Institute for Sustainable Enterprise

Achievement Report

Academic Year
2006-2007
ISE/CHRMS

Institute for Sustainable Enterprise
Center for Human Resource Management Studies
Silberman College of Business
Fairleigh Dickinson University
www.fdu.edu/ise

Achievement Report
Academic Year 2006-2007

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Editor/Designer
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FROM THE EXECUTIVE DIRECTOR

September 4, 2007

Dear ISE/CHRMS Partners and Community Members:

Greetings! Once again we are at that time of the year when we must look back and review where we have been and learn from our experiences in our pursuit of continuous improvement and excellence. We aspire to have a significant positive impact on our organizations and on our world. To fulfill our aspirations, we must work closely with the large number of individuals and institutions from all sectors who have dedicated themselves to the urgent call to global sustainability. We are fortunate and honored to work with some of the most dedicated, hardworking and passionate people who have gone above and beyond the call to help us move forward.

Our shared vision for a just and thriving world for future generations and our mission to bring people together to learn how to develop and lead thriving, sustainable enterprises that are “in and for the world,” has been a powerful guide in helping us choose and prioritize our activities. Our network has grown greatly during the year. The many passionate and committed people we meet enrich our understanding and strengthen our resolve to search for and implement ways that will contribute to a sustainable future.

During the year, we have continued to receive encouragement and support from the administration at FDU and the administration and faculty of the Silberman College of Business (SCB). We thank all our colleagues for their support.

We cannot thank enough our partners and supporters for their belief in the cause and support of our activities. Our Founding and Corporate members... Automatic Switch, AT & T, Alcoa, Becton Dickinson, First Energy, Interface, Novartis, Ortho Biotech, NJHEPS, Philips, and Ricoh have performed a critical role in keeping us focused on our mission. Likewise, we thank all...
members of our Advisory Board who have helped with their enthusiastic support, participation and candid advice.

In the following pages this report will focus on our achievements in the areas of research, education, and services (including notable research publications and presentations, vibrant courses and seminars, helpful roundtables and workshops, many well-received campus sustainability initiatives, and the imminent launch of our Sustainable Business Incubator). Here, I will focus more on the challenges and opportunities that lie ahead.

Global Warming and Climate Change received unprecedented attention this year. The release of An Inconvenient Truth and its recognition by the Academy Awards played a major role in bringing this global problem to the forefront. The release of the Intergovernmental Panel on Climate Change (IPCC) report released this year sealed the issue and many have heeded the call to action. While politics continues to muddy the message there is little doubt that a concerted effort is necessary not only to avert the impending crisis but also to develop and implement ways to reverse the process and repair the damage done. The popular media has played a tremendous role in keeping the issue at the surface and publicizing the many innovative ways that people have developed to address the problem. Innovative products and services intended to address the environmental issues have been launched and are proliferating rapidly. The popularity of socially-responsible investing is also growing. All this is great news and we must play our role in participating in and supporting and encouraging actions that have a high potential for success.

Social Equity and Justice is another issue that has come to the forefront... although unfortunately, not to the same degree that the environmental issues have drawn our attention. While climate change and the uncertainty it has generated about the survival of the planet as we know it, has grabbed the headlines, there are deeper and more urgent human issues that lurk below the surface. Hunger, disease, terrorism, illiteracy and many of the other social woes are simply a manifestation of a huge and seemingly insurmountable divide between those who have access and those who do not. Simultaneously, there is no dearth of rationalizations -- from ideology to corruption -- that we offer to absolve ourselves of any responsibility.
We need to be very careful that we develop solutions to both these insidious problems (social and environmental) together. As Hawkins (2007) noted, "Our house is literally burning, and it is only logical that environmentalists expect the social-justice movement to get on the environmental bus. But it is the other way round; the only way we are going to put out the fire is to get on the social-justice bus and heal our wounds, because in the end, there is only one bus."

The sheer magnitude and complexity of these problems and the potential unintended consequences of our actions to address them suggests that we need to be open to learning and recognize the need to work together. At a global level, we will be challenged to collaborate across borders, religions, languages, cultures and income levels with the recognition that the solutions must be developed in the contexts in which the problems occur/exist and with the people who experience them.

