The Center for Human Resource Management Studies

Achievement Report

Academic Year 2004—2005
Center for Human Resource Management Studies
Silberman College of Business
Fairleigh Dickinson University

Achievement Report
Academic Year 2004 – 2005

Dan Twomey
Director

Maura Pniewski
Administrative Assistant
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June 1, 2005

Dear CHRMS Partners and Community Members:

Over the past 14 years, CHRMS has built an institution and network that is making a difference—a major difference—in the academic-business community in Northern New Jersey. Also, CHRMS has had a significant influence in the worldwide academic community especially in the areas of practice-grounded and action research. Within FDU the CHRMS community, which always involves practitioners, has been the force behind many of the curriculum advances, including the recent major improvements in the Executive MBA. This report details many of our activities, but what may not be visible is how the CHRMS community, driven by its values and mutual commitments, has shaped the strategies and politics of both the Silberman College of Business and the greater University. Values like “engaged learning,” “collaboration,” and now “sustainability,” which have been part of our core, have become part of the language within SCB, FDU, as well as our academic-practitioner network.

The ongoing challenge is to make these values more alive, especially with our students. We have made some inroads at the undergraduate level, e.g. the “Experience the Pure Life—Costa Rica” course was a life-altering experience for many of the students. Their views of cultures, communities, the good life, and sustainability have changed as well as their openness to learning. Also, the Executive Scholars Program that is graced with a wonderful and generous cadre of professionals who individually mentor students is based on engaged learning and collaboration.

The Executive MBA has had a good start in creating a new type of leader. The “Achieving Breakthrough Results” course that focuses on action inquiry and features individual coaching on a major business project is foundational for transformation at the individual level. We still have much to do in building curriculum and faculty competencies to fully address
the areas of innovation, teams, and sustainability. The good news is that we have a dedicated cohort of faculty and administrators who are committed to making the EMBA world-class as well as an ongoing process for continuous improvement/transformation.

Almost everything that has been achieved by CHRMS is the result of several, if not many, people. We are by nature a collaborative, co-creating organization of individuals who give their time and talent because of their personal commitments, not for external rewards. Their commitments are to other people and personal values that align with CHRMS activities. The CHRMS Corporate Partners have been a major enabler of the community and our activities. I am pleased to report that we are in a strong financial position.

Now as this community broadens its domain by creating the Institute for Sustainable Enterprise (ISE), we look to the ongoing involvement of our Corporate Partners. They, along with us, are faced with a changing world with new challenges and opportunities. In the past, the Corporate Partners have been the guiding force and the principle financial support for CHRMS. We have valued their advice and direction, and have been disciplined with their financial support.

The ISE will become an umbrella Institute enabling the CHRMS faculty-practitioner community to be more wide-ranging and powerful in research, teaching, and service. As CHRMS has evolved, our research, curriculum responsibilities, and service have extended into all areas of management, e.g. the NSF-VA research on stress and aggression and the transformation of the Executive MBA. The formation of the ISE appropriately encompasses the broader domain of our intent and actions. At the same time, it forwards the principles and strategic objectives of CHRMS: 1) innovatively partnering with business, 2) integrating scholarship and practice; 3) fostering a learning community, 4) having a global perspective, and 5) serving societal and economic needs.

As we take on the larger challenge of the Institute for Sustainable Enterprise, we reaffirm our values, our commitment to human resources and CHRMS programs, and our Corporate Partner foundation. We are well established and supported by SCB and FDU. Overall, we are well positioned to be a positive force within our expanding domains.
As in the past, we have processes in place to continuously improve our ongoing programs, e.g. Breakfast Seminar, Special Topics, Books and Ideas Discussions, Academy of Management Practitioner Series, etc. The CHRMS web site has been entirely redesigned giving it more uniformity, clarity and navigability.

Now is the time of change and new beginnings that hold promise for this community. After 14 years as Director of CHRMS, it is with confidence that I turn over its responsibilities to others as new leadership will guide ISE and CHRMS into the future. I will step down from being Director of CHRMS and Gerard Farias, PhD. in Organization Studies, will become the Executive Director of ISE. I believe Dr. Farias will be an effective leader.

Also, it is time for me to take on new and less time-demanding roles. I am, nevertheless, committed to being a part of these transitions. The principles and values of these transitions have been my passion and purpose and I know also that they have been so for many of you. Now is the time when many things are starting to tip. Together we need to use the increasing leverage to create a better world.

 Dan Twomey
The Center for Human Resource Management Studies is a partnership among education, industry and the community, creating a learning environment committed to the development of knowledge and leadership in the management of human resources.

Campus Walkway
Fairleigh Dickinson University
College at Florham
“We are a unique community guided by shared values and dedicated to working with others to make a difference here and now.”

- Dan Twomey, Director, CHRMS

“I am excited and inspired by the opportunity to work with such wonderful colleagues in CHRMS and FDU to establish the Institute for Sustainable Enterprise. The work we are engaged in is seminal in uncovering new organizational and institutional business models for sustainable enterprise. Such models integrate business results, societal imperatives, economic issues and environmental concerns. By focusing on the whole system perspective, we can be a catalyst for effective collaboration across business, government, and nonprofit sectors. I look forward to continuing to work with Dan Twomey, Joel Harmon, Gerard Farias, Maura Pniewski and others as we work to establish a world renowned, highly respected center or excellence to serve as a catalyst and source of knowledge for sustainable enterprise.”

- Jeana Wirtenberg, CHRMS Executive Researcher

“My time at CHRMS has been such a great learning experience as I have seen myself grow professionally and personally. Working on the Breakfast Seminar series has provided me with an insight into the corporate world and given me the opportunity to become more confident and network effectively. I look forward to applying what I have learned to preparation for the fall 2005 Executive Scholars program.”

- Jasmine Sheth CHRMS Graduate Assistant, 2004-05
Center for Human Resource Management Studies
Achievement Report
Academic Year 2004-2005

CHRMS FDU

Daniel Twomey
Director

Maura Pniewski
Admin Asst.

