ISE/CHRMS Achievement Report 2005-06

INDEX

From the Executive Director 4
Mission Statement 8
ISE/CHRMS Partner Reflections 9
ISE/CHRMS Corporate and Academic Partners 10
Programs, Research & Initiatives - Outline 11

A. Institute for Sustainable Enterprise 12
   Sustainable Campus Initiative
   Green Club 13
   Executive Liaison & Research Associate

B. Curriculum-Related Efforts 14
   Graduate Level
   Achieving Breakthrough Results (ABR)
   International Business Seminar (IBS)

   Undergraduate Level 15
   Costa Rica Course
   Business Organization Course

C. ISE/CHRMS Programs 16
   Books and Films Discussion Group
   Breakfast Seminars 17
   Executive Scholars Program

D. Personal Involvement of Corporate Executives 18
   ISE/CHRMS Board Meetings

E. Research Projects/Publications 18
   CHRMS Faculty Research/Publications
   Field Analysis Course

F. Student Assistance Programs 18
   Graduate Assistant Development
   Graduate Assistant Placement 19
   Graduate Assistant Sponsorship
   HRM/MBA Prospective Student Assistance

G. Other ISE/CHRMS Initiatives 19
   Academy of Management
   Web Sites 20
   Newsletter
   All-Partner Family Picnic
   NAWBO Women of Inspiration Gala 21

   Figures 1-11 22-33

   Attachments A-H 34-56
FROM THE EXECUTIVE DIRECTOR

August 15, 2006

Dear ISE/CHRMS Partners and Community Members:

The 2005-2006 academic year has been a year of transition and change for the ISE/CHRMS community. The formation of ISE as an umbrella organization has been a major institutional building effort that challenged us to focus on range of issues from the strategic—like our vision and mission, to the mundane—like the creation and management of mailing lists. We have learned a lot over the last year and look forward to greater challenges and learning opportunities in the future.

Defining a shared vision and mission for ISE has been one of our biggest challenges over the past year. We went through a lot of soul searching. In line with our values and commitment to action learning and research, we tested our ideas out and consulted with partners, advisory board members and others. Our mission is to bring people together to learn how to develop and lead thriving, sustainable enterprises that are “in and for the world.” We believe that sustainable enterprises add financial value to the organization while providing benefits to people and the planet (from an environmental perspective). We believe that businesses play a critical role in and affect societal, economic and environmental sustainability. We wish to focus on two key questions: how can we create more “sustainable enterprises” and how can we help leaders and managers learn to “manage sustainably”?

During the year, we have received encouragement and support from the administration at FDU and the administration and faculty of the Silberman College of Business (SCB). ISE received formal approval from all the appropriate entities in FDU. We thank all our colleagues for their support.

This year we have made connections and begun partnerships with several organizations. We have held discussions with Mr. Georg Kell, the Executive Head of the United Nations Global Compact project. Mr. Kell was a speaker at a well-attended and inspiring ISE/CHRMS Breakfast Seminar in fall 2005. The New Jersey Higher Education Partnership for Sustainability (NJHEPS) is one of our founding members and a strong supporter. Ricoh, Phillips Lighting,
FirstEnergy and Interface Inc. have all supported our endeavors by becoming founding members and providing us with access to their knowledge and learning on sustainability. Our ISE Advisory Board has over sixty members who have devoted their time and energy to help us move forward in our efforts. To all our supporters—thank you for your generosity with your time and talents.

We have been working on a number of projects during the year:

• We are studying E+Co, an organization devoted to bringing clean affordable energy to the world’s poor. E+Co is a very innovative organization that has attempted to develop and promote a new energy paradigm to bring energy to the underserved people of the world.

• FDU plans to build a “green” learning center to replace the current library at the College at Florham. This is a great opportunity to work towards learning about more sustainable practices in all the activities of the campus. This will require involvement of the entire community—students, faculty, staff and others—to work together to be successful. To support this effort, we have launched a Sustainable Campus Initiative.

• Based on our conviction that human resource practices are critical to attaining sustainability, we have begun a study on the role of human resource policies and practices in the efforts of organizations that have pioneered the practice of sustainability.

• The global study of the future of OD has generated some interesting insights and challenges from the profit and non-profit sectors. The results of this study have been presented in a variety of forums and are now in the process of being developed into a book.

• Our curriculum development efforts have resulted in an undergraduate course that involves a trip to Costa Rica. Faculty associated with ISE have begun to include sustainability as one of the key themes of their courses.

While we have made good progress during the year, we have many exciting challenges, possibilities and opportunities ahead of us. We are com-
mitted to building a strong institution that has the capabilities and resources to achieve our objectives for the long term. Our emphasis on action-learning, collaboration and community-building is a critical aspect of our effort to both understand and develop sustainability practices and will be an important part of our institution-building efforts. To enable this, we will be starting a series of roundtables that will focus on critical issues that our Corporate Partners and others face. The first roundtable in October 2006 will focus on the Mature Worker. At the project level, while we will continue our current efforts to completion, we will be beginning a new project on the Mature Workforce in collaboration with the Jewish Vocational Center. It is important that the results of learning and understanding gained through all these efforts are manifested in the classroom. We are working on grant applications to support our research efforts and to move us closer sustaining ourselves financially. Our curriculum development efforts will continue to focus bringing cutting-edge knowledge on sustainability to our students. This will be achieved through courses uniquely focused on sustainability related issues as well as by addressing these issues in the context of the regular courses taught.

We would not be where we are today without the pioneering work of two people who founded CHRMS many years ago...

Dan Twomey stepped down as the Director of ISE/CHRMS at the beginning of the 2005-2006 academic year and I had the privilege of stepping into his rather large (size 21, I think!) shoes. Dan’s entrepreneurial spirit and commitment to a more sustainable world is hard to imitate. We try! Dan, now Director Emeritus, is an active member of the leadership team. He leads and participates in several projects and activities of ISE/CHRMS. On a personal level, he is a mentor and guide to me.

Dick Ottaway, founder and Distinguished Faculty Fellow of CHRMS, had more recently assumed the role of the Associate Dean for Academic Affairs. Dick’s commitment to the values on which CHRMS and ISE are founded is an important part of our roots. Dick has been a support to me, both as a faculty member and in my role as Executive Director of ISE/CHRMS. While Dick has retired after a tenure of 23 years at FDU, he will always be a member of this community that he helped build. Dick will continue to be involved with FDU in a variety of ways. We welcome his participation in any of the ISE/CHRMS activities he chooses. We wish Dick and his wife, Elaine, a wonderful future.
The support and guidance of Dan and Rose Twomey, Joel Harmon, Jeana Wirtenberg, Gwen Jones, Dick Ottaway, Maura Pniewski, Kent Fairfield, Hsu O’Keefe, Peter Caliguari, Bill Russell, Christine Farias, Bill Melick and Erin Vollers has been invaluable. Their passion and commitment have been critical in moving us forward.

While the world often seems to be on an unsustainable road with irreversible consequences, we have made a commitment to use our knowledge, skills and resources to do whatever we can to make a difference. Our passion and commitment to a sustainable future will be met with many challenges. We will persevere and make significant progress. We must make a sustainable future a key factor in the minor and major decisions we make on daily basis. With every decision that we take, let us ask ourselves how that decision will impact the future from a social, environmental and financial perspective...

I look forward to working with you as we strive to create a better future.
The mission of the ISE is to bring people together to learn how to develop and lead thriving, sustainable enterprises that are “in and for the world.”

Fairleigh Dickinson University
College at Florham
“ISE brings people together to make a real difference. In our quest to do this, we have had the privilege of meeting and working with some very impressive people whose support and contribution we gratefully acknowledge. Action and learning have been a critical part of our first year as we have attempted to build a strong institution and be active in the field. We have learned a lot and this learning will help us tremendously as we look forward to a very productive future.”

