Recyclemania—This friendly competition among 400 U.S. college/university campuses is 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. 31st – April 5th, 2008. FDU was among 10 NJ colleges including Georgian Court, Princeton, Drew, Rowan, Rider, Montclair, Monmouth, New Jersey Institute of Technology and Rutgers who participated. Co-sponsored by the FDU Credit Union, Brick Recycling, Domino’s Pizza and Target, Recyclemania rewarded students with gift certificates for their efforts to recycle glass, aluminum cans, and paper. The spirit of friendly competition sparked a huge environmental awareness on college campuses around the US. The total nationwide amount of recyclables and organic materials recovered during the 2008 competition added up to 58.6 million pounds, which in turn prevented the release of 25,342 metric tons of carbon equivalent (MTCE). In real world terms, this reduction in greenhouse gases is equivalent to eliminating the impact caused in a year by 15,439 passenger cars; the electricity use of 11,165 homes; or the burning of 440 railcars worth of coal.

The College at Florham recycled a total of 22,430 pounds of bottles, cans and mixed paper out of which a total of 16,900 pounds of bottles, cans and mixed paper were collected from all the Residence Halls on campus and the remaining 5,330 pounds of bottles, cans and mixed paper were collected from all the academic buildings. (See Figures 24 and 25 on pages 46 and 47). (RecycleMania Logo and Weekly Graph and RecycleMania flyer)

The Metropolitan Campus Residence halls recycled a total of 7,185 pounds of bottles, cans and mixed paper.

Green Day—The second annual Green Day, co-sponsored by ISE and celebrated on April 14th, 2008, 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 2008 highlighted the College at Florham’s sustainability initiatives and featured Green Club activities. (See Figures 26 and 27 on pages 48 and 49). (Green Day Flyer and Green Day Schedule)
**Goodwill Clothing Donation Bin** — A Goodwill Clothing Donation Bin has been placed on 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. A total of 971 bags amounting to 24,275 pounds was collected for the period January to December 2007.

**Project Move-Out** - Initially begun as a pilot project at the end of the spring 2006 semester, “Move-Out Week”, henceforth referred to as “Project Move Out” was initiated to create awareness of sustainability and conservation on campus and to reduce wasteful practices when FDU’s residence halls are vacated at the end of the spring semester each year. Donation boxes are placed in every dorm for students to put their unwanted usable non-perishable food, bottles, cans and household items. This year, under the guidance of Dr. Christine Farias and Dr. Gerard Farias along with seven Move-Out Interns namely Stephanie Nunez, Danielle Odom, Dean Chamberlain, Dana Patterson, Tené Irwin, Christina Pagano and Evona Lee the Green Club organized “2008 Project Move Out”. Unwanted but reusable items were collected in the donation boxes that were placed in designated areas in the various residence halls and later stored in three Portable-on-Demand Storage (PODS) con-
outside Rutherford and Park Avenue Residence Halls. The donations collected were distributed to various local charities such as the Interfaith Food Pantry, The American Red Cross, Goodwill, Market Street Mission and St. Cecilia’s Church. A total of 1000 pounds of clothing and 700 pounds of non perishable food as well as several boxes of shoes and books, appliances (microwaves, refrigerators, and lamps), electronics and other usable miscellaneous items were among the items collected. “Project Move-Out” (May 15-18, 2008) has become an annual event on the College of Florham Campus in Madison and promotes a different way of thinking as FDU students send this message across campus – “Reduce, Reuse and Recycle”, “FDU go green and help keep our planet clean.”