At a local level our challenge will be to develop business models that incorporate a set of values that reflect a higher degree of respect for employees, the environment and society—values that will not be compromised. We will need to demonstrate that values are an important contributor to the sustainability of the business, society and the environment. Our emphasis on action research, services and curriculum will help move us in this direction.

One of my key learnings for the year has been the importance of getting out of the way of people driven by their passion and commitment! Dan Twomey, Rose Twomey, Joel Harmon, Jeana Wirtenberg, Gwen Jones, Joan Slepian, Maura Pniewski, Kent Fairfield, Christine Farias, Bill Russell, Jonathan Cloud, Matt Polsky, Adam Ruggiero and Dan Anzaldi all should be acknowledged for their generous and highly effective efforts to move us forward.

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.”

Institute for Sustainable Enterprise
Fairleigh Dickinson University
College at Florham
ISE Partner Reflections

“We are committed to social justice, protecting and restoring the environment, and to the economic well-being of all nations and peoples. These issues and ISE have gained traction in the past year. We see an acceleration of people’s awareness and commitment to these issues, because this, and future, generations’ fate rests in the actions we take in this decade.

At times, we are overwhelmed by the interest and possibilities that are now open to ISE, as is evident in the information presented in this report. Yet, we are ready, willing, and able to support initiatives that fall within our domain. Most of our actions are at the catalyst level – we help others to make a difference in the world, by teaching, research, and bringing people together to co-create actions within and beyond ISE.”

- Dan Twomey, Director Emeritus, CHRMS

“I’m pleased to be part of the ISE’s latest initiative, to create a ‘virtual incubator’ for sustainability-related initiatives - such as companies with new energy and environmental technologies, community green projects, carbon trading, urban agriculture, and so on. The ISE’s commitment is to work with companies at all stages of development that want to become more sustainable, and in my view helping startups and new ventures is especially important. Small businesses innovate and create new jobs faster than larger companies, and employ more than half of all U.S. workers. They are a critical part of the effort to create a more sustainable future, and I’m very excited to be a member of a team that bridges the academic and business communities and focuses on the triple bottom line - people, planet and profits.”

- Jonathan Cloud, ISE Entrepreneur-in-Residence

“My role as project manager for the Breakfast Seminar Series has been a thoroughly rewarding experience on a number of levels. It is has given me the opportunity to converse with countless professionals and to benefit from the knowledge of our many distinguished speakers. Through my experiences with ISE/CHRMS I have enjoyed the support, encouragement, and expertise of our faculty and staff and can only hope to work with such a wonderful group in the future.”

- Adam Ruggiero, ISE/CHRMS Graduate Assistant, 2006-07
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.
Marilyn Michaels  Ricoh Corporation
Govi Rao  LED Effects (formerly Philips Lighting)
Everton Scott  FirstEnergy Corporation

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

**Faculty**
Christine Farias
Kent Fairfield
Joel Harmon
Gwen Jones
Joan Slepian
Dan Twomey
Rose Twomey

**Director, External Relations & Services**
Jeana Wirtenberg

**Research Fellows**
Matt Polsky
Bill Russell

**Entrepreneur-in-Residence**
Jonathan Cloud

**ISE/CHRMS Corporate Partners**
Alcoa  James B. Johnson
AT&T  Ellen Jackson
Automatic Switch Co.  Chris Walsh
Novartis  Bob Hoffman
Becton Dickinson  Joe Toto
Ortho Biotech  Jerry Collins

**ISE/CHRMS Individual Partner**
Michael Kahrer—Organon

**Staff**
Administrative Assistant
Maura Pniewski

**Staff**
Administrative Assistant
Maura Pniewski

**Staff**
Administrative Assistant
Maura Pniewski
OUTLINE
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   c. Field Study of Business, Culture and Global Sustainability (Costa Rica course)
   d. Business Organization Course

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ISE/CHRMS Programs, Publicity, Curriculum, Research and Initiatives

Overview and Outcomes

The Institute for Sustainable Enterprise (ISE) at Fairleigh Dickinson University, was founded in the Silberman College of Business in 2005. ISE focuses on bringing people together to learn how to make their organizations and the world more environmentally, socially, and economically sustainable. By sustainable we mean being able to generate and regenerate the human, social, natural, manufacturing and financial capital for short and long-term prosperity. 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. We are especially good at connecting the dots, blending theory and practice, learning by doing, building bridges between sectors (corporate, government, non-government, education, academic), and creating an atmosphere that fosters thoughtful reflection and collaboration.