- Gerard Farias, Executive Director, ISE/CHRMS

“This year has been enormously gratifying, daunting, exciting and challenging. We are attempting to address the most intractable problems facing the world today... energy, poverty, global warming, health crises, and so forth. We are bringing new ways of thinking and being to simultaneously address at a systemic level while also making it personal, real, local, and where the rubber meets the road. I am proud of the progress we have made in our first year, and look forward to building on the solid foundation we have laid. We are clear that with the collaborative support of our corporate, individual and strategic partners, we have a unique contribution to make to solving some of our most challenging and perplexing problems of today.”

- Jeana Wirtenberg, ISE Executive Liaison and Research Associate

“Managing the Breakfast Seminar Series has allowed me to improve my public speaking and networking skills. It also gave me the opportunity to work with many exciting and inspirational people. While maintaining high professional standards, ISE/CHRMS has an open, friendly atmosphere where learning and growth are top priority. My experiences here will always stay with me.”

- Erin Vollers, ISE/CHRMS Graduate Assistant, spring 2006
INSTITUTE FOR SUSTAINABLE ENTERPRISE
Center for Human Resource Management Studies

Corporate and Academic Partners

**ISE Founding Members**
- John Cusack: NJ Higher Education Partnership for Sustainability (NJHEPS)
- Joyce LaValle: Interface, Inc.
- Govi Rao: Philips Lighting
- Michael Sarasin: Ricoh Corporation
- Everton Scott: FirstEnergy Corporation

**ISE/CHRMS FDU**
- Gerard Farias: Executive Director

**Faculty**
- Scott Behson
- Christine Farias
- Kent Fairfield
- Joel Harmon
- Gwen Jones
- Dan Twomey
- Rose Twomey

**Staff**
- Maura Pniewski: Administrative Assistant

**Executive Liaison & Research Associate**
- Jeana Wirtenberg

**ISE/CHRMS Corporate Partners**
- AT&T
- Automatic Switch Co.
- Becton Dickinson
- Ellen Jackson
- Chris Walsh
- Joe Toto

**ISE/CHRMS Individual Partners**
- Michael Kahrer: Organon
- Bernard Schoenfeld: Atlantic Health Systems
- Michelle Romanenko: Aircast

- John Cusack
- Ellen Jackson
- Joe Toto
- Bob Hoffman
- Jeana Wirtenberg

- Gerard Farias
- Joel Harmon
- Dan Twomey
- Gwen Jones
- Rose Twomey
- Christine Farias
- Kent Fairfield
OUTLINE
ISE/CHRMS Programs, Research & Initiatives

A. Institute for Sustainable Enterprise
   Sustainable Campus Initiative
   Green Club
   Executive Liaison and Research Associate

B. Curriculum-Related Efforts
   Graduate Level
   Achieving Breakthrough Results (ABR)
   International Business Seminar (IBS)

   Undergraduate Level
   Costa Rica Course
   Business Organization Course

C. ISE/CHRMS Programs
   Books and Films Discussion Group
   Breakfast Seminar Series
   Executive Scholars Program

D. Personal Involvement of Corporate Executives
   ISE Advisory Board Meeting
   CHRMS Board Meetings

E. Research Projects/Publications
   ISE/CHRMS Faculty Research/Publications
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F. Student Assistance Programs
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   ISE/CHRMS Graduate Assistant Placement
   ISE/CHRMS Graduate Assistant Sponsorship
   HRM/MBA Prospective Student Assistance

G. Other ISE/CHRMS Initiatives
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   Women of Inspiration Gala
Description of ISE/CHRMS Programs, Research and Initiatives

A. Institute for Sustainable Enterprise (ISE)

The Institute for Sustainable Enterprise (ISE) at Fairleigh Dickinson University was founded within the Silberman College of Business in 2005. The mission of the ISE is to bring people together to learn how to develop and lead thriving, sustainable enterprises that are “of and for the world.” By sustainable, we mean simultaneously adding value to the organization while providing benefits to people and the planet (from an environmental perspective). Focusing on the critical role that businesses and other organizations play in creating and enhancing societal, economic, and environmental sustainability in a global business context, ISE strives to illuminate two enduring pragmatic questions: how can we create more “sustainable enterprises” and how can we help leaders and managers learn to “manage sustainably”?

ISE implements this goal through a three-pronged model: 1) Conducting research on sustainability-enhancing projects; 2) Providing facilitation and consulting services to support concrete sustainability-enhancing initiatives; and 3) Developing curricula (degree programs, seminars, and training programs) to teach leaders/managers and students to lead and manage sustainably, as world citizens. ISE is committed to helping leaders and managers develop new roles and competencies for themselves that will contribute to creating sustainable enterprises in the 21st century.

Sustainable Campus Initiative—This initiative began in early February, 2006 as students, faculty and administration met first with Alison Para of the Emerging Green Builders Council, NJ Chapter and then the FDU Facilities Manager to discuss how students could be involved with creating and sustaining a green campus. This led to the formation of the “Sustainable Campus Committee” open to anyone on both campuses. Objectives included supporting and participating in the mission of ISE, creating an awareness of sustainability among FDU students, faculty, staff and administration; initiating and sustaining a “Green Club” for students at both campuses, and involving students, faculty, staff and administration in events that promote sustainability on the FDU campus, around New Jersey and beyond.
Green Club—Under the umbrella of the Sustainable Campus Committee, this student-run group is responsible for green projects and campus sustainability initiatives focused on improving the quality of life for FDU students. The Green Club, open to all students, was officially approved and voted in by the Student Government Association on March 22, 2006 as a recognized student committee/club on the Florham Campus. 2006 Green Club Projects included: Earth Day Events, Move Out Week and Electronic Art Contest (attachment A, pg. 35) (figures 4, pg 26 and 5, pg.27)

Executive Liaison and Research Associate - Jeana Wirtenberg, Ph.D, has been instrumental in establishing a strong foundation for the Institute for Sustainable Enterprise. She reached out to key individuals in every sector to establish the highly qualified and diverse ISE Advisory Board, leads the Membership and Services (M&S) Committee, and identifies and enrolls dynamic and leading-edge breakfast speakers for the monthly breakfast series. She designed the service offerings and created the collateral materials and brochure for communicating to corporate partners (figure 3, page 25). Under the M & S Committee, she created a working committee with Bill Russell, Peter Roche and Dean Robb to design the “Managing Sustainably” workshops I and II which are featured as a key service in the Corporate Partnership offerings. Under the ISE umbrella, she conducted a survey of business leaders across industries and sectors regarding their global business and organizational priorities, which is expected to be published in the Journal of Applied Behavioral Science as the companion piece to her recent article “Assessing the Field of Organization Development,” which appeared in JABS in December 2004. Jeana presented the business leader survey results at the January breakfast, and also wrote several articles for the newsletter including co-authoring one about the UN Global Compact with Executive Head Georg Kell. She is strategically involved in the policy and strategic planning of the Institute and is passionately committed to its success. She also works to support the research committee headed by Joel Harmon and Kent Fairfield, and helped write the seed proposal letter of inquiry as well as several grant and corporate foundation applications. She works tirelessly to support all the activities of the Institute, including the curriculum committee where she has been a strong proponent of the Beyond Grey Pinstripes project sponsored by the World Resources Institute and the Aspen Institute to which ISE will be applying in 2007. In her consulting practice, Jeana specializes in building the Sustainable Enterprise, Organization Effectiveness, Leadershipship Development and Learning

 Jeana Wirtenberg
working collaboratively within and across the diverse sectors of business, government, nonprofits and academia. Finally, Jeana is spearheading an edited book called the Enterprise Sustainability Field book, which is being built on the SKN Worldwide portal, comprised of seven sections supported by eighteen significant and accomplished contributors (practitioners, academics, and consultants). It is anticipated that the book will be completed in 2007.

B. Curriculum-Related Efforts

Graduate Level:
ISE/CHRMS faculty members, Gerard Farias, Daniel Twomey, Rose Twomey and Joel Harmon, along with other SCB faculty and chairs contributed to the curriculum development efforts of the Executive MBA Program.

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.