Christine Farias, ISE Principal, will receive an award from the Morris County Municipal Utilities Authority for her efforts to bring recycling to the Florham Campus of FDU. Christine was nominated for the award by Dana Paterson (President of the Green Club from 2005 to 2007.) She will receive her award at the 21st Annual Morris County Recycling Awards Dinner on November 7, 2008. For more information please visit http://www.mcmua.com/index.htm and click on the Awards Program on the left. Invitation to the awards dinner can be found at http://www.mcmua.com/RAD2008_Invitation_RSVP.pdf.
BREAKFAST SEMINAR SERIES
2007-08

Sept. 21  The Ombuds’ Role: Helping Create an Ethical and Transparent Culture for Sustainability

Randy Williams, Managing Director, Redmond, Williams and Assoc., LLC
Nicholas Diehl, Associate Ombuds, Princeton University
Janis Schonauer, Corporate Ombudsman, AllianceBernstein, LP;
President, International Ombudsman Association

This presentation demonstrated how ombuds programs help enterprises create sustainable cultures by protecting reputation and assets, complying with laws and regulations, ensuring ethical work environments and driving systemic change. Several case studies illustrating ombuds as global listening posts, providers of early warnings and agents of change were also discussed.

Oct. 19  World, Inc.—Why going Global will collide with going Green Each Day of this New Century

Bruce Piasecki, President and Founder of the American Hazard Control Group; Author, “World Inc.”

Noted author Bruce Piasecki challenged the attendees to develop leaders we can trust. He spoke on globalization, money markets and the new value of the firm and gave specific examples at Hewlett Packard and Toyota.
Nov. 16  

**Ethics and Competent Governance in New Jersey: A Frank Assessment by Business Leaders**

Barrie Peterson, FDU; Principal Investigator for Rutgers Ethics Initiative Report on State Government

Raymond L. Bramucci, Director, Prudential Business Ethics Center, Rutgers Newark Business School

This presentation centered on ethics reform based on interviews with 50 state leaders, Eagleton polling, focus groups of citizen advocacies and input from twelve Fellows.

Dec. 14  

**What are the Cream of the Crop Leader Qualities which Nurture the Sustainable Enterprise?**

Bob Danzig, former nationwide CEO of Hearst Newspapers

“In observing the attributes of those who are the destiny architects – the future framers of our 230 businesses, we discovered the same attributes in those who live and perform in the ‘cream of the crop.’”

Mr. Danzig elaborated on the following ideas: Excellence is invited, personal conduct choice creates legend, century-plus organizations do more than last and talents create the luster of impact and noble purpose.
Jan 18, ’08  The Journey to Sustainability in the Hospitality Industry

Ellen Sinclair, Vice President, Benchmark Hospitality
Janice Maffei, Partner, VisionFirst

In this interactive session, Ellen Sinclair shared the ongoing journey for Benchmark Hospitality, a premier provider of resort and conference center services. She highlighted the practices at their state certified sustainable properties in Virginia and California and explored their “farm to table” program. She and Janice Maffei engaged the audience in a conversation designed to gather rapid input and problem solve the journey to sustainability.

Feb. 15  Conflict Management as a Core Competency for Leaders

Howard Guttman, Principal, Guttman Development Strategies, Inc. (GDS)

The emphasis of this presentation was on the impact of 21st-century matrix organizations on business relationships, required skill sets for executives, methods for dealing with business conflict, and the key connection between conflict management and high-performance teams.
March 28

**Edgewalkers: People and Organizations that Take Risks, Build Bridges, and Break New Ground**

Judi Neal, Ph.D., President and CEO, *Association for Spirit at Work*

Founder and Executive Director of The *Association for Spirit at Work*, a non-profit association of people and organizations interested in the study and practice of spirituality in the workplace, Dr. Neal defined an “Edgewalker” and its need today, how to develop “Edge” qualities and the compatibility of “Edgewalkers” and the Sustainable Enterprise.

April 18

**Organizational Bystanders: Why do well-intentioned people often fail to act in the face of uncertainty and risk? A tragedy at NASA provides answers**

Marc Gerstein, President of MGA
Robert Shaw, Managing Principal, *Princeton MCG*

This interesting seminar provided examples of those who failed to act in the face of adversity and the consequences of bystander behavior. The presenters also described common bystander rationalizations, distortions and self-serving behavior; psychological, social and cultural factors that promote bystander behavior and systematic approaches to better managing organizational risks.
May 16  
**Partnering with Stakeholders for Competitive Advantage: Case Studies and their Impact on the Corporate P&L**

**Bryan Thomlison, Founder & President, Our Community Works, Inc.**

Mr. Thomlison’s presentation centered on engaging stakeholders in researching, innovating, branding and selling; identifying 16 stakeholder segments, measuring impacts on the P&L and progressing toward sustainability. He spoke from his experience of using his partnering model to create dozens of marketing campaigns that injected growth into mature brands, declining brands and new businesses.

