Index of Attachments

A. Sustainable Campus / Green Club (2 pages) - pg. 36
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Recyclemania—This friendly competition among 200 U.S. college/university campuses was a 10-week contest in which participating schools competed in different areas to see which could collect the largest amount of recyclables during the period Jan. 28 - April 7th, 2007. FDU was among 8 NJ colleges including Georgian Court, Princeton, Drew, Rowan and Rutgers who participated. Co-sponsored by the FDU Credit Union and Domino’s Pizza, Recyclemania rewarded students with gift certificates for their efforts to reuse glass, cans, and paper. (See figures 5 and 6, pages 25 and 26)

An Inconvenient Truth—In order to provide the campus community to engage in the topic of Global Warming and as part of the Campus Challenge, the Green Club sponsored a showing of Al Gore’s documentary, “An Inconvenient Truth” on January 31st. Lively discussions were held after the movie.

Videoconference—NJ Focus the Nation Summit, an interactive, videoconference on “Global Warming Solutions for America” linking ten NJ institutions of higher learning sponsored by NJHEPS and Focus the Nation was held on Monday, February 26. Focus the Nation was designed to be a catalyzing event turning the national conversation about global warming from fatalism to constructive engagement with the challenge of our generation. The event attracted a large number of FDU students as well as faculty. The videoconference by Dr. Eban Goodstein, Professor of Economics at Lewis and Clark College and Director of Focus the Nation, ended with “Campus Plans” from the ten participating NJ Colleges and Universities.

Green Day—Green Day, co-sponsored by ISE and celebrated on April 23rd, 2007, was a student-focused community celebration of Fairleigh Dickinson University’s venture into environmental
sustainability. Its purpose was to recognize, share and celebrate the contribution that each member of the campus and the community can make to the overall goal of sustainability. Green Day 2007 highlighted the College at Florham’s sustainability initiatives and featured Green Club activities, our plan for a new LEED-Certified sustainable Center for Learning and Research, and presentations and workshops from the public, private and non-profit sectors. (See figures 7 and 8, pages 27 and 28)

**Good Will Clothing Bins** — Several Good Will Clothing Bins were placed throughout the campus for students to place their unwanted usable clothing and eliminate the wasteful practice of discarding good clothing especially when the resident students leave the campus for the summer.

**Move—Out Week** - Organized as a pilot project at the end of the spring 2006 semester, “Move-Out Week” was created 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. Donation boxes are placed in every dorm for students to put their unwanted usable non-perishable food, bottles, cans and household items. Collections of a wide variety of new and usable items were made throughout the week. On the final move-out day, students and faculty went from dorm to dorm around the Florham campus sorting, loading, and transporting non-perishable foods to local food pantries. The 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. “Move-Out” week has become an annual event and a different way of thinking for FDU students to send this message across campus – “Reduce, Reuse and Recycle”, “FDU, go green and help keep our planet clean.”
BREAKFAST SEMINAR SERIES  
2006-07

Sept. 15 **Mid-Course Correction**  
Ray Anderson, Founder and Chairman of the Board,  
*Interface Corporation*

A rock star in the field of corporate sustainability and the unexpected hero of the Canadian documentary, “The Corporation”, Ray Anderson explained how he went from a “plunderer of the earth” to the leading architect of Sustainability, saving manufacturer *Interface Inc.* nearly $300 million in the process, and helping to ensure a bright future for both the business and natural environments. The presentation was enthusiastically received and attracted a huge audience including President J. Michael Adams and University Provost Willard Gingerich. JCP&L/First Energy’s President Steve Morgan received a plaque from FDU’s J. Michael Adams for giving ISE its inaugural grant.
Oct. 20  **Building a Sustainable Leadership and Talent Management Strategy**  
Craig R. Gill, Deloitte & Touche USA LLP

Mr. Gill spoke on the Talent Challenge ahead – beyond demographics. His talk centered on effective leadership and talent strategies, and especially on sustainability as becoming part of the business cycle.