ISE concentrates on three related areas of contribution that feed one another:

- **Applied research** – field studies examining how to best enhance sustainability
- **Education** – coursework, seminars, workshops, and training programs to teach leaders/managers and students to lead and manage sustainably as world citizens.
- **Services** – facilitation, consulting and network-building to support concrete sustainability-enhancing initiatives. ISE’s focus on Research, Curriculum and Service has generated the following outcomes this academic year:

I. **Research:** Applied research sponsored by ISE/CHRMS over the past four years has resulted in peer-reviewed journal and conference proceedings publications. We also have conference papers and symposiums, journal articles and grant proposals under review. We present below a listing of our research outcomes.


c. Papers and Symposia were presented at the Academy of Management and Organization Behavior Teaching Conferences.

d. Under the sponsorship and leadership of ISE, “The Sustainable Enterprise Field book” is well under development, being built on a collaborative workspace portal, with 25 contributing authors including business leaders, Professors, NGO’s, and consultants. This is targeted at business leaders, managers and internal and external practitioners (HR, OD, consultants, etc.) who want to move forward on their journey to sustainability. It includes practical tools, resources, case studies, references, etc. on such topics as Leadership, Strategy, Mental Models, Change Management, Social Networks, Employee Engagement, Global Perspectives, and Metrics.

e. Based in part on its original research, ISE recently developed the worldwide survey on Sustainability disseminated by the American Management Association/Human Resource Institute and the Manage-Centre of Europe. ISE is also the major contributor to the worldwide webcast on September 11, 2007 and the report which is being disseminated globally on the results from this global Sustainability Survey.

II. Curriculum: Several courses both in the undergraduate and graduate programs have incorporated concepts central to sustainability. These include:

a. The “Achieving Breakthrough Results” course in the Executive MBA program which 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.

b. The Global Business Capstone in both the Executive and regular MBA which emphasizes ethical corporate governance, and sustainability strategies that integrate social responsibility, sound economics, and ecological stewardship (which some refer to as a “triple bottom line” approach).

c. An undergraduate course on experiencing emerging economies, understanding sustainable practices (e.g., sustainable agriculture and tourism) and experiencing the “pure life” (involving a visit to Costa Rica) has been conducted three times (see pages 52-54 and figure 12, page 32).
d. A service-learning project which has been incorporated into the Business Organization course in the undergraduate program. These projects raised over $30,000 for worthy causes over four course offerings (See page 54).

III. Seminars and Workshops:
   a. Breakfast Seminar Series
ISE/CHRMS presents monthly breakfast seminars often focusing on a key topic related to sustainability attracting a total audience of over 500 persons and an average audience of 55 (see attachment B, pages 38—43 & figures 9 and 10, pages 29 and 30).

Some examples of breakfast seminar speakers and topics were:
- **Ray Anderson**, CEO of Interface, Inc. who described his company’s efforts in its drive towards sustainable practices
- **Emlyn Koster**, President and CEO of Liberty Science Center who spoke on Relevancy and Sustainability as Core Premises of Today’s Science Museums
- **Keith Darcy**, Executive Director of Ethics and Compliance Officer Association who spoke about the tensions between ethics and compliance in the context of the Sarbanes-Oxley Act

b. HR Roundtable Series on “The Changing Workforce”
ISE/CHRMS conducted four roundtables and workshops on the changing and maturing workforce and its impact on organizations.

Topics included were:
- “The Intergenerational Workforce – What are the Implications and How Do We Leverage Them?”
- “Globalizing One of the Most Sustainable Companies in the World” (see attachment C, page 44 and figure 11, page 31)

c. At the Academy of Management, ISE/CHRMS has for a decade led the Practitioner’s Series Workshop and for the past two years, the Sustainable Practices Action Research Community (SPARC) Workshop. Scores of real-life projects have been worked on and improved to foster societal and organizational sustainability in a wide variety of areas such as veterans healthcare, federal aviation, civil justice, municipal governance, and primary through higher education (to name only a few) (see attachment D, pages 46—51).

d. “Creating and Managing Sustainable Organizations and Systems” was presented at the Eastern Academy of Management in May, 2007.