Faculty
Scott Behson
Gerard Farias
Joel Harmon
Gwen Jones
Rose Twomey

Executive Researcher
Jeana Wirtenberg

CHRMS Corporate Partners

AT&T
Carole Gatto
Maersk
Kirsten Jensen

Automatic Switch Co.
Chris Walsh
Novartis
Bob Hoffman

Becton Dickinson
Joe Toto
Ortho Biotech
Jerry Collins

MD&D/J&J
Benito Cachinero
Wyeth
Craig Porter

Lucent Technologies
Iona Harding

CHRMS Individual Partners
Michael Kahrer—Organon
Bernard Schoenfeld—Atlantic Health Systems
Michelle Romanenko—Aircast

CHRMS Individual Partners

Benito Cachinero
Iona Harding
Jeana Wirtenberg
Joe Toto
Bob Hoffman

Dan Twomey
Joel Harmon
Gerard Farias
Gwen Jones
Rose Twomey
Outline
CHRMS Programs, Research & Initiatives

A. Institute for Sustainable Enterprise
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B. Executive Education
   Executive MBA Program
   Achieving Breakthrough Results (ABR)
   International Business Seminar (IBS)

C. Global Education
   Costa Rica Course

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Description of CHRMS Programs, Research and Initiatives

A. Institute for Sustainable Enterprise (ISE)

The Institute for Sustainable Enterprise, an umbrella institute governing CHRMS, will focus on the critical role businesses and other organizations play in creating and enhancing societal, economic and environmental sustainability in a global business context. Using its extensive expertise in applied research methods (e.g., action research, comparative case-study research), ISE will inquire into, discover, and foster more sustainable organizational and institutional models. It will emphasize a “whole system” perspective that integrates economic, social and environmental issues. We are at a crossroads in the evolution of humanity where the choices we make will, in a very real sense, determine the future for generations to come. The Chinese symbol for crisis is a combination of two characters for Danger and Opportunity. We are at the precipice of both, and are choosing to take the route of Opportunity as we navigate these challenging waters.

Whether we view the current domestic and worldwide situation from an environmental, economic, humanitarian, political, moral, social, psychological, domestic U.S., or global perspective, there are complex, interwoven challenges confronting us. Seemingly intractable problems, to name only a few, include: resource depletion in energy and water, global warming, widening economic gaps and entrenched poverty, insurmountable health care crises such as AIDS; skyrocketing health care costs; drug abuse; leadership vacancies and lack of ethics in business; racial, religious and ethnic divisions; terrorism and war. The solutions we have known in the past stemming from a single discipline (e.g., economics, politics), or sector (public/private/nonprofit), are inadequate to the challenge. Systemic, deep-rooted problems require systemic, long-term solutions that engage all of the key constituencies in a deep inquiry into both their source and their solutions.

The purpose of ISE is to:

• Establish a world renowned, highly respected Center of Excellence to serve as a catalyst and source of knowledge/expertise for sustainable enterprise.

• Inquire into, discover and foster effective, collaborative organizational and institutional models within and across sectors (business, nonprofit, government, academia) to address intractable business and societal problems.

• Focus on identifying, communicating, and embedding new ways of thinking and being among key stakeholders at all levels to garner widespread support and participation.

The Institute will seek grants from major foundations and grant agencies to fund its applied research and curriculum development activities. It will seek to develop relationships with major agencies concerned with sustainability like the UN and World Bank.
Such relationships will be both a source of learning and an opportunity to influence policy and action in relation to sustainability. The Institute will disseminate its learning by incorporating the concepts and values of the sustainable enterprise into the FDU business curriculum. Furthermore, the knowledge gained from its activities will be used to provide developmental continuing education programs and consulting services.

The Institute for Sustainable Enterprise will be a unit within the Silberman College of Business with separate financial (income and expense) authority and responsibilities. It will have a separate advisory and governance structure similar to the current Center for Human Resource Management Studies advisory and governance structure. ISE will become the umbrella unit for CHRMS and for possible future Centers.

**UN Global Compact** — On May 9th, CHRMS faculty and representatives from other educational institutions met with members from the United Nations Global Compact, “a voluntary international corporate citizenship network initiated to support the participation of both the private sector and other social factors to advance responsible corporate citizenship and universal social and environmental principles to meet the challenges of globalization”. The purpose of the meeting was to broaden the academic network so as to share knowledge and incorporate new ideas; the result being the implementation of the Compact’s principles into social change and marketplace advantage.

### B. Executive Education

**Executive MBA Program**— The past 12 months has been a time of continued growth and development for the Silberman College of Business Executive MBA Program. A significant part of that growth will occur this fall as a result of an alliance with the Association of Graphic Communications and their request to market and promote an Executive MBA with a concentration in Graphic Communications Management. Through the support and guidance of CHRMS faculty members Joel Harmon, Dan Twomey, and Gerard Farias as well as other SCB Faculty and Chairs, the EMBA was able to update several of its courses to meet the needs of this new cohort.

In addition, in an effort to create a more cohesive EMBA faculty cohort, a retreat was conducted on February 25, 2005 to discuss specific feedback from the EMBA students and how the faculty might be positioned to meet those needs. As a result of that meeting, EMBA faculty members are being provided with additional information on the students - what point they are in the program and what course directly precedes and follows the one they are currently taking. The professors are encouraged to speak to one another to better
align their course material whenever possible. The goal is to create a thread that weaves through the entire program. The 2004/2005 academic year has been a significant success for the Executive MBA and its faculty and redesign team look forward to a new one. Peter Caliguari, Director of the EMBA, extended his thanks to the CHRMS faculty for all their support.