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/are 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, in June 2006, the group went to Warsaw, Poland, Budapest, Hungary and Prague, Czech Republic where we were hosted by Warsaw University, School of Commerce and Law (Warsaw); Charles University (Prague) and Central European University (Budapest). In August 2006, in Curitiba, Brazil, we were hosted by ISAE Fundacao Getulio Vargas, a top South American University.

Undergraduate Level:

Some ISE/CHRMS faculty have been involved in designing/re-designing courses at the undergraduate level. For example, the

Costa Rica Course - In January 2006, Dan Twomey and Rose Twomey took eleven students to Costa Rica as part of a study abroad course called MGMT2828 – Experience the Pure Life: Costa Rica. This was the first study-abroad business undergraduate course offered by the Silberman College of Business, and the second year it was offered.

Students studied business issues with an emphasis on the banana and pineapple industries. They utilized FDU-provided reading material, research that they engaged in on their own, information obtained by visiting plantations, organic farms, and lectures at FDU and in Costa Rica (from workers, a workers' rights attorney, executives and professors) as well as other experiences. With that information, students wrote papers on the produce 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 the Britt coffee plantation, a progressive successful international company; spent a morning at In-Bioparque, 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, "Ever since returning from Costa Rica, I am continually astounded by how much I learned in a single course and how my perspective of myself and others has changed. The trip has not only made me more aware of what I have but has also educated me on the importance of sustainable business and how it can benefit not only the environment but the business that practices it as well". Another reflected, "I can say without hesitation the life-transforming objective was most definitely fulfilled..., and that I have gained a prosperous experience both on education and self realization. The roles of government, cultural diversity, and societal issues affecting business have played a vital part in the journey as well, altering my view of life." (figure 10, pg. 32)

Business Organization Course
Kent Fairfield taught Business Organization at the Teaneck campus in the fall of 2005 with a different perspective. Students were expected to engage in a service learning project as one of the key deliverables. The project enabled them to understand the complexities involved in designing and managing an organization. His class chose to raise funds for the Why Hunger Project. These students raised $5,000 during the course of the semester for this effort. Beyond the business organization learning objective, students were also exposed to the factors that contribute to poverty and hunger. In the spring of 2006, Gerard Farias taught the Florham campus Business Organization class with the same intentions. His class chose to raise funds for research on a currently incurable children’s disease called EB (Epidermolysis Bullosa). His class raised $1,750 towards this cause and had similar learning outcomes.

C. ISE/CHRMS Programs

Books and Films Discussion Group – Corporate professionals and FDU faculty and staff gained valuable insight by discussing current books and films of interest to business professionals and academics. Participants analyzed both theory (from the academic view) and practical usefulness and implications (from the corporate side). ISE/CHRMS continued its collaboration with the
FDU Library in the presentation of this series, “Argentina: Hope in Hard Times”, a film produced by the collapse of Argentina’s economy in 2001, was shown in the fall of 2005. “Coming of Age in a Globalized World—The Next Generation”, a book co-authored by FDU President Michael Adams and FDU Director of Communications and Special Projects Angelo Carfagna (see photo—right) was discussed at the April 11th Book Discussion. (attachment B, pg. 37) (figure 7, pg. 29)

**Breakfast Seminars** – Speakers covered a range of sustainability and human resource topics in a presentation/discussion format during nine monthly seminars. Some of the topics covered were:

- “Building the Sustainable Enterprise: HR’s Role in the Process”
- “The Power of Question Thinking”
- “Leader Survey Results: Challenges and Opportunities in the For Profit and Non-Profit Sectors”

The average attendance was 41. Attendees included business executives, members of FDU’s administration, faculty, and students. (attachment C, pg. 38) (figures 8, pg. 30 and 9, pg. 31)

**Executive Scholars Program** – This year’s program included 24 businesspersons from 19 companies who individually mentored 37 top-ranked junior and senior-level business students. The format of this unique program, one-on-one conversations between student and mentor, highlight and strengthen the relationship. The result is a highly successful program with overwhelmingly positive feedback. Future plans for the Executive Scholars Program include its becoming a credited course. (attachment D, pg. 42)
D. Personal Involvement of Corporate Executives

ISE Advisory Board Meetings – The ISE Advisory Board consists of five founding members: Ricoh Corporation, Philips Lighting, Interface, Inc., First Energy and the NJ Higher Education Partnership for Sustainability (NJHEPS), a diverse Advisory Board of 63 members from every sector, the Executive Director, ISE faculty and the Executive Liaison/Research Associate. Meetings were held on September 30, 2005 and March 30, 2006 at FDU. At the September 30th meeting, the Governance structure was established and three active committees were organized which have been meeting ongoingly: the Research Committee headed by Joel Harmon and Kent Fairfield; the Membership & Services Committee headed by Jeana Wirtenberg and Bill Russell, and the Curriculum Committee headed by Dan Twomey and Peter Caliguari.

CHRMS Corporate Partner Meeting—A dinner meeting was held on Monday, May 15th, with the Executives forming the CHRMS Corporate Partner Board. Meetings are called to deepen our relationships, review and establish policies and programs and map out strategies. As a result of the May 15th meeting, a new series of Roundtables on topics that are of particular interest to our corporate partners will be co-created with our partners and launched in the fall.

E. Research Projects/Publications

ISE/CHRMS Faculty Research/Publications— The ISE/CHRMS faculty members continue publishing in a variety of journals and presenting at various academic and professional meetings, e.g. Rose Twomey, under contract with McGraw-Hill, is presently completing the second draft of a law textbook that presents legal issues and strategies from a managerial (win-win) perspective. (attachment G, pg. 53)

Field Analysis Course – Taught by Dr. Dean Robb, the course consisted of eight 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. (attachment H, pg. 54)

F. Student Assistance Programs

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

ISE/CHRMS Graduate Assistant Sponsorship – This year, FDU provided half tuition credit and a $1,000 stipend to each SCB graduate assistant. Starting in July, 2006, G.A.’s will receive full tuition credit. The students manage ISE/CHRMS programs and assist faculty members with research projects during their 20-hour work week.

HRM/MBA Prospective Students – During 2005-06, the ISE/CHRMS office received contacts from prospective students desiring information on the HRM/MBA program. Requests are made 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.

G. Other ISE/CHRMS Initiatives

Academy of Management/SPARC—Our program at the August 2005 Academy of Management (AoM) conference focused on repositioning for the future our Practitioner Series as a Sustainable Practices Action Research Community (SPARC) workshop; a focus more consistent with the mission of our recently formed umbrella Institute for Sustainable Enterprise to “Bring people together to learn how to develop and lead thriving, sustainable enterprises that are in and for the world.” (attachment F, page 47).
ISE Web Site - The Institute for Sustainable Enterprise (ISE) boasts its own web page (www.fdu.edu/ise) which is located in the “Centers and Institutes” section of the FDU web site. It includes information on ISE’s mission, partnerships, research, activities and culture and is constantly being expanded. When keying in the words “Enterprise Sustainability” on Google, the site was ranked #2 out of 10,100,000. It was also ranked #2 out of 17,600,000 hits when the words “Sustainable Enterprises” were entered. (figure 2, pg. 24)

CHRMS Web Site—Revised on a regular basis, the CHRMS web site is a repository of information on partnerships, programs and events, student benefits, and the MBA in HRM. It is heavily used for online event registration and information requests. The CHRMS web site also contains an extensive online library of breakfast presentations, research papers, newsletter articles, the ISE/CHRMS Achievement Report and links to other web sites outside FDU. (figure 6, pg. 28)

ISE/CHRMS Newsletter – Twice each academic year, ISE/CHRMS publishes a newsletter which is sent to approximately 1000 persons from business and academia informing them about the work of the Institute, news of its business partners and faculty, ISE/CHRMS-sponsored events and activities, and important information regarding sustainability practices, “Sustainable Campus” initiatives, cutting-edge HR topics and executive education. Next year, it is our intention to include a column by an external expert on managing sustainably. (figure 1, pg. 23)

All-Partner Family Picnic—This year’s Annual CHRMS Picnic celebrating “The Wonder of China” was held just as the Chinese Moon Festival was about to begin! Dining on tables decorated in the red and yellow colors of the Chinese flag, guests including FDU President Michael Adams enjoyed an array of Chinese treats, including stir fried chicken, spring rolls, fried rice and moon cakes. A display of large posters of famous sites in China was graciously donated by the Chinese National Tourist Board and colorful banners adorned the tent. Melodious Chinese music was played by a D.J. as picnic goers were treated to the beautiful singing voice of Jenny Hong Jin.
Picnic (cont.)