Nov. 17  **HR’s Role in Building a Sustainable Enterprise: Insights from Some of the World’s Best Companies**  
Jeana Wirtenberg, Ph.D., ISE Director, External Relations & Services  
Joel Harmon, Ph.D., Professor of Management, FDU  
Kent Fairfield, Ph.D., Assistant Professor of Management, FDU  
Bill Russell, President, SKN Worldwide USA

Based on results and practical implications from an exploratory study of some of the world’s most sustainable firms such as Alcoa, BASF, Coca-Cola, Intel, Royal Philips, Novartis, and Unilever, the presentation focused on these companies’ sustainability journeys and the role that Human Resources played. Topics included:

- Six core qualities of sustainable enterprises
- How HR can contribute
- Discussion of future directions for research and practice
Dec. 15  **Global Talent Management: The Third Generation**  
Anna Tavis, Ph.D.

Dr. Tavis spoke on the beginnings of talent thinking in current organizations, the current maturity of Talent Management Systems and the global paradigm shift that is now taking place due to the diversification of global business models.

Jan. 19, '07  **Leadership Coaching, Learning Theory and High Performance: The Case of the FDU Executive MBA Program**  
Kaveh Naficy, *Philosophy IB*

Mr. Naficy and a distinguished panel examined the key concepts of leadership coaching and differentiated leadership coaching from other leadership development approaches. They discussed the power of using leadership coaching to integrate learning theory, classroom learning, & real-world experiential learning to accelerate performance.

Panel:

- **Michael Delmage**, Director, Training & Development, *MedPointe Pharmaceuticals*
- **Regina McNeil**, Chief Legal Counsel & Head of Operations, NECA
- **Gerard C. Poolman**, Worldwide Director, Manufacturing Equipment, *Johnson & Johnson*
- **Chuck Pascarelli**, VP, Sales & Marketing, Pressroom Products, *Fuji Film*
Feb. 16

**Sarbanes-Oxley Act - Five Years Later**

*Has Compliance Killed Ethics?*

**Keith T. Darcy**, Executive Director of the Ethics & Compliance Officer Association (ECOA)

Five years ago, the most comprehensive legislation on corporate reform, The Sarbanes-Oxley Act, was passed in response to the most extraordinary era of corporate scandals.

Keith Darcy discussed what has changed in the corporate world 5 years since the passing of the Sarbanes-Oxley Act. He described the environment in which we are operating, the converging and sometimes conflicting trends, and offered his thoughts about the future for organizations and their leaders.


March 23

**“Leadership: A Non-Traditional Approach to a Traditional Topic”**

**Kenny Moore**, Director of HR and Corporate Ombudsman, KeySpan Corporation, and co-author, “The CEO and the Monk: One Company’s Journey to Profit and Purpose”

Mr. Moore lead a highly-interactive session which proposed the ideas that leaders who can manage to “close their mouths and listen” have a better chance of being heard, believed and followed and that letting employees use their innate talents would make them want to stay and contribute to the bottom-line. Mr. Moore also made the point that “managing” change is a self-contradiction, perpetuating the false belief that we could be in charge of making someone else actually change. He spoke of the rewards of rekindling the lost art of “intrinsic” motivation. At the end of his stimulating presentation, Mr. Moore received a standing ovation from the attendees.
April 12

**Relevancy and Sustainability as Core Premises of Today's Science Museums**

**Emlyn Koster**, President and CEO, Liberty Science Center

Dr. Koster spoke on the museum field thinking anew about its optimal contribution to the opportunities and challenges facing society and the environment. He described the reinvented Liberty Science Center as a resource for living, learning and caring for the NJ-NYC region. In his presentation, Dr. Koster claimed that successful museums combine usefulness and popularity to be relevant and ensure their institutional sustainability and optimal contributions to the world. He also provided a description of LSC’s new exhibits which made their debut in July.

May 17

**Creating and Managing Sustainable Organizations and Systems**
an ISE-sponsored Symposium at the Eastern Academy of Management—Hyatt Regency Hotel, New Brunswick, NJ

**PANEL 1: Drivers and Challenges in the Corporate Sustainability Journey**

**Moderator:** Joel Harmon, Institute for Sustainable Enterprise, Fairleigh Dickinson U.

As a foundation, Joel Harmon established the importance of “sustainability” (also sometimes embraced under the broad umbrella of corporate responsibility/citizenship) for the world and for business, and noted the increasing attention it is receiving by corporations and investment communities worldwide. Then, executives from major corporations highly rated for sustainability (drawn from varying industries) highlighted some of their firms’ key sustainability-related practices, the values and rationale driving their firms to enact these practices, some of the most significant challenges associated with their sustainability journey, and what lessons can be learned to increase the likelihood of success.