**Achieving Breakthrough Results: Accelerating Leadership (ABR)** We continue to develop the methodology to create an EMBA course that is transformational with regard to leadership and personal effectiveness. The course spans three months (the first semester) and incorporates individual professional coaching. The coaching is focused on the company-based project which includes stretch goals. The course starts with having students connect what they are passionate about to some “impossible” goals that the passion “requires.” Then with a variety of new perspectives (lenses) and systematic inquiry into oneself and one’s awareness (action-inquiry and reflection), new ways of seeing and acting are practiced in class, but more importantly on the job and in one’s life. Given this context of greater awareness, new ways of seeing and being, commitments to breakthroughs, and ongoing personalized coaching, change that could not be imagined starts to occur. Frequently, the reaction is one of surprise at how major (sometimes problematic) relationships have been transformed. We know that we are doing something of great potential value and that we are doing many things right. Also, we know that we still can make it better.

**International Business Seminar (IBS)** The International Business Seminar is another integrative course that is spread over six months of the EMBA program and includes a two-week international trip. Currently the course objectives are:

1. To develop the competencies needed to assess opportunities and barriers, and to establish action plans to successfully create, expand, and conduct business internationally, particularly in major developing markets.

2. To develop the ability to think globally and entrepreneurially with respect to business and societal situations enabling students to create new opportunities and innovative strategies.

3. Apply the concepts and skills learned in other EMBA courses.
Description of CHRMS Programs, Research and Initiatives (cont.)

Our focus in IBS is on major emerging markets and new and innovative thinking and approaches to serve those markets. The students are required to develop a Business Proposal for doing business in or with the country(s) that is being visited. Our intention is to combine visits to business, government, and cultural locations and leaders with lecture and discussions at top universities in the host country. For example, the last group went to Brazil and Costa Rica. In Curitiba, Brazil, we were hosted by ISAE Fundacao Getulio Vargas, a top South American University. In San Jose, Costa Rica, our host was INCAE, a graduate business school that is ranked fourth worldwide. INCAE’s major focus is on sustainability - both in its teaching and its research. Because of their expertise in this area, CHRMS sponsored two additional faculty members, Joel Harmon and Gerard Farias, to participate in the INCAE visit. In April, the lead professor at INCAE, Dr. Lawrence Pratt, visited FDU for an afternoon of presentations and roundtable discussions with faculty and executives.

C. Global Education

Costa Rica Course - In January 2005, Dan Twomey and Rose Twomey took sixteen students to Costa Rica as part of a study abroad course called MGMT 2828 – Experience the Pure Life: Costa Rica. This was the first study-abroad business undergraduate course offered by the Silberman College of Business.

Students studied business issues with an emphasis on the banana industry. They utilized FDU-provided reading material, research that they engaged in on their own, information obtained by visiting banana plantations, and lectures at FDU and in Costa Rica (from workers, a workers’ rights attorney, and an executive of United Fruit), and other experiences. With that information, each student wrote papers on the banana industry and on personal reflections with regard to sustainable tourism. The class heard lectures at INCAE, an internationally acclaimed graduate business school, and stayed at EARTH University, a unique school dedicated to sustainable agriculture for hot and humid climates. They also toured a coffee plantation that sells its product to Starbucks; spent a morning at InBioparque, a park that introduces visitors to a microcosm of the biodiversity of climates, plants and animals that comprise Costa Rica; explored the Gandoca-Manzanillo Wildlife Refuge where students were given a guided hiking tour through the jungle and along the beach; and engaged in activities with the indigenous population on the Caribbean side of Costa Rica. A student remarked, “My twelve days in Costa Rica forced me to go beyond my previously held beliefs to open my mind to a new world.” (Fig. 4 pg. 24)
D. CHRMS Programs

Books and Ideas Discussion Group – These discussions brought academics and practitioners together to discuss current books and films of interest to academics and business professionals. Individuals gained valuable insight into theory and practical usefulness. A film based on Joel Bakan’s book, “The Corporation”, was shown in three parts during the fall semester. The William McDonough/Michael Braungart-authored book, “Cradle to Cradle: Remaking the Way we Make Things” was the topic of the spring discussion. (see attachment A).

Breakfast Seminars – Speakers covered a range of leading-edge human resource topics in a presentation/discussion format during ten monthly seminars. Some of the topics covered were: The Future of Organizational Development, HR Information at your Fingertips, The Harmonization of Democracy and Capitalism, The Reinvention of HR, and Personal Branding. The average attendance was 35. Attendees included business executives, members of FDU’s administration, faculty, and students (Fig. 3, pg. 23) (see attachment B).

Executive/Scholars Program – This year’s program included 24 businesspersons who individually mentored 34 top-ranked junior and senior-level business students. The format of this unique program was revamped from a lecture style to one-on-one conversations which highlighted and strengthened the mentor/student relationship. The result was a highly successful program with overwhelmingly positive feedback. Future plans for the Executive Scholars Program include the possibility of its becoming a credited course. (see attachment C).
E. Personal Involvement of Corporate Executives

CHRMS Board Meetings – The CHRMS Board consists of ten Corporate Partner executives from nine companies, and the Director and seven FDU faculty members affiliated with CHRMS. One meeting was held in December at FDU. Board meetings are called to establish and review policies and programs and map out strategies.

F. Research Projects/Publications

CHRMS Faculty Research /Publications— The CHRMS faculty members continue publishing in a variety of journals and presenting at various academic and professional meetings, e.g. Rose Twomey is under contract with McGraw-Hill to write a law textbook that presents legal issues and strategies from a managerial (win-win) perspective (see attachment E).

Field Analysis Course – Led by Dr. Dean Robb, the course consisted of five teams of HRM/MBA students who conducted in-depth research and analysis in collaboration with five companies. Their efforts resulted in understanding and recommending solutions to the companies’ real business problems (see attachment F).