The highlight of the evening was an acknowledgement of Dr. Dan Twomey and his years of FDU service as he was honored with the title of “CHRMS Director Emeritus”. Dan stepped down as Director of CHRMS handing over his responsibilities to Dr. Gerard Farias.

Praise for Dan came from the FDU administration, faculty, business community and CHRMS alumni as proof of Dan’s tireless work of collaboration across sectors. Described as “inclusive”, “innovative”, “collaborative”, “unpretentious” and “supportive”, Dan was the modest recipient of praise long overdue.

Women of Inspiration Gala— For the first time ever, the National Association of Women Business Owners—North Central Jersey Chapter (NAWBO) and ISE collaborated on the “Women of Inspiration Award”. On April 27th, 2006, over 140 people from across New Jersey came to ISE to honor eight extraordinary women who have made a significant contribution through their inspiring leadership in the development of a sustainable environment that supports communities, women, women’s issues and women business owners—People, Planet and Profits. (attachment E, page 46) (figure 11, page 33)
Index of Figures

Figure 1 – ISE/CHRMS Newsletter  Page 23
Figure 2 – ISE Web Site  Page 24
Figure 3 – ISE Partnership Brochure  Page 25
Figure 4 – Green Club Electronic Art Contest Flyer  Page 26
Figure 5 – Green Club Electronic Art Contest Winning Entry  Page 27
Figure 6 – CHRMS Web Site  Page 28
Figure 7 – Book & Film Discussion Flyer  Page 29
Figure 8 – Breakfast Seminar Flyer  Page 30
Figure 9 – Breakfast Seminar Partnership Brochure  Page 31
Figure 10 – Costa Rica Course Flyer  Page 32
Figure 11 – NAWBO Women of Inspiration Gala Invitation and Program  Page 33
In today's global economy, businesses behaving as responsible global citizens is not only the right thing to do, it is plain smart business. That was the essential message of Mr. Georg Kell, Executive Head of The UN Global Compact (GC), during his inspiring speech to a diverse and enthusiastic group of about one hundred participants at the ISE/CHRMS breakfast seminar on November 18, 2005. The UN Global Compact initiative was launched by Secretary-General Kofi Annan in July 2000 as a principle-based change process to promote the aspirational goals of good corporate citizenship and responsible globalization through public-private partnership. It has grown into a multi-stakeholder network in which some 2,400 firms from more than 80 countries are partnering with governments, non-profit, and academic organizations to advance ten universal principles in the areas of human rights, labor standards, the environment and the fight against corruption. UN GC signatories include such firms with local operations as Aventis, BASF, Ciba-Geigy, Glaxo, Honeywell, KPMG, Merck, Pfizer, PWC, PPG, Roehl, Schnell and Siemens. GC members monitor their own performance on the basis of these 10 principles and report back to the community at large.

Kell opened his remarks by focusing on the inherent connectivity of societies, markets and corporations. "As technology increasingly interconnects the world, we have no choice but to learn how economies can serve a broader societal purpose." A healthy balance is needed between economic, social and environmental needs. For example, pharmaceutical companies are increasingly expected to provide life-saving drugs to those who can afford them. Corporations are now expected to be an essential part of solutions to such issues as health, poverty, and environmental degradation, and "it is in their self-enlightened interest to do so because helping to build more stable social, environmental, legal, and economic pillars makes world markets stronger."

Corporations that understand this interdependence between their own and the world's prosperity are better equipped to take advantage of economic and market forces, said Kell. He noted growing evidence that "social, environmental, and governance issues are no longer merely 'soft issues' for business but increasingly are becoming material to their long-term viability and shareholder performance." He noted that the "investment community (led by Goldman Sachs and the reinsurers) is waking up to this linkage and is adjusting corporate risk profiles and ratings accordingly" - a shift sure to influence the minds of corporate executives and boards.

(Continued on page 5)
The Institute for Sustainable Enterprise (ISE) has recently been established within the Silberman
College of Business.

The purpose of ISE is to educate current and future leaders of business, government, nonprofit, and
educational institutions about managing sustainability by focusing on products, processes, and
services that add value to the organizations, and are beneficial to people and the planet.

Focusing on the critical role that businesses and other organizations play in creating and enhancing
societal, economic, and environmental sustainability in a global business context, ISE will strive to
illuminate two enduring pragmatic questions: How can we create more "sustainable enterprises"?
and how can we help leaders and managers learn to "manage sustainably"?

ISE implements this goal through a three-pronged model: 1) Conducting research on sustainability-
enhancing initiatives; 2) Providing facilitation and consulting services to support concrete sustainability-
encouraging initiatives; and 3) Developing curriculum (degree programs, seminars, and training programs)
to teach leaders/managers and students to lead and manage sustainably, as world citizens. ISE is
committed to helping leaders and managers develop new roles and competencies for themselves that
will contribute to creating sustainable enterprises in the 21st century.

As we enter the 21st century, concerns are mounting about the sustainability of current business and
institutional models in the face of ever-intensifying global competition, complexity, continuous change,
worldwide poverty, health crises, natural resource depletion, global warming, terrorism, and
governmental and business corruption. These issues confront businesses as they try to manage their
global workforces and supply chains, and cope with establishing market and operational presence in
unstable business environments. There is a pressing need to develop public-private partnership
strategies that acknowledge and address a broader range of issues than ever before. 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.

Figure 2—ISE/FDU Web Site Home Page
Corporate Partner Benefits

ISE provides a "one-stop shop" for accessing the resources you need to enhance your company's sustainability. By becoming an ISE Corporate Partner, you have full access to:

- Practical and relevant information from projects and research to help your company accelerate progress.
- A highly connected network of people to help you create value for yourself and your company around sustainability issues.
- A clearinghouse and their task force for leading and managing sustainability.
- ISE's commitment and support in improving all aspects of leading and managing sustainability.

What is the "sustainable enterprise" and how can we help leaders and managers learn to "manage sustainably"?

Institute for Sustainable Enterprise (ISE)
Silberman College of Business
Fairleigh Dickinson University

Hoboken Leaders and Managers learn how to "Manage Sustainably."

Corporate Partnership

Corporate Partnership offers a "one-stop shop" for accessing the resources you need to lead and manage sustainable. Become an ISE Corporate Partner and:

- Join a community of companies who are committed to greater sustainability (e.g., Social Governance, Environmental, Financial/Economic).
- Learn from experts on how to manage sustainably.
- Identify sustainable approaches that cut cost.
- Reduce your company's risk profile.
- Explore and discover opportunities for growth and innovation.
- Access leading edge support to break through complexity and address systemic and intertangled problems.
- Discover unforeseen linkage as you improve your triple bottom line: people, planet, profits.
- Receive an immediate online platform for corporate sustainability-enhancing initiatives.

Corporate Partnership Includes

- Access to and support in using the Sustainability Knowledge Network (SKN) Portal to enable key managers in your company to have knowledge base and collaborative online workspace.
- Monthly breakfast presentations and seminars.
- Opportunities for sharing best practices and recognition for your company’s work in leading and managing sustainably.