**Panelists/Presenters:**
- Brian Boyd, VP, Worldwide Environment, Health & Safety, Johnson & Johnson
- Thomas A Chizmadia, VP, Corporate Communications and Chief Communications Officer, BASF Corp
- Amy Hall, Director of Social Consciousness, Eileen Fisher
- Govi Rao, VP & General Mgr., Solid State Lighting, Philips Lighting NA
PANEL 2: The Role of Strategic Leadership and People Practices in Building Sustainable Enterprises

Moderator: Jeana Wirtenberg, Institute for Sustainable Enterprise, Fairleigh Dickinson U

Jeana Wirtenberg briefly established the importance of strategic leadership of human capital and the role of the HRM function for enabling/enhancing firms' sustainability, and characterized the current state of the field in regard to fulfilling this potential. Then, executives from major corporations highly rated for sustainability each highlighted briefly the significant role that people practices and the HR function are playing to help steer and support their firm's sustainability journey.

Panelist/Presenters:
- David Lipsky, Director, Talent Management and Organization Development, SONY Electronics
- Vas Nair, VP, Vice President and Chief Learning Officer, Schering Plough
- Sundar Subramaniam, Manager, Learning and Development, BASF Corporation
- Pat Thiruvengadam, Senior Vice President, Human Resources Executive, Global Corporate and Investment Banking, Bank of America

DISTINGUISHED KEYNOTE PANEL: Creating Sustainable Organizations and Systems: Issues & Challenges

Moderator: William Russell, President, SKN Worldwide

Panelist/Presenters
- Bob Schinn, S2Concepts
- Susan Schor, Eileen Fisher
- Eric Svenson, PSEG
- Mark Starik, George Washington University

June 15 Innovative Leadership: A Strategic Imperative for Global Business Sustainability

James B. Swartz, Author, Seeing David in the Stone

Mr. Swartz discussed how innovative leaders successfully guide their firms by using learning processes to master their fields and by developing a sustained high-improvement culture, thereby increasing their organizations' value and cost proposition.

(see page 14 and figures 9 and 10, pages 29 and 30)
The first topic in the "Changing Workforce" series, the presentation of which was held on October 11th, was "The Maturing Workforce." The fastest growing segment of the workforce is that of those aged 55-64. Workers aged 50 and older will comprise the largest proportion of the workforce during the next 25 years with fewer younger workers than ever before. Experts are forecasting huge labor shortages. According to an Accenture study, “It appears that the needs of the workforce and the available pool of talent are not on the same course . . . organizations should be moving in the direction of recruiting . . . and retaining older workers. However, this does not appear to be the situation.”

On December 7th, the second topic in the series, “Tacit Knowledge and the Maturing Workforce”, was presented. Many industries are deeply concerned about and challenged by the exiting of tacit knowledge, especially technical knowledge, as droves of mature workers leave their companies. This session explored best practices and case studies, and provided an action focus, as all participants actively and collaboratively proposed solutions to the identified challenges—and took home REAL solutions.

The third topic in the series, presented on February 8th, was “The Intergenerational Workforce—What are the Implications and How do we Leverage Them?” Most organizations today are faced with the reality of a rapidly changing workforce, one characterized by multiple generations working side by side. This rapidly changing landscape presents not only challenges but opportunities for
the common ground. This session explored the issues, opportunities, realities and “myths,” and implications of the Intergenerational Workforce. Session leaders used discussion and case studies to provide an action focus for all participants to collaborate and generate ideas and solutions.