G. Student Assistance Programs

CHRMS Graduate Assistant Development – CHRMS GA’s received training on project management, communication, presentation skills, personal leadership, and interviewing successfully. Through management, planning, and execution of CHRMS projects, competency in those skills was developed; self-confidence was strengthened.
CHRMS Graduate Assistant Placement – CHRMS partner companies have the opportunity to offer internships and full-time jobs to CHRMS Graduate Assistants and other full-time HRM/MBA students.

CHRMS Graduate Assistant Sponsorship – Each semester FDU provides half tuition credit and a $1,000 stipend to each graduate assistant. The students manage CHRMS programs and assist faculty members with research projects during their 20-hour week.

HRM/MBA Prospective Student Assistance – During 2004-2005, the CHRMS office received over 125 contacts from prospective students desiring information on the HRM/MBA program. This large number of requests is mainly due to the capability of online inquiry via the CHRMS web site. Inquirers are sent information and their names are forwarded to the Admissions Department for further contact. Shortly after the information is mailed, follow-up e-mails are sent in an effort to encourage prospective HRM/MBA students to fully consider the program while their interest is still high.

H. Other CHRMS Initiatives

Academy of Management – For the eleventh year, several business executives and faculty associated with CHRMS conducted sessions at the annual Academy of Management meeting. The 2004 three-day “Practitioner Series” continued the theme of helping the Academy become more practitioner-oriented.
Description of CHRMS Programs, Research and Initiatives (cont.)

through better integration of scholarship and practice and co-creating for action. The Series was held between August 7-8, 2004 at the Academy of Management’s Annual Meeting in Seattle, Washington (see attachment D).

All-Partner Family Picnic – Over 90 people celebrated the beginning of the new academic year under the tent in the Mansion Fountain Gardens. The early September event focused on the differences and similarities between age groups as highlighted in the picnic’s theme, “Divergent Generations”. Members of the “Greatest Generation” and the “Post-War Generation” mingled with “Baby Boomers” and “Gen Xer’s”.

Bob Hoffman, CHRMS Corporate Partner since 1996 representing both Parke-Davis and Novartis Pharmaceuticals, was recognized as a “CHRMS Executive Fellow” to thank him for his generous support of Fairleigh Dickinson University and CHRMS in particular. During that time, Bob has been a significant contributor to FDU as adjunct professor, Executive Scholars mentor and executive member of the CHRMS Board. He also presented his doctoral thesis at a CHRMS “Research Discussion”.

A Certificate of Appreciation was awarded to Maura Pniewski, CHRMS administrative assistant. In her twelfth year working for the University, Maura began part-time work at CHRMS in 1993 as her son was beginning school. Gradually taking on more responsibility, Maura is editor of the CHRMS Newsletter, mentors the graduate assistants, and oversees CHRMS programs, web site and budget. Holding a degree in Fine Arts, she enjoys designing artwork for the Center.
**Executive Researcher** - Jeana Wirtenberg, Ph.D, has been working closely with CHRMS and actively supporting the start-up phase of the Institute for Sustainable Enterprise (ISE) in the Silberman College of Business. She was instrumental in preparing the foundational white paper, setting up the Advisory Board of business and other leaders, and developing the presentations proposing the establishment of the Institute. Jeana specializes in Organization Effectiveness, Leadership Development and Learning working collaboratively within and across the diverse sectors of business, government, nonprofits and academia. Under the ISE umbrella, she is conducting a survey of business leaders across industries and sectors regarding their global business and organizational priorities.

**CHRMS Web Site** - The CHRMS web site is the most-used source of information about the Institute for Sustainable Enterprise, CHRMS programs and events, and the MBA in HRM. It is heavily used for online registration and information requests. This year, the CHRMS web site became part of the new FDU site, giving it a new appearance and versatility. Easier to navigate, the new CHRMS web site also contains an extensive online library of breakfast presentations, research papers, newsletter articles and links to other web sites outside FDU. (Fig. 2, pg. 22)

**CHRMS Newsletter** - Twice each academic year, CHRMS publishes a newsletter which is sent to approximately 1000 persons from business and academia informing them about the work of the Center, news of its business partners and faculty, and important information regarding HR and executive education. This year, the design of the newsletter was changed, articles were shortened and more graphics and photos were used. (Fig. 1, pg. 21).
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CHRMS BOARD

Executive Members
AT&T
Carole Gatto
Automatic Switch Company
Chris Walsh
Becton Dickinson & Company
Joe Toto
Ethicon, Inc.
Benito Cachinero
Lucent Technologies
Iona Harding
Maersk Sealand
Kirsten Jensen
Novartis Pharmaceutical Corp.
Bob Hoffman
Ortho Biotech, Inc.
Jerry Collins
Wyeth
Rene Lewin, Craig Porter

Academic Members
Director
Dan Twomey

Faculty Members
Scott Belson
Gerard Farias
Joel Harmon
Gwen Jones
Dick Ottaway
Rose Twomey

Executive Researcher
Jeana Wirtenberg

Executive-in-Residence
Kaveh Naficy
Christine Lotze

CHRMS Moves Closer Towards a “Center for Sustainable Enterprise”

CHRMS is expanding its mission to serve as a catalyst and source of knowledge/expertise for sustainable enterprise. Why? As we take stock of the current conditions in the world, we see that we are at a crossroads in the evolution of humanity. The choices we make now will, in a very real sense, determine the future for generations to come. Whether we view the current domestic and worldwide situation from an environmental, economic, humanitarian, political, moral, social, psychological, domestic or global perspective, there are complex, interwoven challenges confronting us. Seemingly intractable problems, to name only a few, include: resource depletion in energy and water, global warming, widening economic gaps and entrenched poverty, insurmountable health care crises such as AIDS; skyrocketing healthcare costs; drug abuse; leadership vacuums and lack of ethics in business; racial, religious and ethnic divisions; terrorism and war.

The solutions we have known in the past stemming from a single discipline (e.g., economics, politics), or sector (public/private/nonprofit), are inadequate to the challenges before us. Systemic, deep-rooted problems require systemic, long-term solutions that engage all of the key constituencies in a deep inquiry into both their source and their solutions.