Panels:
- “Drivers and Challenges in the Corporate Sustainability Journey”
- “The Role of Strategic Leadership and People Practices in Building Sustainable Enterprises”
IV. Campus Sustainability Initiative: A Sustainable Campus initiative was launched with the involvement of multiple stakeholders and the outcomes of initiatives are being implemented. ISE is a driving force in implementing a Sustainable Campus Initiative at FDU’s Florham campus; Specifically, the following have been achieved so far:

a. A student Green Club has been formed and the club co-sponsored the campus-wide “Green Day” emphasizing sustainable practices.

b. The club spearheaded a collection of useable items at the end-of-semester “Move-out Day”. A large amount of clothing and other materials were saved and donated to worthy beneficiaries.

c. FDU participated in “Recyclemania,” a friendly competition among over 170 university campuses nationwide.

d. In collaboration with Goodwill, a bin has been installed on campus to gather useable clothing that students and others would like to donate to worthy causes.

e. FDU is participating in a worldwide initiative called the “Climate Challenge.” As a beginning the documentary, “An Inconvenient Truth” was screened. About 35 people attended from the campus, including students, faculty, staff and administrators.

(see attachment A, pages 36 and figures 5-8, pages 25-28).

The FDU top and senior leadership has been involved and enrolled in these efforts.

V. Collaborations: In the spirit of “bringing people together” towards the common goal of sustainability, ISE has reached out to several institutions. Some examples are:

a. INCAE University, Costa Rica
b. Presidio Business School
c. Bainbridge Business School
d. Fundação Getulio Vargas Business School, Brazil
e. Rutgers, Bloustein School, New Jersey
f. Graza University, Austria
g. Fordham University, New York
h. New York University
i. Penn State University, Pennsylvania
j. Sustainability Knowledge Network
k. Innovest Strategic Investors
l. Morris County Chamber of Commerce
m. United Nations Global Compact
n. New Jersey Higher Education Partnership for Sustainability
o. National Association of Women Business Owners, North Jersey Chapter
p. US Green Builders Association
q. Center for Business Excellence
VI. **Funding:** ISE has received a seed grant from *First Energy* and receives financial support from its Corporate Partners. It has also received grants from FDU for summer support and from *FDU’s Office of Global Learning* for specific projects. We have also received small grants from several donors to support specific activities like the Sustainable Campus Initiative and the Changing Workforce Roundtable Series (see figure 4, page 24).

VII. **Publicity:** ISE events and initiatives have received significant publicity with the help of FDU’s Public Relations Office. Receiving most coverage was the September 15th Breakfast Seminar featuring Ray Anderson. Also spotlighted was ISE’s receipt of a $10,000 grant from *JCP&L*, the *World of Possibilities* award given to ISE by *Unity Learning Environment*, a recommendation of ISE from the President of the Morris County Chamber of Commerce, an article on the student Green Club and coverage of the activities of the sustainability-related Business Organization classes (see figures 4 and 14, pages 24 and 34 and attachment G, page 61).

VIII. **ISE Associates:**

a. **Director, External Relations & Services** - Jeana Wirtenberg, Ph.D., has been instrumental in establishing a strong foundation for the Institute for Sustainable Enterprise and building a growth platform for the future. She reaches out to key individuals in every sector to “connect the dots” and helped to enroll the highly qualified and diverse ISE Advisory Board. She also identifies and enrolls dynamic and leading-edge breakfast speakers for the monthly breakfast series.

Jeana established and, along with her colleagues Joan Slepiian and Iona Harding, facilitated a five-part Roundtable Series on “The Changing Workforce.”

Last year, under the ISE umbrella, she conducted a survey of business leaders across industries and sectors regarding their global business and organizational priorities. This work was published as the lead article in a three-volume special issue of the *Organization Development Journal* on Best Practices in Organization Development in Summer 2007 (Volume 25: Number 2). Jeana was recently appointed as the Associate Articles Editor for the *Human Resource Planning* Journal in the knowledge area of Organization Effectiveness.