The fourth topic presented was “Globalizing One of the Most Sustainable Companies in the World.” The Bank of America is already recognized as one of the world’s most sustainable companies. This is based primarily on how they conduct their business in North America. Now, they are engaged in an exciting opportunity — going global. As for many of you, the world is getting smaller and smaller. Our markets and available workforce are frequently somewhere other than North America. At this session, we used the Bank of America experience as the basis for our discussion and exploration of how to go global sustainably. This session explored the opportunities and challenges as well as best and promising practices. It featured readings and the Bank of America case study as a way to engage all of the participants and collaborate in the generation of new ideas and solutions. (see figure 11, page 31)
The SPARC Workshop (9th annual preconference development workshop) was held at the Academy of Management meetings in Atlanta on August 12 from 8 am to 5 pm.

The SPARC Workshop is a hands-on, practice-grounded, action-learning venue that brings together academics from many disciplines and reflective practitioners from business, government and NGO sectors to collaboratively learn by working together using action-research processes on real-world projects at various stages of development. The SPARC workshop is dedicated to generating collaboration among academics and practitioners and synergy between theory and practice in the service of organizational and social transformation. Its intent is to help solve real organizational and cross-organizational problems of a local and/or global nature while generating deeper learning and publishable knowledge.

During the day-long 2006 workshop, teams of academics and practitioners collaboratively applied their expertise in a roundtable format to critique and develop various applied research projects brought by organization sponsors.

Although all types of projects are welcome, we especially encourage 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 is 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.

The workshop leverages the expertise of the Action Research (AR) community in the service of each project. For us, AR is an approach to organization development,
not a specific technique. Essentially, it generates 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. Recent AR evolutions include embracing techniques to deepen inquiry, address larger-scale global issues of institutional change, and improve rigor to solidify validity as a social science research methodology. Although AR and action inquiry are not the only frameworks embraced by our community, they may be 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 (AR often has been applied in many areas of the world for community development efforts involving organizations from multiple sectors).

For a history of the workshop series, including prior project descriptions, visit the AOM Practitioner Series at www.fdu.edu/chrms; click “Academy of Management Practitioner’s Series”.

For further inquiry, contact Series organizer Neil Boyd, nxb12@psu.edu, 717-948-6061; co-organizer Terry Orr, morr@bnkst.edu, 212-678-3728; or any member of the PS Steering Committee listed below.

We use an organic, developmental review process for your project proposals initiated with as little as an exploratory call/email. A support system was provided to further develop and learn from accepted projects leading up to the workshop.

SPARC STEERING COMMITTEE

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Lyle Yorks, Columbia U. ly84@columbia.edu
Descriptions of Projects Assembled for the Workshop:

1. Why Maturity Works: Employment challenges and opportunities for the new older worker and the workplace

Project Sponsors: Linda Zamer (lzamer@jvsnj.org), The Jewish Vocational Service, East Orange, NJ & Joan Slepian (jslepian@fdu.edu), Fairleigh Dickinson University, Madison, NJ, USA

The coming “age wave” of retiring Baby Boomers will have a dramatic effect on American business as well as on society’s views of aging and the older worker. Companies in most developing countries worldwide are facing aging populations and a shrinking of the traditional under-45 “talent pool”. Why Maturity Works” is a strategic initiative between the Morris County (NJ, USA) Chamber of Commerce (MCCC) Council for Strategic Human Capital Management (CSHCM), and The Jewish Vocational Service (JVS) of MetroWest to promote the hiring of job seekers over the age of 45. During this session, the sponsors gained insight into how to design action research that will help them:

- Identify new organizational models and creative examples of organizational experiments and cross-sector solutions that address the complex and interrelated HRM issues and problems associated with the mature workforce.
- Evaluate the effectiveness of JVS program interventions for
  - Educating/training/developing older workers
  - Educating/training/developing employers and organizations

2. Create a learning system for FAA traffic controllers to address stress overload with system changes.

Project Sponsors: Richard Knowles (RNKowles@aol.com), Center for Self-Directed Leadership & Ann Woodly, Organization Development, US Federal Aviation Administration

The FAA will be holding a series of workshops with technical and managerial staff around the US to help the FAA improve their operations. They do very well but need to improve further with the expected increase in the number of airplanes that will be flying in the coming years. These workshops are intended to help set up an internal process improvement program that is modeled after a similar one the FAA conducts with the airlines. The intent in the SPARC session is to develop an action-research process with the 5-7 FAA sites that will pilot the program to see if our organizational development work really succeeds in achieving a change in the level and quality of reporting.