Additional Services for Corporate Partners

- Innovative Strategic Value Advisor“Intangible Value Assessments”—widely used by investment analysts, for your company and industry sectors.
- "Managing Sustainability" Workshops available at and customized for your company.
- Monetizing Sustainability Workshop
  - Develops corporate definition of sustainability and triple bottom line values.
  - Trains key managers on how to use SKN Portal and Innovation Reports.
  - Provides practical framework and tools to identify risks and opportunities for improvements and growth.
  - Lays foundation for action steps to follow.
  - Monetizing Sustainability Workshop 2 (Follow-up)
    - Provides opportunity for help with action planning and implementation.

ISE 2006 Partnership Fees

| Corporate Partnership Annual Membership | $12,000* |
| Additional Services for Corporate Partners | $12,000 |
| Bundled Fee for Basic Membership | $22,500 |
| Special Introductory Bundled Offer — Good through March 31, 2006** | $20,000** |

Individual Partner Annual Membership $1000
Includes:
- Monthly Breakfast Series
- Seminars and Workshops
- Individual ISE Portal Membership

*Introductory offer expires March 31, 2006 only.
**Effective until March 31, 2006, only.

Figure 3— ISE Partnership Brochure
Figure 4— Green Club Electronic Art Contest Flyer
Figure 5— Green Club Electronic Art Contest Winning Entry by student Stacey Leibowitz
Figure 6—CHRMS/FDU Web Site Home Page
Figure 7—Book & Film Discussion Flyer
Figure 8—Breakfast Seminar Flyer
Figure 9—Breakfast Seminar Partnership Brochure
Figure 10—Costa Rica Course Flyer
Figure 11—NAWBO “Women of Inspiration” Invitation and Program
Index of Attachments

A. Sustainable Campus Initiative (2 pages) - pg. 35
B. Book and Films Discussion Group (1 page) - pg. 37
C. Breakfast Seminar (4 pages) - pg. 38
D. Executive Scholars Program (4 pages) - pg. 42
E. NAWBO Women of Inspiration (1 page) - pg. 46
F. Academy of Management (AoM) Practitioner’s Series (6 pages) - pg. 47
G. Faculty Research and Publications (1 page) - pg. 53
H. Field Analysis Student Reports (3 pages) - pg. 54
Earth Day— The Green Club organized an information booth from 10 a.m. to 2 p.m. on Saturday, April 22, 2006 to celebrate and create awareness of Earth Day on the College of Florham Campus. Posters and brochures displaying information on sustainable practices, conservation, recycling and energy efficiency were made available. Several members of the Green Club were also available to talk to visitors, answer questions and invite new members to join the Green Club. It was also an opportunity to inform fellow students of the upcoming Electronic Art Contest and get support for the Move Out Week Event. There was a good response to the volunteer sign-up sheets and all those who visited the display expressed enthusiasm and interest in working towards building a green and sustainable campus at the College of Florham. Many students left their hand print showing their commitment to save the planet and make FDU a greener campus.

Green Club Electronic Art Contest— Open to all FDU students and offering a $350 award, the Green Club’s Art Contest co-sponsored by the College of Florham Library, ISE and University Advancement challenged participants to create electronic artwork using the theme: “How can we – the people who use the FDU campus on a regular basis – do so in a more efficient manner, thereby reducing the overall strain we and the University place on local, regional and global environments?” Suggested artwork subjects included: renewable energy, waste reduction, building design & materials, resource efficiency, food (e.g. organic), alternative forms of transportation, greenhouse gases, storm water, recycling, and conservation. Of the 6 student entries submitted, winner Stacey Leibowitz’ artwork provided the best interpretation and application of the art contest theme as it would apply to FDU. Stacey will be recognized at the ISE Breakfast Seminar on September 15, 2006. (see figures 4, pg. 26 and 5, page 27)

Move Out Week - This event was organized as a pilot project at the end of the spring 2006 semester. The objective of this event was to create awareness of sustainability and conservation on campus and reduce wasteful practices when the FDU’s dorms are vacated at the end of the spring semester each year. Donation boxes were placed in every dorm for
students to place their unwanted usable clothing, electronic equipment, furniture, non-perishable food, books, stationary, household items and recyclable paper, bottles and cans. Collections of a wide variety of new and usable items were made throughout the week. On the final move out day, (students and faculty) worked tirelessly moving from dorm to dorm around the Florham campus sorting, loading, and transporting the huge collection of items to several churches and homeless shelters around New Jersey. The many recipients were extremely grateful for the donations. It is the hope of the Green Club that next year's "Move Out Week" campaign will expand and attract numerous student volunteers and organizations. May 2006 marked the beginning of an annual event and a different way of thinking for FDU students and sent this message across campus – “Reduce, Reuse and Recycle”, “FDU go green and help keep our planet clean.”
Oct. 20, 2005       The film, “Argentina: Hope in Hard Times” about the collapse of the Argentine economy in 2001, was presented by the Books and Films Discussion Group in the fall of 2005. The struggle and determination of the Argentineans and the resurgence of grassroots democracy were carefully documented. Award winning film producers Melissa Young and Mark Dworkin, who had recently returned from a follow-up trip to Argentina, introduced their work and responded to questions after the showing. The film attracted a large enthusiastic audience.

April 11, 2006       “Coming of Age in a Globalized World—The Next Generation” by FDU President Michael Adams and FDU Director of Communications and Special Projects Angelo Carfagna

In the discussion of their co-authored book, FDU’s President J. Michael Adams and Director of Communications and Special Projects Angelo Carfagna explored the notion of an interrelated world, stressing the importance of world citizenship as they seek to reconcile the contrast between national bonds and global interests. Dr. Adams and Mr. Carfagna described how their book provides a comprehensive landscape of current issues and conflicts in global politics and challenges the next generation to shape viable answers to impending global issues.

The Book Discussion on “Coming of Age in a Globalized World” was held in the Orangerie of the FDU Library at the College at Florham. It was well-attended and featured a lively discussion. (figure 7, pg. 29) (see page 16)
BREAKFAST SEMINAR SERIES
2005-06

Sept. 16  Building the Sustainable Enterprise: HR's Role In the Process
Hal Burlingame, AT&T (retired)

Mr. Burlingame’s presentation focused on the “values platform” for business sustainability, the role of measurements, and helping talent continually develop and reinvent itself in the context of changing environments, markets, and world events.

Oct. 21  The Power of Question Thinking
Marilee Adams, Ph.D, Institute for Inquiring Leadership
Andrea Zintz, Ph.D, Hudson Human Capital Solutions

This highly informative, application-oriented lecture by Drs. Adams and Zintz centered on the “True power of Inquiry”, methodologies of expert question asking, and paving the way for strategic communication.

Nov. 18  Environmental, Social and Governance Issues in Global Markets
Georg Kell, United Nations Global Compact

Mr. Kell spoke on the business benefits being realized by UN Global Compact companies, dialogue and partnerships to enhance economic and social value, and the Global Compact as a strategic tool to manage risks and opportunities associated with exposure to global markets.
Dec. 16  

**Sustainability and the Capital Markets:**
The Global Challenge for Human Resource Management
(postponed to February 17, 2006 because of weather) (see below)

Jan. 20  

**Leader Survey Results: Challenges and Opportunities in the For Profit and Non-Profit Sectors**

Jeana Wirtenberg, Ph.D, *Jeana Wirtenberg & Associates, LLC*
Tim Lannan, *Tim Lannan & Associates*

Featuring a panel of “for profit” and non-profit professionals, the seminar presented results of the Business Leader Survey: key business challenges for line executives, HR and OD, perceived effectiveness of current support and current sources of support. The panel provided comments and practical perspectives on the survey.

Feb. 17  

**Sustainability and the Capital Markets:**
The Global Challenge for Human Resource Management

Bruce M. Kahn, PhD., *Citigroup Global Markets*

Dr. Kahn presented an overview of sustainability valuation methods with an emphasis on risks and opportunities for HR managers and employee well-being and profitability.
Mar. 24  **Wins for People, Planet, and Profits: The E+Co Story**  
Phil LaRocco, E+Co

The founder of the leading provider of services and capital to modern energy enterprises in developing countries, E+Co, Mr. LaRocco spoke on Enterprise Development and the New Energy Paradigm. Central to his presentation was the “Triple Bottom Line” consisting of generating returns, alleviating poverty and minimizing harm to the environment.