Jeana spearheaded the original research along with colleagues Joel Harmon, Bill Russell and Kent Fairfield, culminating in an article: “HR’s Role in Building a Sustainable Enterprise: Insights From Some of the World’s Best Companies,” which was published as the lead article in a Special Issue of *Human Resource Planning*.
Journal (Volume 30: Number 1) on “The Triple Bottom Line – HR’s Contribution.” Jeana participated in the opening plenary panel on Sustainability at the Human Resource Planning Society (HRPS) where this research was discussed.

Jeana also spearheaded a worldwide study of Sustainability sponsored by the American Management Association (AMA) and the Human Resource Institute, involving several other members of ISE in the design of the survey and the report. This report was released and aired in a worldwide webinar sponsored by the AMA on September 11th, 2007.

Jeana also leads a diverse team of 26 people in the development of “The Sustainable Enterprise Fieldbook: When It All Comes Together” which will be published in 2008. The book is being built on the SKN Worldwide portal, and is comprised of ten chapters focused on how to create a Sustainable Enterprise. In this context, it covers such topics as leadership, mental models, strategy, change management, employee engagement, trans-organizational collaboration, metrics and measurements, and globalization.

In her consulting practice, Jeana specializes in building the Sustainable Enterprise, Organization Effectiveness, Leadership Development and Learning, working collaboratively within and across the diverse sectors of business, government, nonprofits and academia.

b. Research Fellows
Bill Russell and Matt Polsky

c. Entrepreneur - in - Residence
Jonathan Cloud

IX. Personal Involvement of Corporate Executives:

ISE Advisory Board Meetings - The ISE Advisory Board, consisting of five founding members and five original corporate partners: AT&T, Automatic Switch, Becton Dickinson, First Energy, Interface, Inc., NJ Higher Education Partnership for Sustainability (NJHEPS), Novartis, Ortho Biotech, Philips Lighting and Ricoh Corporation, the Executive Director, ISE faculty, the Director of External Relations and Services, ISE Research Fellows and the ISE Entrepreneur-in-Residence, met on November 7, 2006 and May 4 at FDU.
X. Student Assistant Programs:

a. 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.

b. 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.

c. ISE/CHRMS Graduate Assistant Sponsorship – This year, FDU provided full tuition credit to each SCB graduate assistant. The students manage ISE/CHRMS programs and assist faculty members with research projects during their 20-hour work week.

d. HRM/MBA Prospective Students – During 2006-07, the ISE/CHRMS office received contacts from prospective students desiring information on the HRM/MBA program. 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.

XI. Other ISE/CHRMS Initiatives:

a. 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. (see figure 2, pg. 22)
b. **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, and links to other web sites outside FDU. (see figure 3, pg. 23)

c. **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. (see figure 1, pg. 21)

d. **NAWBO/NCJ**— For the second year in a row, the ISE collaborated with the National Association of Women Business Owners, North Center Jersey Chapter to honor eight outstanding women of inspiration at a Gala held May 20, 2007 (see figure 13, page 33 and page 61).
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Figure 14 – ULE Green Gala Invitation Page 34
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 Accent, BASF, Ciba-Geigy, Glaxo, Heineken, KPMG, Merck, Pfizer, PRO, P&G, Rand, Schindler 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 ill afford them. Corporations are now expected to bear 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 longer-term sustainability and shareholder performance.” He noted that the “investment community (led by Goldman Sachs and the reinsurance sector) 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 3)
Figure 2—ISE/FDU Web Site Home Page
Figure 3— CHRMS/FDU Web Site Home Page
Talk will explain how company mixed oil and saved $300 million.

MADISON - The unexpected hero of the documentary “The Corporation,” Ray Anderson, will come to Fairleigh Dickinson University on Friday Sept. 29, to discuss how he went from a self-described “plunderer of the earth” to the leading architect of sustainability saving his manufacturing company, Interface Inc., nearly $300 million in the process and helping to ensure a brighter future for both the business and natural environment.