3. Ongoing development project in a large Norwegian retail chain

Project Sponsors: Siw Fosstenlokken (siw.fosstenlokken@afi-wri.no) & Benedicte Brogger, Work Research Institute, Norway
This Action Research (AR) project was about organization development in a large Norwegian Retail Chain, referred to as RetailCo. that has stores all over Norway, and was illustrated as an ongoing relay of activities. However, the company experiences substantial “exchange costs” between and among different links and levels in the chain. Therefore, the aim was to increase chain efficiency by improving coordination among relay participants between and among links and levels of the company and its activities, particularly the store and product managers. This AR team consisted of three researchers (two that have been working with RetailCo for over three years). The project was based on participatory action research with emphasis on broad participation and dialogue. Workshop activity focused on AR strategies and participants were invited to discuss strategies for creation of arenas for and dialogues in “relay” areas in trade and service enterprises. Questions debated were for instance: Will such AR strategies differ from strategies for community development or industrial enterprise development, why and how?

4. Merging St Joseph’s Hospital and Our Lady’s Hospital to create South Tipperary General Hospital - avoiding a ‘hospital within a hospital’ through boundary management.

Project Sponsors: Breda Kavanagh, General Manager, South Tipperary General Hospital & Derek O’Byrne, Waterford Institute of Technology, Ireland.

The focus of this project was to avoid a ‘hospital within a hospital’ emerging during the amalgamation phase of a difficult merger. The project has been ongoing for a number of years and key issues exist around harnessing the work done to date to realise a high level of post-merger human integration through the involvement and participation of the staff. The realization of a full service South Tipperary General Hospital through the transfer of Our Lady’s Hospital (a surgical unit) into Saint Joseph’s Hospital (a medical unit) is a matter of a few months away. The process to get to this point however has spanned over 10 years and has been wrought with challenges. Several complexities have resulted in issues emerging, particularly in Our Lady’s Hospital. With all the issues now apparently overcome, the physical amalgamation of the hospitals is planned for later this year and the amalgamation executive team is now developing a new set of interventions to assist in building on the successes while preparing for the challenges. The team was, however, faced with a number of questions. How valid is their interpretation of what is happening? What can be done to maximize real participation in the process? How can ownership of the new hospital be engendered in staff and the South Tipperary General identity created? How can the ‘hospital within a hospital’ be avoided? What can we learn from this that can generate new theories on the management of boundaries?

5. Creating a Green-Campus at Fordham University and integrating global sustainability into the university’s business programs.

Project Sponsors: Jim Stoner (stoner@fordham.edu), & John Hollwitz, Fordham University, NY, USA
The goal of this project is to build a significant commitment to sustainability at the university level initially by helping the university become a Green Campus and also by helping the university’s graduate and undergraduate business programs make a deep curriculum commitment to global sustainability. The project was only a few weeks old at the time of AOM 2006. Project organizers knew of a few related courses, events, program-like activities, and interested faculty in the Business Schools and elsewhere in the University, but were very early in learning about what exists on campus in the broad domain of sustainability and what might be created. They brought to the workshop (a) what they had learned about activities already underway at Fordham and faculty members interested in this adventure, (b) ideas about a broad strategic theme for what they were considering (and had started) doing, (c) a list of possible activities and initiatives they were seeking to energize, and (d) lots of questions for which answers were unknown. They believed this workshop could be useful to the University in a number of ways:

1. Strategic Thinking: Generating ideas for alternative strategies for building commitment, finding resources, and translating those commitments and resources into realities.
2. Learning: Finding out what others have done, and are doing, in the organizational change domain related to campus-greening and curriculum initiatives.
3. Coaches and Allies: Establishing relationships and contacts with folks and organizations that can help us move forward (including organizations we might join [e.g., ONE], conferences to attend, training to seek, syllabi to peruse, guest speakers, cases, movies, etc.).