June 20  
**Creating a Sustainable Brand Strategy and Communications**

**Cheryl Heller, CEO, Heller Communication Design**

Speaking from her extensive branding, advertising and design experience, Ms. Heller discussed why brands are no longer the purview of the marketing department, the real cost of greenwashing, taking a systemic approach to branding, and what we can learn about communications from nature.
SUSTAINABLE BUSINESS ROUNDTABLE SERIES  
2007-08

Focus on the  
Triple Bottom Line: People, Planet, and Profit

The Sustainable Business Roundtable Series was a networking opportunity that:

- Linked with and mentored companies who are committed to sustainability
- Applied adult learning principles and approaches
- Sponsored opportunities available
- Considered initial one-year commitment
- Sought out open-minded, creative energy to fuel the journey to sustainability

Its purpose was to co-create and implement a Community of Practice in leadership development for building sustainable enterprises, dialogues in managing and living sustainably to improve women-owned businesses and their communities and measures of success. The Roundtable series also explored how each organization can support the other's goals and mission.

Meeting dates were:

- July 11
- August 13
- September 17
The Sustainable Business Incubator was initially conceived as a "virtual incubator" i.e., offering the services provided by traditional business incubators other than lab or office space. It may include access to conference facilities, research facilities, and administrative support services. It was created:

- for new ventures addressing issues of **Sustainability**
- for Strategic Planning and Resourceful Collaboration and
- for the commitment to the “**Triple Bottom Line**” - People, Profits and Planet

**Services offered include:**
- Access to university/college resources including research collaboration opportunities, student interns, MBA student support teams, etc.
- Business planning & milestone tracking
- Product, marketing & manufacturing strategy support
- Prototyping, software and web development
- Strategic partnerships, licensing opportunities, and client development
- Legal advice on governance, IP, licensing, corporate law, deal structuring
- Finance and accounting support
- Government agency navigation & grant support
- Entrepreneurs-in-Residence
- Networking opportunities with angel investors, venture capitalists, and other emerging businesses
- Linking large corporations and Incubator participants around sustainable business practices
- Sponsorship of competitions for business plans, specifically focused on social, economic, and ecological sustainability
- Mentoring and learning opportunities from FDU-ISE with access to university/college resources, including collaborative research opportunities, student interns, MBA student support teams, etc.
- Seed funds for milestone projects
INAUGURAL MEETING OF
THE SUSTAINABLE BUSINESS INCUBATOR
July 18, 2007

The initial meeting of the Sustainable Business Incubator sought to attract:

**Technology Businesses:**
- Alternative energy companies dealing with solar, wind, hydro, biomass, geothermal, co-generation, etc. and related technologies, including batteries and fuel cells
- Conservation-oriented companies
- Alternative fuels companies
- Recycling and reuse businesses
- Waste Treatment, wastewater treatment, etc.
- Carbon sequestration and reuse
- Measurement and metrics related to sustainability
- Hydroponics, greenhouses, and urban agriculture
- Other environmental initiatives
- Nanotechnologies that relate to sustainability
- Green manufacturing companies
- Green building companies

**Non-Technology Businesses:**
- Financial and market mechanisms related to sustainability
- Technology transfer processes
- Consulting and service companies supporting sustainability initiatives
- Educational initiatives
- Nonprofits

This Inaugural meeting was followed up on August 24th with the a meeting of the **Sustainable Business Network** (see following page)
MEETING OF THE SUSTAINABLE BUSINESS NETWORK

The Sustainable Business Network, featuring a mini-seminar on sustainable business and opportunities to network with Morris and Somerset County businesses, met on Friday, August 24th, 2007 at FDU.

Members of the Somerset Hills Business Network and the Gateway Regional Chamber of Commerce attended using this forum as their regular monthly networking meeting.