We are currently in the process of establishing a Center for Sustainable Enterprise (CSE) within the Silberman College of Business. Its mission will be...

Executive MBA Students off to Brazil and Costa Rica

The Executive MBA students who joined the program in the spring of 2004 are preparing for their International Business Seminar (IBS). For two weeks in January, the group will tour Brazil and Costa Rica.

The student cohort, along with IBS professor Dan Twomey, FDU Executive-in-Residence Hsu O’Keeffe and Program Director Pete Caliguari will first visit Brazil’s ISAE/VFC University in Curitiba for a global perspective of both the Latin American and Brazilian economies. While there, they will attend specific courses in the areas of Business...
Figure 2—New CHRMS/FDU Web Site
Breakfast Seminar

Re-inventing HR
A Template for Strategy Implementation

Speaker: Greg Thomson

Consultant to CEO’s and Chief HR leaders for several years, Greg Thomson has been the Chief HR executive for several companies. Greg was a founding member of CHRMS as VP-HR for Public Service Enterprise Group. He has also led HR at Owens Corning, and Alexander and Alexander Insurance Brokerage. Prior to these assignments he was a senior HR leader at GE in a number of businesses. He now is the President - The Thomson Group focusing on strategy implementation and organization transformation.

Presentation Highlights

• Learn what the source of change is and how to leverage it for velocity
• Explore a seven-step process for velocity in the strategy implementation process
• Accountability and how it can be the basis for change
• HR Partnership…it can be a reality somewhere, maybe your company
• See your company through a consultant’s eyes

Date: November 19th, 2004
Time: 7:30 to 9:30 am
Place: Lenfell Hall, Mansion
Fairleigh Dickinson University, Campus at Florham
Madison, NJ

*Non-partners are subject to $35.00 admittance fee if they register but change plans and do not cancel on or before November 15th, 2004.
Parking is in Front of the Mansion

• Register on the CHRMS website at chrms.org
• Call CHRMS @ 973 443-8577
• FAX @ 973 443-8506 or reply to this email
• Fee $ 35*

*This charge does not apply to FDU faculty, administration, students, employees of CHRMS Corporate Partner Companies or CHRMS Individual and Breakfast Partners

Figure 3—Breakfast Seminar Flyer
Experience the Pure Life...

Undergraduate & Graduate Program

January 9 through 22, 2006

3 credit hours

Course; Study of:

- Banana Industry
- Sustainable Tourism
- Cultural Differences

Locations:

- INCAE & EARTH Universities
- Businesses in San Jose area
- Field Study in the Gandoca-Manzanillo Wildlife Refuge

UNDERGRADUATE COURSE #2828

Cost

$1,800—includes airfare, room, University and all other educational program and excursion fees. (Price is subject to change e.g., if airfare is more than $500.)

Language

All classes and educational programs will be in English.

Information

To receive more information and a brochure on the program, please contact Rose (973 443 8817) or Dan Twomey (973 443 8802) or e-mail Dan at dtwomey@fdu.edu.

INFORMATIONAL MEETINGS (Slide Presentation)

- March 9th, 3:30—4:30, Lenfell Hall, the Mansion
- March 22nd, 3:30—4:30, Hartman Lounge, the Mansion

Study the banana and sustainable tourism industries. Stay in a wildlife refuge on the Caribbean coast and explore the rainforest.

Figure 4—Costa Rica Course
## Index of Attachments

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Corporate professionals and FDU faculty and staff gained valuable insight by discussing current books and films of interest to business professionals. The groups analyzed both theory (from the academic view) and practical usefulness and implications (from the corporate side). CHRMS continued its collaboration with the FDU Library in the presentation of this series.

Nov. 9, 16, 30   “The Corporation”, a film by Mark Achbar, Jennifer Abbott and Joel Bakan
2004

This film was presented in three parts: “The Peculiar Nature”, “Controversial Impacts” and “Potential Futures”. It explored the history and inner workings of large corporations and challenged them to better serve society. A discussion was held after each viewing.

April 5, 2005   “Cradle to Cradle—Remaking the Way We Make Things” by William McDonough and Michael Braungart

McDonough and Braungart work for a company that designs ecologically intelligent models for corporations. The authors want to remove the “cradle-to-grave” model of manufacturing, in which most of the materials that make products become waste. In this book, they promote a “cradle-to-cradle” model, in which the materials are “circulated infinitely in industrial cycles ... without loss of quality or damage to our environment or ourselves”.

BOOKS and IDEAS DISCUSSION GROUP
2004-05
BREAKFAST SEMINAR SERIES
2004-05

Sept. 21  Leaders and Learning
Alec Horniman, University of Virginia

Dr. Horniman’s presentation focused on four ways of learning: learning and knowing- related and different; learning as a vital leadership dimension; learning and the escape from the “habit trap”, and learning, choosing and value creation.

Oct. 15  The Future of Organizational Development
Jeana Wirtenberg, Jeana Wirtenberg & Associates & Elena Feliz, Feliz Consulting

Dr. Wirtenberg and Ms. Feliz introduced the “Global Committee on the Future of OD”. They discussed how they are linking OD values and contributions worldwide to create vital, successful organizations and communities. The presentation gave an assessment of the current state of OD considering global business challenges and opportunities.

Nov. 19  Reinvention of HR...You’ll Need More than a Silver Bullet!
Greg Thomson, The Thomson Group

Defining the “source of change” and how accountability can be the basis for that change were highlights of Mr. Thomson’s presentation. A seven-step process for “velocity in the strategy implementation process” and the importance of an HR partnership were also discussed.
Dec. 17

The Leader’s Role in Developing High Performing Teams

Howard Guttman, Guttman Developing Strategies Inc.

Attributes of high-performing teams and why they are such a “hot” topic, stages of and steps in achieving high performance organizations, and Fortune 500 case studies were the main points covered in Mr. Guttman’s presentation.