April 21  **Corporate Governance, Executive Compensation and Long-Term Value**  
Beth Young, *The Corporate Library*

Featuring a distinguished panel, this presentation highlighted how increasing accountability and transparency promotes sustainable value creation in corporations, how executive compensation can be reformed to encourage executive focus on long-term performance and how different kinds of ownership structures influence corporate behavior.

**PANEL**

- **Dr. Rosina Dixon**  
  Winner of the ISE/NAWBO-NCJ Business Corporate “Women of Inspiration” Award

- **Mark W. Sickles**  
  Founding President & CEO National Association of Corporate Directors NJ Chapter

- **Dr. Gordon Sollars**  
  FDU Professor Silberman College of Business
May 19  **Reinventing Employee Surveys: New Strategic Measurement for Managing Talent and Strategy Execution**
Brian S. Morgan, Ph.D, *Metrus Group*
J.T. Kostman, Ph.D, *Metrus Group*

Drs. Morgan and Kostman spoke on new strategic approaches to talent management and human capital measurement and how strategic surveys can provide big payoffs in key decision areas. Their presentation also included an explanation of the People Equity concept: linking people measurement with business performance.

June 16  **Creating and Accelerating High-Performance Teams**
Matthew Mangino, *Johnson & Johnson Consulting Group*
Steven L. Brooks, Ph.D, *Johnson & Johnson Pharmaceutical R&D*

Mr. Mangino and Dr. Brooks contrasted how working on some teams is highly effective and satisfying while participating on other, more dysfunctional teams can be ineffective and stressful. They discussed how top-performing teams rise above the noise and presented quantitative and qualitative study results showing specific strategies and actions which make a meaningful difference in the team’s performance.

*(see figures 8, page 30 and 9, page 31) (see page 17)*
# EXECUTIVE SCHOLARS PROGRAM

## 2005-06

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY/TOPIC</th>
<th>PRESENTER</th>
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<tr>
<td>September 22</td>
<td>Coaching and the Mentoring Process</td>
<td>Kaveh Naficy</td>
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<td>Philosophy IB</td>
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<td>October 20</td>
<td>Discovering your Passion</td>
<td>Laine Harris</td>
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<td>Being Coach</td>
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<td>November 17</td>
<td>Resume Writing</td>
<td>Greg Hammill</td>
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<td>December 15</td>
<td>Networking and Personal Branding</td>
<td>Carolyn Ott</td>
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<td>Inspired Performance</td>
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<td>Jack Beighley</td>
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<td>Right Management</td>
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<tr>
<td>January (no official meeting)</td>
<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>February 9</td>
<td>Interviewing Techniques</td>
<td>Michael Schneider</td>
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<td>March 23</td>
<td>Surviving Your First 6 Months on the Job</td>
<td>Lari O’Donnell</td>
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<td>April 20</td>
<td>Graduation</td>
<td>Dr. Jeana Wirtenberg</td>
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<td>Jaema Wirtenberg &amp; Associates, LLC</td>
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## EXECUTIVE SCHOLARS
### STUDENT/MENTOR PAIRINGS

<table>
<thead>
<tr>
<th>MENTOR</th>
<th>STUDENT</th>
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</table>
| **Greg Hammill**  
  FDU                        | Cassandra Buccellato (Mktg)  
  Renee Williams (Acc)        |
| **Michael Schneider**  
  Director, Training and Development  
  Schering Plough        | Anthony Ryan Aurillo (HR)                                          |
| **Lisa Mlinar**  
  Manager  
  Huntington Learning Center | Brittany Figlionio (Acct)  
  Joseph Sprelazza (Bus Mgmt) |
| **Peter Caliguari**  
  Director EMBA  
  FDU                        | Kathryn Kelly (Marketing)  
  Jennifer Kurtz (Mktg)       |
| **Kaveh Naficy**  
  Co-Founder  
  Philosophy 1b          | Chris Newton (HR)  
  Marc DeBoer (Entrp)        |
| **Jack Beighley**  
  VP, Client Service Consultant –  
  Right Management Consultants | Robert Costigan (Bus/Entrp)  
  Julia Kocienski (Acct)     |
| **Jill Schwartz**  
  Senior Consultant  
  Mellon ACS-HSA Solution   | Marni Mazen (Mktg/Entrp)  
  Kiswendsida Yameogo        |
| **Jamie W. Jurgaitis**  
  Vice President/General Manager –  
  TMR, Inc.                  | Katelynn Griffin (Mktg)  
  Chris Castillo (Finance)    |
### STUDENT/MENTOR PAIRINGS

<table>
<thead>
<tr>
<th>Student</th>
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<tr>
<td>Deborah O’Connor</td>
<td>Daniel Kates (Mktg,Eco,Law) Yousef Hindi (Acct))</td>
<td>National Sales Director</td>
<td>Tibotec-J&amp;J</td>
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<tr>
<td>Janet O’Rourke</td>
<td>Steve LaRouque (Mktg) Frank Deegan (Acct)</td>
<td>Senior Manager</td>
<td>Lucent Technologies</td>
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<td>Michael E. Obremski</td>
<td>Karan Passey (Mgmt.) Cody Chalmers (Bus/Finance)</td>
<td>Advanced Business Analyst</td>
<td>JCP&amp;L</td>
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<td>Jacqueline Coca Vendramel</td>
<td>Adam Roth (Mktg.)</td>
<td>HR Business Partner</td>
<td>Lucent Technologies</td>
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<td>Carolyn Ott</td>
<td>Francesca Dellelci (Comm) Arkady Smolyansky (Finance)</td>
<td>President</td>
<td>Inspired Performance</td>
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<tr>
<td>Dean Robb</td>
<td>Jon Glickman (Finance) Andrew Kucinski (Acc)</td>
<td>President/Management Consultant</td>
<td>Robb Consulting</td>
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<td>Carolyn Hill</td>
<td>Caryelle Noel (Mktg)</td>
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<td>L’Oreal</td>
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## EXECUTIVE SCHOLARS

### STUDENT/MENTOR PAIRINGS

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<th>Barry Shufeld</th>
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<td><strong>April Falcon</strong> (Acct.)</td>
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<td><strong>Nikit Godhani</strong> (Bus Mgmt.)</td>
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<td><strong>Alex Korogodsky</strong></td>
<td>Geoff Pedrick (Acct)</td>
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<td><strong>John McKeever</strong></td>
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<td><strong>Lee Hecht Harrison</strong></td>
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<td><strong>ALTERNATE</strong></td>
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<td><strong>Judy Kroll</strong></td>
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<td><strong>Louise DiSclafani</strong></td>
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<td><strong>Manager/Partner</strong></td>
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<td><strong>Christopher D’Ambola</strong> (Buss Mgmt)</td>
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<td><strong>Andrew J. O’Connor III</strong></td>
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<td><strong>President</strong></td>
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<td><strong>A.J. O’Connor Associates, Inc.</strong></td>
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<td><strong>Giuseppe Merlo</strong> (Finance)</td>
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<td><strong>Michelle Romanenko</strong></td>
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<td><strong>Vice President, HR</strong></td>
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<td><strong>Joseph Mrakovich</strong> (Finance)</td>
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<td><strong>Kevin Murphy</strong></td>
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<td><strong>Founder &amp; Managing Principal</strong></td>
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<td><strong>Josiane Abga Marketing</strong></td>
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April 27  The National Association of Women Business Owners North Central Jersey Chapter (NAWBO-NCJ) and the Institute for Sustainable Enterprise (ISE), Silberman College of Business, Fairleigh Dickinson University honored eight women who have made a significant contribution through their inspiring leadership in the development of a sustainable environment that supports communities, women, women’s issues and women business owners—People, Planet and Profits.