The meeting addressed some of the potential benefits of adopting the “Triple Bottom Line” (people, planet, profits) approach including:

- Opportunities to open new markets
- The development of new products and services
- The development of new cost saving approaches to operations
- Ability to access special funding
- The development of innovative practices
- Reduced overhead
- Increased competitive advantage
- Reduced liability and risk

(See Figure 15, page 37)
WEBCASTS:

· September 11, 2007 - AMA Webcast, “Sustainability: An Evolving Business Paradigm” (Jeana Wirtenberg, Director, External Relations and Service, ISE, was co-presenter) is a groundbreaking, free report on the current state of sustainability practices and approaches by major corporations worldwide. The report, “Creating a Sustainable Future: A Global Study of Current Trends 2007-2017,” and a live Webcast entitled “Sustainability: An Evolving Business Paradigm” introduced the findings of the global 2007 AMA/HRI Sustainability Survey. The report and Webcast were sponsored by the American Management Association (AMA) and conducted by the Human Resource Institute (HRI) in collaboration with ISE.

· February 6, 2008 – AMA Webcast, “Green Leadership – Creating Business Value.” Presenters were Jeana Wirtenberg, Director, External Relations and Service, ISE, and Andrew Winston, founder of Winston Eco-Strategies. This Webcast explored how smart companies are using environmental strategies to innovate, create value and build competitive advantage.

· March 12, 2008 - AMA Webcast, “Business at the Crossroads: Aligning Commerce, Earth and Humanity- Implications of Sustainability on Business Strategy”. Presenters were Jeana Wirtenberg, Director, External Relations and Service, ISE, and Stuart Hart, Samuel C. Johnson Chair in Sustainable Global Enterprise and Professor of Management, Cornell’s Johnson Graduate School of Mgm’t. This Webcast explored how the economy can grow, businesses can profit, and new jobs can be created as society transitions to sustainable production, consumption and energy use.


The Institute for Sustainable Enterprise (ISE) in the Silberman College of Business at Fairleigh Dickinson University, has just made available a groundbreaking, free report on the current state of sustainability practices and approaches by major corporations worldwide. The report, “Creating a Sustainable Future: A Global Study of Current Trends 2007-2017,” and a live Webcast entitled “Sustainability: An Evolving Business Paradigm” introduce the findings of the global 2007 AMA/HRI Sustainability Survey. The report and Webcast were sponsored by the American Management Association (AMA) and conducted by the Human Resource Institute (HRI) in collaboration with the Institute for Sustainable Enterprise (ISE) at Fairleigh Dickinson University. The survey and Webcast, together with a supporting slide presentation, were available online. (See Fig. 23, page 46)

“Creating a Sustainable Future” was born when the AMA commissioned the HRI to survey 1,365 employees and managers across the globe about sustainable business practices and approaches. The resulting 2007 AMA/HRI Sustainability Survey became the basis for “Creating a Sustainable Future,” which presents the survey in its entirety and reviews its
findings in depth. This report examines the history of the sustainability paradigm, the factors that are making the paradigm more compelling, the degree to which organizations value and engage in sustainability-related practices, and the future outlook for sustainability.

A quick review of some of the report’s main findings:
- Respondents personally care more about sustainability issues than they think their organizations do, especially when it comes to social and environmental issues.
- Sustainability-related initiatives are not yet deeply ingrained in most organizations.
- Organizations that use sustainability strategies are more likely to be high performers in the market place.
- Reducing or managing the risks of climate change is not highly rated as a driver of key business issues, either today or in 10 years.

The last chapter, “The Future of Sustainability,” pp. 43-49, concludes with three possible scenarios: The first two scenarios end up lose-lose-lose (for individuals, businesses and the world).

- Only one scenario — the third — is win-win-win (for individuals, businesses, countries and the world as a whole):
- Scenario One: Things Fall Apart
- Scenario Two: Muddling Toward Sustainability?
- Scenario Three: A Global Sustainability Culture
ISE/CHRMS RESEARCH AND PUBLICATIONS
2007-08


- Harris, D. and Twomey, D. F., The Enterprise Perspective: A New Mind-set for Competitiveness and Sustainability, Accepted for Publication in Competitiveness Review.