Jan. 21

HR Information at your Fingertips

James Marcum, PhD, FDU Librarian
Maria Kocylowski, Department Head, FDU Library

The seminar provided information on “Knowledge Initiative” (NJKI), an invaluable resource for small businesses, and electronic HR information used in the federal and state government sectors.

Feb. 18

The Harmonization of Democracy and Capitalism

Ray Carey, author of Democratic Capitalism

Mr. Carey argued that harmonizing democracy and capitalism could be achieved by combining private property, competition, and motivated people. He also presented a synthesis of Adam Smith, Karl Marx, and John Stuart Mill. He described a way to a world of peace and plenty through a common economic purpose.
Mar. 18  **Achieving Business Results through Diversity and Inclusion**  
Peter Bye, MDB Group

Speaking about the relationship of business objectives to practicing diversity and inclusion, Mr. Bye described how to design a diversity initiative that aligns with a company's strategic business goals. He also addressed the question of why many diversity and inclusion initiatives fail to achieve the intended results.

April 15  **Leadership Challenges in the Emerging Landscape**  
Govi Rao, Philips Lighting

Mr. Rao’s presentation defined the key coordinates of an emerging landscape (a shrinking planet) concentrating on sustainability, CTR (cycle-time reduction), and learning and unlearning challenges for leaders.

May 20  **Personal Branding: Build your Brand, Expand your Success**  
Myra Rosen, MLR Coaching

Ms. Rosen spoke on increasing your visibility and leadership presence while differentiating yourself from your peers. She explained how to thrive during downturns in the economy and choose better, more interesting assignments. How to achieve your personal and professional goals while increasing your confidence and self-motivation rounded out her presentation.
June 17  **Life-Long Employment**  
Linda Zamer, JVS; Lari O’Donnell, Telcordia, and Dianna Krajewski, Fairleigh Dickinson University

Presented by a three-person panel, the final breakfast seminar of the academic year dealt with understanding one’s competencies and interests, occupation and competency overlap, and employment and talent shortage. It focused on tapping into the knowledge, skills and abilities of retired workers.
## EXECUTIVE SCHOLARS PROGRAM
### 2004-05

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<td><em>Inspired Performance</em></td>
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<td>A Day with your Mentor</td>
<td>Students &amp; mentors met at their own convenience at mentor’s workplace.</td>
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<td>Developing your Personal Marketing Plan &amp; Interviewing Techniques</td>
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<td>Christine Papic/CIT</td>
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<td>April 21</td>
<td>Graduation</td>
<td>Dr. Daniel Twomey</td>
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*Students Meghan Griswold and Karan Passey with mentor Jack Beighley of Right Management Consultants*
## STUDENT/MENTOR PAIRINGS

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<tr>
<th>MENTOR</th>
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<tr>
<td>Pam Small</td>
<td>Elizabeth Pasquale</td>
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<td>Female Entrepreneur</td>
<td>Elizabeth Gorman</td>
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<td><em>Refresh &amp; Renew</em></td>
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<td>Margaret Prentice</td>
<td>Sarah Koves</td>
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<td>Director of Business Development</td>
<td>Krystal Albano</td>
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<td>Michael Greiner</td>
<td>Alison Westerhold</td>
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<td>Jack Beighley</td>
<td>Karan Passey</td>
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<td>Kimberly Severson</td>
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<td>Joseph V. Calvanelli Jr.</td>
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<td>Christopher Newton</td>
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<td>Jamie W. Jurgaitis</td>
<td>Christopher Stoop</td>
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<td>Vice President/General Manager</td>
<td>Catherine Wyble</td>
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<td>Andy O'Connor, III</td>
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<td>Meghan Griswold</td>
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## STUDENT/MENTOR PAIRINGS

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<tr>
<th>Margaret Wagner</th>
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<td>Human Resource Business Partner</td>
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<td>Lee Hecht Harrison</td>
<td>Joseph Mrakovicch</td>
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ACADEMY OF MANAGEMENT  
2004-05  
Practitioner Series August 7-8, 2004  
New Orleans, Louisiana  

Summary

Our eleven-year Scholarship and Practice initiative at the Academy of Management (AoM) continues. For the eighth year in a row, the two-day AoM Practitioner Series (PS) brought together practitioners and academics for mutual hands-on learning and the advancement of collaborative, real-world, action-research projects. Over 40 Individuals from 8 countries participated. Especially appreciated were the high proportion of practitioners, the diversity of attendees, and the variety and quality of the nine projects that the workshop was dedicated to developing.

The workshop projects were (see following pages for details): Advances in Academic-Practitioner Collaborative Action Research /Learning; Inter-Agency Collaboration: Sharing Organizational Design Expertise in the Commonwealth of Pennsylvania; The Future of Organizational Development; Implementing Evidence-Based Approaches to Primary Care Staffing in the Veterans Healthcare Administration; ComUnity: The challenges of creating actionable knowledge in a regional network context; Independence School District Project; Action Research and Corporate Citizenship; A Review and Look Ahead; Remembrance and Celebration of Rupe Chisholm.

Supplementing the project work were several short panel presentations and group discussions. These helped us leverage the considerable experience of workshop facilitators and attendees to deepen the understanding of methods and challenges relevant to carrying out effective practice-grounded action research. One session focused on the variations of action research by international differences. In another session, the discussion was about the role of action research in creating useful knowledge. As always, our overriding intention was on applying the knowledge generated to improve real projects.

We acknowledge our international support team of highly experienced action researchers from a wide variety of universities, institutes, and consulting practices, led by Dan Twomey and Joel Harmon.