6. Ports Technology and its impact on the economy in China and India

Project Sponsor: Davinder K. Gill (db355@cam.ac.uk), University of Cambridge, UK

The goal of the project was to determine how the port of Mumbai could catch up with a leading and growing port such as the port of Shanghai. Using Shanghai as a case benchmark, project organizers intended to study factors that will enable the successful development of the port of Mumbai. The overall objective of the proposed research is to understand relations between infrastructure and economic development: factors enabling the successful development of ports. The proposed research attempts to answer one overriding question: “Why is the performance between the ports of Shanghai and Mumbai so incredibly different?”

The areas of investigation for this research included:

- At what speed is the state of Maharashtra and Shanghai growing at and who are the main trading partners – imports / exports?
- What are the labor regulations and trade union policies like for the ports?
- What are the main differences in private and public participation at the ports?
- Who are the main competitors of both ports?
- Who are the main government bodies involved in each port’s operations and what are their long-term and sort-term self-interests?
- What type of technologies and management practices are deployed at the ports?
- Who are the main terminal operators at the ports?
- How has trade at the ports of Shanghai and Mumbai changed over time?
7. **Designing a new University from scratch in Istanbul Turkey**

   Project Sponsor: Oguz Baburoglu (baburoglu@sabanciuniv.edu), Sabanci University, Turkey

   The goal of this project was to find a new private foundation University, the ideas of which are still in formation. Further details TBA.

8. **NGOs and multinational corporations to improve workers’ welfare and environment in China**

   Project Sponsor: Maria Lam (mlam@malone.edu), Malone College, Canton, OH, USA

   This project used perception data of Chinese executives to develop an international collaborative effort. Further details TBA.
Some ISE/CHRMS faculty have been involved in designing/re-designing courses at the undergraduate level.

**Costa Rica Course** - In January 2007, Dan Twomey and Rose Twomey, along with FDU Professor Joan Desilets, took thirteen undergraduates to Costa Rica as part of a study abroad course MGMT2828 – *Field Study of Business, Culture, and Global Sustainability*. The MGMT2828 class for January 2008 is already enrolled and will be starting the pre-trip class during the fall 2007 semester. The fall classes provide background information about business and culture and provide some direct “north-south” connections. The students get first-hand personal contact with an organization’s operations in the USA and in Costa Rica.

The course includes a two-week trip to Costa Rica that consists of lectures at universities and in the field, service projects, visits to businesses, and living in a wildlife refuge. One of the objectives of the course is “To provide ‘educational’ experiences that are transformative in the following respects: a) how the student views her/himself and the world, b) what the student’s commitments are to the betterment of the world, and c) how the student personally connects with all peoples.”

The design principles for the course are:

- High academic content (informational/conceptual) that is synergistically integrated with high application (first-hand experience) and personal involvement (deep inquiry and reflection about events and self).
- International scope in which students develop knowledge of, and appreciation for, a variety of cultures, sub-cultures and peoples through first-hand interactions.
- Direct personal contact with a variety of “in and for the world” projects and the people who have created them.

Here are a few illustrations of how the course is organized in support of these principles. To the extent possible, concepts taught in class are experienced in Costa Rica. For example, while in Costa Rica we do an educational field trip to EARTH...
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued)

University's banana plantation. *Whole Foods* buys all of EARTH’s bananas. In one of the fall classes, an executive from *Whole Foods* tells the students about the banana industry from the distribution and marketing perspective.

Visits to three universities occur early in the trip to establish an informational and conceptual base before the field studies. The three universities, EARTH, INCAE, and University for Peace have strong commitments to the world, i.e., peace and sustainability. They are international in their curriculum and in their student bodies, broadening the Costa Rica experience to one that is more international.

For nearly a week, the students live in and with a small community in a wildlife refuge - a community dedicated to the realization of sustainability for themselves and others. Much of the “teaching” is done by the local people. Field trips include visits to the indigenous tribes to understand their economy and lifestyle, and a guided tour into the rainforest that focuses on sustainability issues of the wildlife refuge. Students interview local business owners and community leaders and report their findings to a gathering of community members. Also, the students do a service project for the community. All of this is organized and facilitated by Emily Yozell, a resident of the Wildlife Refuge and an advocate for international environmental issues.