("A Gala Evening to Celebrate Women of Inspiration")
Our program at this year’s the Academy of Management (AoM) conference focused on repositioning for the future of our Practitioner Series as a Sustainable Practices Action Research Community (SPARC) workshop; a focus more consistent with the mission of our recently formed umbrella Institute for Sustainable Enterprise to “Bring people together to learn how to develop and lead thriving, sustainable enterprises that are in and for the world.”

Over the prior twelve years, the scholarship and practice initiative at the AoM brought together practitioners and academics for mutual hands-on learning and the advancement of collaborative, real-world, action-research projects. Hands-on developmental sessions were held in which practitioners and academics worked in roundtable formats on real action-research projects to develop them sufficiently to move forward with after the workshop. Hundreds of individuals from dozens of countries participated. Especially appreciated were the high proportion of practitioners, the diversity of attendees, and the variety and quality of the many projects that the workshop was dedicated to developing. 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.

In contrast, this year’s (2005) program invited the Action Research (AR) community from around the world to join with leaders of the many AoM divisions and interest groups in rethinking the mission and nature of future workshops (see proposal to AOM leadership below). Joining us were over 30 participants from a diverse array of countries, organizations/institutions, and AoM divisions.

As a result of our refocusing dialogue, The SPARC 2006 workshop to be held at AoM in Atlanta will be dedicated to generating collaboration among academics and practitioners and synergy between theory and practice in the service of organizational and social transformation, with special effort to bring in projects that are multi-sector (e.g. business and government/nonprofit) and that have a social and/or environmental action focus or component. The goal will be to help academic and practitioner attendees apply and test varied concepts and methods for managing sustainably at the point where the “rubber meets the road” – on actual projects to enhance sustainable management through whole-systems approaches that both add value to organizations and are beneficial to people and the planet.

We acknowledge our international support team of highly experienced action researchers from a wide variety of universities, institutes, and consulting practices, and our Steering Committee led by Joel Harmon, Jeana Wirtenberg, and Dan Twomey (and also including Neil Boyd, Penn State University; Patricia Braun, U. of Ballarat, Australia; David Coghlan, U. of Dublin; Rosa Colon, Bristol Meyers Squibb; John Dooney, Society for Human Resource Management; Olav Eikeland, Work Research Institute, Oslo; Richard Ennals, Kingston U., UK; Kent Fairfield, FDU; Gerard Farias, Institute for Sustainable Enterprise, FDU; Carol Gorelick, Pace U.; Terry Orr, Bank Street College; Thoralf Qvale, Work Research Institute, Oslo).
A Proposal to AoM Leadership

Adding a SPARC to the Academy of Management

We request that the Academy’s Board and Practice Theme Committee Sponsor on a two-year (2006-2007) experimental basis a Sustainability Practices/Action Research Community (SPARC) pre-conference workshop. In this way we believe AOM can take another step toward becoming the preeminent academic entity helping to foster greater sustainability in the world.

The SPARC Mission Statement is as follows:

“The Sustainability Practices-AR Community is dedicated to generating collaboration among academics and practitioners and synergy between theory and practice in the service of organizational and social transformation. Our intent is to solve real organizational and inter-organizational problems while generating deeper learning and publishable knowledge. Our three-day series at AOM will bring together practitioners and academics for mutual “hands-on” learning and the advancement of collaborative, real-world, action-research (AR) projects at various stages of development. We strongly encourage projects that are multi-sector (e.g. business and government; nonprofit and government) and that have a ‘sustainability-enhancing’ social action focus or component.”

As you are aware, concerns are mounting about the sustainability of our way of life in the face of growing worldwide poverty, health crises, natural resource depletion, global warming, terrorism, and governmental and business corruption. Such concerns are challenging our most fundamental assumptions, theories and practices, because many of these problems are the unintended consequences of business, government and nonprofit organizations acting independently, with little understanding of the complex system dynamics involved and insufficient capabilities to engage in the collaboration necessary to address them. To catalyze change, we need to learn more about how to design and manage the complex social networks and often conflictful collaborative “clusters” necessary to address sustainability problems that inherently cross multiple sectors/boundaries. We also need to more conclusively establish the suggestive linkages found so far between social/environmental responsibility and economic performance. Further, as the face of business changes to incorporate more socially responsible practices, the call for business curricula to respond with new methods and approaches for preparing future leaders becomes stronger.

1 For discussions of deep institutional flaws, business impacts (e.g., reduced business vitality, negative externalities, loss of valuable social capital), and the challenges and opportunities of new business paradigms, see for example: (Abrams & Ott, 2004; Ali, 2000; Child, 2002; Doppel, 2003; Garten, 2000; Kochan, 2002; Laslow, 2003; Margolis & Walsh, 2002; Prahalad & Hart, 2004; Senge et al, 2004; Whetten et al, 2001; Willard, 2002).

Sustainability problems are usefully recognized to be “cross-domain” ones that exist both within and among institutions and that can only be solved by working in the spaces between them (Wirtenberg, 2004). Although the literatures on social ecology, social networks and collaboration are vast, we still have much to learn about how to create and sustain the social conditions necessary for constructive behavior and effective problem solving in cross-sector action networks (see, for example, Linden, 2002).
The challenges of sustainability appear to be an opportunity for AOM to further develop and leverage its unique competencies and diversity to support holistic efforts that integrate social, environmental and economic perspectives. A review of this and last year’s programs reveals that many AOM divisions and interests groups already are engaging in significant sustainability-related activities, including but not limited to ODC, MED, BP, ONE, PNP, SIM, IM, CMS, and MSR. It seems a propitious time for AOM to develop/strengthen additional mechanisms for drawing together the many significant but often disconnected efforts across divisions.

We propose reinventing/repositioning the current Practitioner/Action-Research Series (PS for short) as one integrating mechanism. From its origins in the mid 1990’s until recently, PS was sponsored by the AOM Board (and later the Practice Theme Committee) and has made, we believe, important contributions to AOM in helping to further across the Academy increased practitioner engagement and greater acceptance and improved use of practice-based methods such as action research for generating usable/actionable knowledge. Now, as was intended by the AOM leadership, these important qualities have become more “mainstreamed” through ongoing AOM and division initiatives, and it seems time for the PS to either dissolve or transform itself in further service to the AOM community. We prefer the latter.

In addition to serving as a focal/pivot point for other AOM divisions, we note two unique (and we believe valuable) qualities that the SPARC workshop would bring to AOM. First, (consistent with the original intentions for the PDW space) it will be a hands-on, practice-grounded venue for bringing together academics and practitioners from many disciplines to apply and test their conceptual frameworks and methods on actual sustainability-enhancing projects that cross sectors. Second, it will leverage the expertise of the AR community in the service of addressing sustainability problems. We view AR and action inquiry as particularly well-suited approaches to solving complex “multi-domain” problems that exist in the spaces between organizations from multiple sectors and that require high degrees of inclusion, collaboration and deep learning.

It is important to note that our intention is not to preempt divisional initiatives but rather to offer an additional focusing/coordinating pivot point for them.

For a history of the Series, including prior program schedules and project descriptions, visit the AOM Practitioner Series at http://www.fdu.edu/chrms/academy of management

For example, we note AOM’s creation of the Practice Theme Committee, the continuing efforts of many divisions to include practitioners, the 2004 theme of “Actionable Knowledge,” the increased appearance of Action Research and related practice-based approaches in PDW and regular program sessions, and an award this year by ODC for “Best Action-Research Paper.”