Hands-on developmental sessions were held in which practitioners and academics worked on real action-research projects to develop them sufficiently to move forward with after the workshop.
Saturday, August 7
Advances in Academic-Practitioner Collaborative Action Research/Learning
[PS, MED, ODC] 8:30 am-5:00pm, Sheraton New Orleans Hotel, Borgne Room, 3rd Floor

This workshop was designed for practitioner-based action research/learning projects to make progress on their own action research, with input from academic and practice-based experts. The workshop focused primarily on problem-identification, problem solving, and action/research planning, as is relevant within each project. Projects engaged in intensive discussions around the selection and use of research methods in their action research and on the action learning processes. Participating projects reflected a range of academic-practitioner collaborations from industry, government, and non-profit organizations. The system level of projects varied from single unit to regional or national network. Workshop participants were invited to work with other projects to provide input, reflection and complementary learning opportunities.

Project experiences provided a springboard for intensive collaborative action research throughout the workshop. Facilitators modeled effective team learning strategies, using various reflective learning exercises to intensify group work and draw out cross-project lessons on action research/learning. The workshop culminated in cross-project feedback on the intensive learning experiences and the utility of the reflective strategies. Workshop participants extrapolated lessons learned for their own projects.

Project participants worked on their projects, either in making progress or setting the stage for the next round of AR. People participating in this workshop series brought descriptive project materials and summary information on accomplishments, issues, and lessons for cross-project learning. Please contact Dan Twomey dtwomey@fdu.edu or Joel Harmon jharmon444@aol.com for further information.

Workshop Facilitators
Welcome: Twomey, Daniel F., Fairleigh Dickinson U., dtwomey@fdu.edu Professional Development Workshop Chair: Colon, Rosa. Bristol-Meyers Squibb, Rosa.colon@bms.com
Facilitator: Carter, Marylin, Benedictine U., carterm1@bp.com
Facilitator: Coghlan, David, U. of Dublin, dcoghlan@tcd.ie
Facilitator: Eikeland, Olav, Work Research Institute, Oslo oleik@online.no, oe@afi-wri.no
Facilitator: Ennals, Richard, Kingston U., ennals@kingston.ll.u
Facilitator: Gorelick, Carol, Pace U., cgorelick@pace.edu
Facilitator: Harmon, Joel, Fairleigh Dickinson U., jharmon444@aol.com
Facilitator: Levin, Morton, Stockholm U., morten.leven@svt.ntnu.no
Facilitator: Neal, Lena, CSC Consulting lenaneal@aol.com, lneal@csc.com
Facilitator: Orr, Terry, Columbia U. mto10@columbia.edu
Facilitator: Scott, Fiona, Western Australia U., fscott4@gsm.uwa.ecu.au
Facilitator: Wirtenberg, Jeana, Public Service Enterprise Group jeana.wirtenberg@pseg.com (Jeana now heads Jeana Wirtenberg & Associates, LLC, and her current e-mail is jwirtenberg@optonline.net.)
Facilitator: Yorks, Lyle, Columbia U. ly84@columbia.edu

Inter-Agency Collaboration: Sharing Organizational Design Expertise in the Commonwealth of Pennsylvania
To provide unemployed and injured workers faster and safer access to benefits while striving to keep pace with ever-changing information technologies, the Pennsylvania Treasury Department (TD) undertook an organizational change process that culminated in the complete redesign of the social and technical systems of the Bureau of Unemployment Compensation Disbursements; an achievement that saved more than $8 million. Building on this successful experience, the TD is extending its organizational design expertise to the Pennsylvania Department of Public Welfare. This inter-agency collaboration focuses on designing and implementing a cost-effective system for issuing Social Security Income state supplements to eligible Pennsylvanians, with potential five-year gross savings of over $120 million. During the Series, the team of TD change agents shared and sought feedback on the details of the proposed redesign process.

The Future of Organizational Development
The Global Committee on the Future of OD has assembled a top-level, worldwide network of academic and practitioner advisory boards and grassroots action teams spanning industries, geographic regions, and the private, public, and not-for-profit sectors. Its purpose is to unite, energize, and mobilize the field to revitalize the OD profession. During the Series, members of the Committee sought to further develop action research methodologies for deepening and accelerating their work.
Implementing Evidence-Based Approaches to Primary Care Staffing in the Veterans Healthcare Administration

This project proposed using Functional Job Analysis and Participatory Action Research methodologies to systematically analyze the full range of primary care performed within the Veterans Health Administration and implement revised healthcare staffing patterns. The use of PAR is intended to facilitate the translation of an evidence-based tool into the local practice of medical centers nationwide. Workshop activities included interactive dialogue to develop strategies for recruiting local participants, for engaging and sustaining productive participation, and for establishing a rapport and methodology for future interventional work.

ComUnity: The challenges of creating actionable knowledge in a regional network context

This Australian-based action research project on the adoption and diffusion of Internet technologies in a regional tourism network, which was one of the project foci in the 2001 series, has now been completed and participation in the 2004 series provided an opportunity to explore meta-learning vis-à-vis this action research intervention, discuss the challenges that arise around actionable knowledge creation, and explore future directions with regard to knowledge creation platforms.

Independence School District Project

This AR project is investigating improved student performance and district renewal within the context of the “No Child Left Behind Accountability Act” over the past 2-3 years since a new superintendent came on board. The research group included principals and central office staff who explored the teacher, student and parent responses to the renewal effort in their own buildings or within groups reporting to them. These administrators are also doctoral students at the University of Missouri-Columbia. The AR projects fulfilled final project degree criteria. The researchers have worked on a conception of the overall project with their faculty advisors and other district administrators, and hoped to gain further guidance during the workshop. They have begun collecting such data such as student test scores, discipline referrals, suspensions/expulsions, drop-out rates, teacher turn-over, teacher absence, evidence of parent involvement. They have also collected district policies pertaining to the renewal effort including superintendent and other district administrators’ memos, board statements, etc. The researchers designed survey instruments and interview protocols to be used in the fall and winter. Project completion is expected by the end of 2005 or before.
Sunday, August 8

**Action Research and Corporate Citizenship**

9:00-9:45am, Sheraton New Orleans, Bayside B

The purpose of the panel was to distinguish corporate citizenship issues and practices where action research might make a contribution. For example, to explore the processes and benefits of an enterprise’s commitment to sustainability and/or other global citizenship practices. The expected outcomes of the session were to reinforce persons who are doing research in this area and to identify new opportunities for action research and collaboration.