Two examples of “in and for the world” firms that are integrated into the class are E+Co, a New Jersey-based firm that provides energy for the poor world-wide who have no electricity, and *Whole Foods, Inc.* For both firms, a representative speaks to the students in one of the fall classes prior to the trip and people from the firm meet with the students on the ground in Costa Rica. A fundamental part of the E+Co strategy centrally is the use of the triple-bottom line, and at the local level the identification and development of entrepreneurs. For Whole Foods, Inc. the on-the-ground contact is at EARTH University. EARTH University's specialty is sustainable agriculture with a strong emphasis on social values and entrepreneurship. EARTH University has a commercial banana plantation and is a pioneer in finding and developing new agricultural products for market. Whole Foods, in addition to buying EARTH’s bananas, is a partner with EARTH in new product development.
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued)

Reflections are integrated throughout the course. While in Costa Rica, students are expected to reflect on their experiences by sharing in a group setting. Occasionally readings from Cherie Carter-Scott’s book, *If Life is a Game, These are the Rules*, are presented to provide a stimulus and context for self examination and personal growth.

Students’ comments about the course included the following:

“The travel experience was amazing! I recommend this course to anyone, business major or not. It opens your eyes and changes your perspectives on a lot of issues.”

“The places we visited while in Costa Rica...put the information in perspective. I really enjoyed it and would do it again in a heartbeat. Loved every minute of it.”

“Fabulously enriching program! Life altering and completely dedicated to teaching.”

(see figure 12, page 32)

Business Organization Course
fall 2006—spring 2007

The Business Organization Class in fall and spring semesters on both campuses designed and implemented Service Learning Projects. These Action Learning projects were set up to enable students to learn about designing and managing an organization in a real-life setting. Beneficiaries of these projects included American Heart Association (AHA), The Why Hunger Project, The Goryeb Children’s Hospital and the Rural Schools Project in Cambodia. The students designed the projects and organized themselves to raise funds for their chosen cause. Together, these projects raised almost $30,000. These projects helped students learn about leadership and organizing and some exposure to their role in society.
CURRICULUM-RELATED EFFORTS
Graduate Level

Several courses both in the graduate program have incorporated concepts central to sustainability. These include:

The “Achieving Breakthrough Results” course in the Executive MBA program emphasizes systems thinking, appreciative inquiry, transformational leadership, and sustainable management.

The International Business Seminar in the Executive MBA program emphasizes opportunities and challenges of sustainable business development in emerging economies.

The Global Business Capstone in both the Executive and regular MBA emphasizes ethical corporate governance, and sustainability strategies that integrate social responsibility, sound economics, and ecological stewardship.
ISE/CHRMS FACULTY RESEARCH AND PUBLICATIONS
2006-07

**Daniel Twomey, D.B.M.**


**Gerard Farias, Ph.D.**


**Rosemarie Feuerbach Twomey, J.D.**


**Joel Harmon, Ph.D.**


Gwen E. Jones, Ph.D.


Kent Fairfield, Ph.D.


Christine Farias, Ph.D.


Joan Slepian, Ph.D.


April 21
2007

The Institute for Sustainable Enterprise received a “World of Possibilities” Award at the Earth Day “Green Tie Gala” on April 21, 2007 at the Hyatt Hotel in Morristown.

This one-of-a-kind extravaganza celebrated the critical work of local champions who are forwarding the environmental, economic, and social equity principles of sustainability.

(See page 16 and figure 16, page 34)
May 10, 2007 Women of Inspiration Gala— For the second time, the National Association of Women Business Owners— North Central Jersey Chapter (NAWBO– NCJ) and ISE collaborated on the “Women of Inspiration Award”. On May 10, 2007, 150 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. (see figure 13, page 33)

“A Gala Evening to Celebrate Women of Inspiration”

2007 “Women of Inspiration” Award Winners

Award Winner
Christine Eibs-Singer flanked by NAWBO NCJ President Kathy Moffitt (left) and ISE Director, External Relations and Services
ISE/CHRMS Annual Picnic—Continuing its tradition of celebrating international cultures, ISE/CHRMS chose Costa Rica as the theme for its 2006 picnic. Held this year in the Mansion’s Italian Gardens, the annual feast offered old friends of CHRMS and new sponsors of ISE and their families a chance to enjoy one of the last days of the summer on the historic grounds of the College at Florham. Serenaded by Latin tunes, guests enjoyed tacos, salsa and guacamole with their hamburgers and hot dogs.