In fact, AR often has been applied for community development efforts involving organizations from multiple sectors (see, for example: Chisholm, 1998). AR, broadly defined, is a multidisciplinary, evolving, diversifying field (for overviews see: Elden & Chisholm, 1993; Greenwood & Levin, 1998; Reason and Bradbury, 2001; Coghlan & Brannick, 2002). The foundation of all AR is “Participatory Action Research” (PAR; Lewin, 1946). AR is the core (although not the only) framework embraced by our SPARC community. For us, AR is an approach to organization development, not a specific technique. Essentially, it attempts to generate knowledge about an organization as an integral part of the change process. AR involves repeated cycles of diagnosis, planning, implementing, collecting/analyzing outcome data and reflections with organization members and stakeholders, reaching conclusions, and defining new sets of action plans. Over time, the AR approach becomes part of how the organization attempts to bring about change. Among notable recent AR trends are: Enabling deeper inquiry (see, for example, the works of Cooperrider, Heron, Reasons, Torbert, and their colleagues); Addressing larger scale global issues of institutional change (see, for example, Gustavsen, 2003, Phillips, 2004); Improving rigor to solidify validity as a social science methodology (see for example, Checkland & Holwell, 1998).
Although we might make this transition without BOG support, we believe that AOM “official” sponsorship will a) accelerate the “pulling together” process, and b) visibly demonstrate AOM’s institutional commitment to sustainability. AOM continues to seek ways to address challenges regarding greater relevance\(^7\) and practitioner involvement\(^8\) in a way consistent with its institutional values and strategies. There seems no clearer way for AOM to demonstrate relevance than through solid theory enhancement and rigorous empirical research that meaningfully contributes to solving sustainability problems. Further, sustainability issues seem to represent an ideal potential arena for involving thoughtful, reflective practitioners from business, government and NGO sectors as co-researchers.

The requirements for AOM BOG/PTC Sponsorship of SPARC would be modest. We request: 4 hours of our own PDW “seed” time\(^9\) to be used to partner with division co-sponsors for a Friday afternoon through Sunday morning workshop; Food and AV support of about $1500; Placement in the AOM website pull down menus. If the space we create is perceived as adding value across AOM and its divisions, we expect that after two years we will be able to fully sustain SPARC through support from institutionalized divisional partnerships\(^10\).

Respectfully submitted,

Joel Harmon on behalf of SPARC Steering Committee

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\(^7\) A recurring theme of AOM Presidential addresses and related publications

\(^8\) For discussion of the positive effect of academic-practitioner collaboration on both research and practice, see, for example, the special AMJ forum co-edited by Rynes, Bartunek & Daft (2001)

\(^9\) Our recent model has and will continue to be securing sufficient PDW time by building coalitions of divisional sponsors for particular PDW segments. Not having a few hours of our own to contribute has made that process more difficult in the last year or two.

\(^10\) In the past, the bulk of our PDW hours and content has derived from ongoing partnerships with ODC, RM, HR and MED. With repositioning for sustainability and BOG sponsorship, we likely will be more able to create strong collaborative relationship with additional divisions such as ONE, PNP, SIM, CMS, and BPS; providing a stronger working network and more than sufficient resource base. Further, we are in the process of forming a collaborative relationship with the UN Global compact, (a social network of over 2000 firms from 84 countries working on cross-sector projects toward 10 governing principles covering human rights, labor standards, environmental responsibility and the fight against corruption), and hope to bring several of their working projects to next year’s AOM SPARC workshop in Atlanta.
Selected References


ISE/CHRMS FACULTY RESEARCH AND PUBLICATIONS
2005-06

Dan Twomey, DBM

- Twomey, D: "Designed Emergence as a Path to Enterprise Sustainability", Upcoming September 2006 in Emergence: Complexity and Organization.


Gerard Farias, PhD


Joel Harmon, PhD


Rosemary Twomey, JD

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


(see page 18)
FIELD ANALYSIS REPORTS
Spring 2006

As the final component of FDU’s MBA in Human Resource Management, graduate students in the Field Analysis course conducted the semester-long, in-depth research and analysis of real business problems and recommended solutions.

**Becton Dickinson: Enhancing the Effectiveness of Leadership Development**
Project Team: Bill Parkin, Michael Shaugher

Becton Dickinson University is seeking to assess the effectiveness of their current Advanced Leadership Development Program and based on that assessment, would like to make changes to it that enhance its effectiveness. The program is considered effective if behaviors changed as a result of taking the course. The consultants examined two years of qualitative data provided by students to determine if behaviors were modified as a result of the course. Based on that analysis, recommendations were developed to improve its effectiveness.

**Novartis Pharmaceuticals–Best Practices in Diversity Recruiting**
Project Team: Stephanie Carroll, Catherina King, Natosha Jones

The team analyzed the current recruiting policies and procedures at Novartis and benchmarked companies that are recognized leaders from a diversity and inclusion perspective. The team offered recommendations based on the analysis to assist Novartis in establishing a diversity recruiting strategy and branding itself as an employer that promotes diversity. The team developed in collaboration with Novartis’ staffing professionals, a comprehensive candidate sourcing strategy designed to attract a diverse pool of talent.

**Kraft Snacks & Cereal: Outsourcing of Professional Skills Training**
Project Team: Marianne Dinkle, Kathleen Grumka, Tammy Belfiore

As part of a larger organizational restructuring and streamlining effort, Kraft made the decision to outsource their Professional Learning Program. The Professional Learning curriculum focuses on learning needs such as presentation skills, influencing others, financial analysis, problem-solving and decision-making, and other related competencies. This project focused on identification of external resources in the NJ area that can provide similar high-quality learning experiences cost-effectively. These include established training suppliers, online learning programs, community colleges, or other sources that meet their needs and deliver high quality/high impact learning. They also requested a plan for the efficient communication of these options to employees. Project deliverables include an implementation
plan and communication materials to help employees make the transition and help them locate identified outside training resources.

**Kraft Snacks & Cereal: HR Realignment**  
Project Team: Steven Johnson, Kirsten Mastriano, Theresa Van Leuven

Given the recent restructuring within Kraft's Snacks & Cereals sector, Human Resources is looking to better utilize their resources in a way that would help drive strategic business initiatives throughout the organization. In order to be successful, the HR team needs a clear understanding of their roles and responsibilities in providing services that are valued by the rest of the sector. This project will identify areas of potential change that will help HR to develop a strategic partnership and align with the needs of the business.

**Lucent Technology: Global Workforce Optimization**  
Project Team: Preeti Anand, Jessica Botek, Kavita Pathak

Lucent technology wants to optimize their workforce by seeking employment tracking and recruitment software. A software solution with multinational capabilities that can handle both domestic and overseas talent management. The consultants researched companies that provide human resource management system (HRMS) solutions. The consultants’ seek to provide the client with software that is easy to implement can keep pace with its dynamic growth in the market.

**Wyndham Worldwide: Global Mentoring Program**  
Project Team: Antony LaBozetta, Alainna Malone

On June 1, 2006, the company now known as Cendant will be split into four separate companies. Our client, Wyndham Worldwide, was formerly Cendant’s travel division. The new company faces two major challenges: establishing their new identity and building their own talent pool. To help fulfill the second challenge, Wyndham Worldwide requested that a global mentoring program be developed to satisfy three needs: 1) Form a support group/resource for employees who may be detached from an office, as well as new hires who may need more support; 2) identify and improve underachievers in the organization; and 3) begin establishing a "Manager in Training" program. The purpose of this project is to research how these programs can be developed and present the findings to senior management to generate acceptance and achieve buy in for the project.
GAF: Sourcing Strategy – Engineering Positions  
Project Team: Shirley Azana, Jackie Botek, Rose D’Ambrosio  

GAF Materials Corporation (GAFMC) offers a broad spectrum of residential and commercial building materials. GAFMC has experienced tremendous growth in the industry and continues to need qualified engineers. Unfortunately, while the business is growing the engineering candidate pool within the United States has decreased. The number of U.S. Engineering graduates is less than 1/3 the number of Engineering graduates in countries, such as China and India. This project will identify additional sources to attracting and recruiting top engineer candidates.

GAF: Best Practices Staffing  
Project Team: Wendy Nucci, Karen Maurer, Eugene Mezheritsky  

GAF, America's largest roofing materials manufacturing company, is anticipating a large increase in their workforce. They are interested in learning what are the best practices used by other major companies. Our goal was to benchmark several choice companies, known to have world class staffing practices, and pull out several practice highlights that GAF can choose to implement in their organization.

(see page 18)