in the Dominican Republic, in connection with the President’s foundation, Funglode’, April, 2010.

Member, Urban Land Institute, 2007 – 2012.

Member, American Planning Association, Formerly served as Vice Chair for Communications for the Small Town & Rural Planning Division, 2010-2014.

Member, North America Associations of Environmental Educators, 2005-Present.

Individual Member, Environmental Consortium of Hudson Valley Colleges and Universities, Collection of researchers, advocates, and academics from forty-four schools within the Hudson Valley Region, NY.

Board Member, The Audubon Partnership, Inc., a 501(c)(3) nonprofit environmental organization focusing on sustainable planning and community issues in Florida, 2004 – 2007.

September 2000 to December, 2001 –Assisted in the development of Argentinean Environmental Management Program (Instituto De Estudios Para El Management Ambiente) for both graduate and executive training in South America—modeled after RPI’s EMAP Program.

November, 2000 – Participated and helped the Hudson River Environmental Forum Advisory Board (a function of the Hudson River Foundation) in creating the monthly speakers forum on environmental issues affecting the Hudson Valley.

November, 1999 – Coordinated an RPI campus-wide panel discussion entitled, “Managing Global Climate Change: Policies and Business Opportunities.” Speakers included Ross Gelbspan, author of *The Heat Is On*, Thomas Casten, CEO of Trigen Energy and author of *Turning up the Heat*, David Levy, Professor from University of Massachusetts, and Karl Michaels from the New York State Energy Research and Development Authority.

External Reviewer for *International Journal of Operations and Productions Management*, for a special issue on environmental management and production practices, 1999.

External Reviewer for Ditz, Daryl and Ranganathan, Janet, *Measuring Up: Toward a Common Framework for Tracking Corporate Environmental Performance*, World Resources Institute, 1997.