Chair: Dan Twomey, Fairleigh Dickinson U., dtwomey@fdu.edu
Panelists: Jeana Wirtenberg, PSE&G and individuals from the United Nation’s Global Compact Forum

**A Review and Look Ahead**

10:00-11:00, Sheraton New Orleans, Bayside B

This session provided an opportunity for participants in the Practitioner Series/Action Research Community Workshops reflected on their experiences and provided feedback on various workshop activities. Feedback and discussion will be used to design and manage workshop activities at future Academy meetings.

**Remembrance and Celebration of Rupe Chisholm**

11:00-12:00, Sheraton New Orleans, Bayside B

An informal sharing remembered and celebrated the life of our recently departed colleague and friend who founded the AR community at AOM and who has contributed so much to so many for so long.
CHRMS FACULTY RESEARCH AND PUBLICATIONS
2004-05

Dan Twomey, DBM

- **Twomey, D. F.** Designed Emergence as a Path to Business Transformation and Sustainability, Accepted for presentation and for publication in the Proceeding, International Eastern Academy of Management: MANAGING IN A GLOBAL ECONOMY XI 2005.


Gerard Farias, PhD

- **Farias, G. F.** Managing Change: A Time for Change. Paper accepted for presentation at the Annual Academy of Management meeting in Honolulu, HI. (August 2005)


- Black, J., **Farias, G.** & Issacs, G. Entrepreneurial Conation Across the Turn of the Millennium. Paper presented to the Southwestern Academy of Management (March 2004)

Joel Harmon, PhD


Rosemarie Twomey, JD

- Under contract with McGraw-Hill to publish a textbook, “Managing for Compliance”.


FIELD ANALYSIS STUDENT REPORTS
2004-05

As the final component of FDU’s MBA in Human Resource Management, graduate students in the Field Analysis course conducted semester-long, in-depth research and analysis of real business problems and recommended solutions. Field Analysis presentations were held at the Campus at Florham on May 10th, 2005. Students and projects are listed below:

**An Undergraduate Recruiting Strategy for ALTANA Pharma US**
A small but rapidly growing pharmaceutical company, ALTANA Pharma US has had a long-term goal of implementing an undergraduate recruiting program. Together with the company sponsor, the project team determined a campus recruiting initiative focused on ALTANA Pharma’s sales force, specifically with its sales representative positions. The project team then researched appropriate universities and diversity conferences, developed on-campus activities, and recommended various metrics to evaluate the success of the recruiting program.

Danielle Darby
B. J. Hartsuiker
Jennifer Panicaro

**Novartis Pharmaceuticals– HR Best Practices:**
The objective of this project was to identify best practices in HR organizations with respect to the delivery method of HR services. This included the analysis of shared services models, HR service level agreements, and supporting metrics. The FDU team reviewed materials provided by Novartis, conducted interviews of key stakeholders at the company site, and investigated "best practices" through interviews and research. In addition, the FDU team proposed recommendations as well as an action plan to assist Novartis in its efforts. Recognizing the difficulties in implementing a change initiative in a large organization, the FDU graduate team recommended two high-level change management models that can be employed by the company.

Deepti Chanana
Nooshine Dayani
Carolyn Hill
Thereze Ovid
Karen Sidie
**GAF Materials Corporation – E-Learning**

GAF Materials Corporation, a manufacturer of roofing materials, operates many plants located throughout the United States. GAF delivers training to its employees within three broad categories: compliance, performance and personal development. Due to travel costs, time of training and amount of time away from the job, GAF asked the team to investigate the perception, needs, availability, and challenges of e-learning, or on-line training. The project objectives included: determining the internal needs for training through an internal survey, benchmarking the experience of other manufacturers with e-learning, researching the experience of professional e-learning providers, and providing the results of a literature search that may be beneficial for implementing an e-learning program.

Damir Fazlic  
Arun Nallaswami  
Sophia Chang  
Wendy Ballesteros

**Ricoh – Employee Retention**

The goal of the project was to gather data from current and former Ricoh sales employees; and based on this data, to formulate recommendations for improving employee retention within the sales force in order to enhance competitiveness.

Nick Scarpa  
Stella Chege  
Harriett Marshburn  
Marialy Perez

**Allied Building Products Corporation**

Allied Building does not have a performance management system, but a performance management template that requires review. The FDU Team critiqued and made recommendations for the review template. They also researched and evaluated potential performance management software vendors in order to see which vendors would be best suited to the needs of Allied Building.

Lauren Murphy  
Marissa Ruggiero  
Robin Valentine  
Michael Biancella  
Bryan Boyle
On our cover.....

Photos from left to right,
Top row:

1) Executive Scholars Mentor, Jack Beighley of Right Management Consultants with students Meghan Griswold and Karan Passey.
2) CHRMS Graduate Assistant, Jasmin Sheth, presenting “Certificate of Appreciation” to February CHRMS Breakfast Seminar speaker, Ray Carey.

Middle row:

1) Bob Hoffman, Novartis Pharmaceuticals, speaking at Annual CHRMS Picnic after receiving “CHRMS Executive Fellow” award.
2) Jeana Wirtenberg, Jeana Wirtenberg and Associates, with Elena Feliz, Feliz Consulting, after October CHRMS Breakfast Seminar
3) CHRMS Graduate Assistant Alumni at Annual CHRMS picnic: Bob Russo, Danielle Okolski, Lisa Ciurley and Juliette Oatley.

Bottom row:

1) Thereze Ovid, CHRMS Graduate Assistant, 2004-05.
2) Costa Rican tree frog used on brochure for “Experience the Pure Life—Costa Rica” course brochure.