“Mid-Course Correction” will begin with breakfast at 8 a.m., followed by Anderson’s presentation from 9 to 10:30 a.m. The cost is $35 per person, which includes breakfast. The event will be held in the Maruani on the Fairleigh Dickinson campus, 263 Madison Ave.

Anderson is the founder and chairman of one of the world’s largest interior furnishings companies. His presentation will look at his awakening to the importance of environmental issues, and outline the steps his petroleum-dependent company, Atlanta-based Interface Inc., is taking in its quest to become a sustainable enterprise, one that never has to take another drop of oil from the earth.

The company’s cumulative avoided costs from waste elimination and increased energy efficiency since 1985 totals more than $250 million. The savings net only allowed Interface to survive one of the worst recessions in its history, but encourage other companies and Wall Street to realize that sustainability is, in fact, good business.

Anderson's book, "Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model," has been called a blueprint for corporate responsibility and a “must-read” for all endangered species, including the human race.

"Mid-Course Correction" is presented by the university’s Institute for Sustainable Enterprise, Silberman College of Business, and co-sponsored by the university’s Corporate Communications Institute, Rothman Institute for Entrepreneurial Studies, and by the state chapter of U.S. Green Builders, the New Jersey Higher Education Partnership for Sustainability, and Innoscent Strategic Value Advisors.

The registration deadline is Monday, Sept. 11. For information or to register, call (973) 443-8577 or e-mail prinfo@FDU.edu, or visit the Web site http://www.fdu.edu/ise.
Figure 5—Green Club Recyclemania Contest
Figure 6 — RecycleMania Flyer and Weekly Graph
April 23rd

Figure 7— Green Day Flyer Page 1
Student GREEN Presentation Competition

$CASH Prizes will be awarded!$$

• Enter as a group or as an individual
• Create a presentation to address the question —

“How can we use the FDU campus in a more efficient manner, reducing the overall strain we place on local, regional and global environments?”

• Present your work from 4:45-5:45 pm in the Mansion
• Submit your presentation title by April 13th at midnight
• Go to the Green day website to register online
• Awards will be given in the following categories
  • Best GREEN Group Presentations (Clubs/Greeks)
  • Best GREEN Poetry Readings
  • Best GREEN Business Ideas
  • Best Art or Multimedia Presentation promoting Green
  • Best Scientific Research Posters about Going Green
• Volunteer to help with the day’s events, too!
  • Sign up at the Green Day Table in the cafeteria
  • Get a free GREEN DAY T-shirt

For more info go to http://www.fdu.edu/default.aspx?id=4910 or contact pcharlab@fdu.edu

Sponsors include:

Becton College
Institute for Sustainable Enterprise
Office for Global Learning
The Provost’s Office
Alumni Association
Friends of Florham
Dean of Students
Florham Programming Committee
Sun Oven International

Madison Honda
Toyota of Morristown
Trader Joe’s
Wegmans
Whole Foods
Stop n Shop
Hollister Construction
The Green Club
The Chemistry Club

The Student Government Association

Figure 8 — Green Day Flyer Page 2
Building a Sustainable Leadership and Talent Management Strategy

**Presentation Highlights**
- The Talent Challenge Ahead – Beyond Demographics
- Effective Leadership and Talent Strategies
- Sustainability: Becoming Part of the Business Cycle

**Speaker:** Craig R. Gill  
Partner Development Leader, Deloitte & Touche USA LLP

Mr. Gill’s areas of expertise include executing large-scale reengineering and change initiatives, integrating performance and talent management strategies, and developing leaders. Most recently, he served as Senior Vice President in charge of Human Resources for the New York Life Insurance Company. In that role, he led a significant transformation of Human Resources which will reduce spending by over $10 million.

Prior to New York Life, Mr. Gill led a consulting practice at Deloitte. Under his leadership, the consulting practice grew by over 33%, with exceptional profitability. Prior to joining Deloitte, Mr. Gill led corporate-wide leadership development and organizational effectiveness for Lucent Technologies. His efforts resulted in cost reductions of over 50%, while measurably improving operations and gaining strong support from business leaders.

A native of Washington, D.C., Mr. Gill received his undergraduate degree from Bucknell University, and completed the Executive Program at Dartmouth College’s Amos Tuck School. He lives in Morristown, New Jersey.