At picnic’s end, all were invited into Lenfell Hall to view an informative slide show presented by Rose and Dan Twomey on this emerging Central American country. Dan and Rose teach an undergraduate course, “Field Study of Business, Culture and Global Sustainability”, the highlights of which are one-to-two day programs at INCAE, PEACE and EARTH Universities and an excursion in this beautiful country where students study the banana and sustainable tourism industries while being given the rare opportunity of living in a wildlife refuge and exploring a rainforest. Noting that in January of 2007, they would lead a new group of students to Costa Rica, Dan and Rose convinced the ISE/CHRMS picnic guests to include it on their list of “must-see” places.
FIELD ANALYSIS OF PERFORMANCE
PROJECT SUMMARIES

Spring 2007

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.

Kraft – Retention of People of Color
Team members: Natasha Edwards, Muslimah Shabazz, Matt DeFranco, Linda Maietta

“It is often said that the key to success in an organization is its people.” As a result, retaining current talent has become essential to optimize all successful organizations. Kraft Foods, Inc. is no different. Presently, Kraft’s Global Marketing Organization is faced with the need to revamp their current retention efforts specifically for People of Color. MBA Consultants, Inc. has taken on this challenge. Their role was to research the issue of retention of people of color as it specifically relates to Kraft and to help Kraft find ways to reduce turnover of people of color. They provided tools to Kraft which enabled them to periodically assess employee satisfaction and to maximize their benefits.

Schering-Plough: Talent Development Best Practices
Team members: Deborah Ward, Danny Kates, Melissa Connolly

Schering-Plough is currently implementing a long-term transformational change strategy to achieve market leadership and sustainable long-term profitable growth. As part of that plan, Schering-Plough has identified as set of transformational "Leader Behaviors" critical to the successful achievement of that plan. Schering-Plough is committed to building a comprehensive Talent Management capability, the purpose of which is to instill the new Leader Behaviors throughout the company. The objective of the project was to identify best practices among talent development programs across the pharmaceutical industry based on primary and secondary research to help Schering achieve its talent management goal.

Wyeth Pharmaceuticals - Talent Management Dashboard
Team members: Geraldine Smith, Corey Huber, Jennifer Kurtz, Jared Lewis

Wyeth engaged the FDU consulting team to assist Wyeth's newly formed
centralized HR talent division to study its current talent assessment practices and research industry and academic best practices to determine which critical metrics could be utilized to help the company implement and utilize various forms of relevant metrics contained in a dashboard to improve assessment skills. This study was done with the intention to help Wyeth strengthen and develop their leadership pipeline by utilizing proper assessment tools. The tools would identify and quantify critical intangible traits within the individuals of the organization and give insight into the makeup of the organization as a whole. The team collected information from three main angles, namely the academic realm, current best-practices across relevant industries, and from within Wyeth. The team’s main deliverable was a comprehensive dashboard comprised of three to five critical metrics to assess talent and leadership within individuals of the Wyeth organization. Along with the dashboard, a written explanation of the findings within the academic realm and across selected industries was included.

**Enhancing Volunteerism at the New York / New Jersey Trail Conference**
Team members: Ankita Bharatia, Lena Taylor, and Nicole Jones.

The project that the class at the Teaneck/Hackensack campus presented concerned ways of enhancing volunteerism at the New York – New Jersey Trail Conference, located in Mahwah, New Jersey. There are a number of initiatives the team presented to the client which included the creation of a more effective Internet and Intranet Web designs, streamlining of volunteer paperwork for both the volunteer and internal stakeholders, greater emphasis on recruitment of high school and college age students, creation of an across the board rewards campaign, and development of a blog for both internal and external informational purposes. In addition, there was an assessment of the client’s entire volunteer program from the perspective of comparing it to other highly effective organizations in the marketplace.