**Registration**  
Register Online: www.fdu.edu/chrms or www.fdu.educhrms or reply to this e-mail

Call: ISE/CHRMS @ 973 443-8577  
Fax: 973 443-8566  
Fee: $75*  
*This charge does not apply to FDU faculty, administration, restricted students, current employees of ISE/CHRMS Corporate Partner Companies and ISE/CHRMS Undergraduate and "Broadband" Partners.

**Deadline:** Monday, Oct. 16, 2006  
*Non-registered are subject to the $125.00 admission fee if they register at the door and do not register in advance.

Name ___________________________ Company ___________________________ E-Mail ___________________________

Colleague Name ___________________________ Company ___________________________ E-Mail ___________________________

Figure 9—Breakfast Seminar Flyer
Figure 10—Breakfast Seminar Partnership Brochure
ISE/CHRMS
at Fairleigh Dickinson University
invites you to attend a
Roundtable Series
on the
“Changing Workforce”

First Session:
“THE MATURING WORKFORCE”

This roundtable series will engage practitioners and thought leaders from a variety of industries including telecommunications, pharmaceuticals, consumer products, utilities, chemicals, consulting, vocational education and training, higher education, government and entrepreneurs from both the for-profit and not-for-profit sectors.

The first topic in the series is “The Maturing Workforce.” The fastest growing segment of the workforce is 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.”

REGISTRATION
Name ___________________________ Company/Org. ___________________________ Title ___________________________
Address ___________________________ Phone/Fax ___________________________ E-mail ___________________________

I plan to attend the session. I cannot attend but would like to attend future sessions ________

(For more information about ISE/CHRMS, please visit our website at www.fdu.edu/hr or contact Mauro Poliowski at 973-443-8677.)
Figure 12—Costa Rica Course Flyer
Figure 13—NAWBO “Women of Inspiration” Invitation and Program
Celebrate the critical work of local champions who are forwarding the environmental, economic, and social equity principles of sustainability

Earth Day - Green Tie Gala

Saturday, April 21, 2007
Hyatt - Morristown
3 Speedwell Avenue
Morristown, New Jersey

An Organic Culinary Experience
5-course gourmet dinner
Showcasing the talents of local chefs:
Christopher Casale - Whole Foods Market Madison
Lonnie Crowe - Hyatt Morristown
Judy Mancini - Go Organics Catering

Honoring:
The Cloud Institute
E+Co
FDU - Institute for Sustainable Enterprise
Morris Land Conservancy
The Willow School

World of Possibilities 2007 award recipients

Don’t miss the GREEN silent auction!

Sponsored by:

ule

For more information or to buy tickets: www.commUNITYearth.net
or call 973.452.2875

Figure 14—Unity Learning Environment “Green Gala” Invitation
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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 catalystting 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 useable 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.”
BREAKEFAST 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.

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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 Thiruvelagadam, 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)
This innovative series engaged practitioners and thought leaders from a variety of industries including telecommunications, pharmaceuticals, consumer products, utilities, chemicals, consulting, vocational education and training, higher education, government and entrepreneurship from both the for-profit and non-profit sectors.

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)
Summary

Sustainable Practice Action Research Community (SPARC) Workshop at 2006 Academy of Management

Session #88 from 8 am - 5 pm
Academy of Management, Reviera Room, Mariott Marquis, Atlanta, Georgia
August 12, 2006

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](http://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**

Neil Boyd, Penn State University, [nxb12@psu.edu](mailto:nxb12@psu.edu)
Patricia Braun, U. of Ballarat, Australia, [p.braun@ballarat.edu.au](mailto:p.braun@ballarat.edu.au)
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Lyle Yorks, Columbia U. [ly84@columbia.edu](mailto: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.).

4. **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 short-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.
CURRICULUM-RELATED EFFORTS
Undergraduate Level

Costa Rica Course
fall 2006—winter 2007

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.
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.
Attachment F

ISE/CHRMS FACULTY RESEARCH AND PUBLICATIONS
2006-07

Daniel Twomey, D.B.M.


Gerard Farias, Ph.D.


Rosemarie Feuerbach Twomey, J.D.

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


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
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.