**Ongoing Research**


SPECIAL EVENTS
2007-08

March 13, 2008  Demystifying Carbon Markets

The Institute for Sustainable Enterprise sponsored this special breakfast presentation featuring visiting Professor Lawrence Pratt of INCAE University which explained why carbon markets exist, who the suppliers are, buyers and intermediaries, and future trends in this business.

The following issues were addressed: the business logic of offsetting emissions, the mechanics of offsetting emissions, certified emissions reductions (CERs) versus voluntary emissions reductions (VERs), markets and prices for different “types” or sources of carbon, and examples of company carbon strategies.

(See Figure 11, page 33)

May 2, 2008  Green Ventures Symposium and Expo

Over 200 exhibitors, sponsors, presenters and registrants participated in “Growing the Next Generation of Green Ventures” Sustainable Entrepreneurship Symposium and Expo, an NCIIA Invention to Venture Workshop, which was held in Lenfell Hall, the Great Hallway and Hartman Lounge in FDU’s Mansion on Friday, May 2, 2008 from 8 a.m. to 4 p.m. In association with the New Jersey Institute of Technology, the symposium and expo was also subsidized by 14 other sponsors including Whole Foods and PSE&G.

The highly interactive and successful expo/symposium was followed by a networking reception from 4 until 6 p.m. in Hartman Lounge.

(See Figure 16, page 38)
Sept. 9—2007

ISE/CHRMS Annual Picnic—The 2007 picnic celebrated Sustainability. In keeping with the theme of our Institute, green tablecloths with green balloons decorated the tables circling the Italian Gardens and recyclable table-wear was used. The menu consisted of free-range chicken, organic grilled vegetables, veggie burgers and multi-grain breads.

After a brief introduction and welcome by Dr. Gerard Farias, special recognition was given to Dr. Scott Behson who was given a plaque recognizing his just-completed service as Chair of the Management Department. Also honored was Bill Russell of SKN Worldwide USA and ISE Research Fellow who was given a Certificate of Appreciation for his hard work and dedication to ISE, his commitment to Sustainability and his enthusiastic support of The Institute for Sustainable Enterprise.

Drs. Joan Slepian and Scott Behson

Dr. Gwen Jones with son, Cameron
Summary

The SPARC Workshop (9th annual preconference development workshop) was held at the Academy of Management meetings in Philadelphia from August 3-5, 2007 from 8am-5pm.

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 2007 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,
Academy of Management   pg. 2

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, addressing larger-scale global issues of institutional change, and improving 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/ise; click “AOM SPARC”.

2007 SPARC—Philadelphia, PA

The Friday Workshop: 3-6pm, Loews Congress B
As a warm-up event for the Saturday session, our Friday workshop contained exercises for participants to learn more about action research. We presented a learning session for "beginners" and "advanced" action researchers.

The Saturday Workshop: 9am-5pm, Loews Ballroom B
This was a day-long experiential action-learning session. In this roundtable format (as in the past) we hosted real time work on actual projects using action-research processes (with pauses for cross-project dialogue and reflective discussions). Participants were invited to propose their own project or join one of those being sponsored by others.

Project Descriptions

Using AR to increase public involvement in the Wisconsin Community Progress Initiative
Judy Millesen, Ohio University (millesen@ohio.edu)

The Community Progress Initiative, a joint partnership between the Community Foundation of Greater South Wood County and the Heart of Wisconsin Business and Economic Alliance, was established in 2004 to promote responsible, collabora-
tive, and visionary citizenship in ways that were expected to transform community culture and invigorate economic development. The Community Progress Initiative provided a structure that was to support broad-based inclusive community involvement, entrepreneurial opportunities, and vigorous business growth, while nurturing a spirit of individual philanthropic giving in support of the common good.

The collaborating organizations charged with the primary responsibility for implementing the Community Progress Initiative are now interested in examining how action research might be used to involve citizens in the evaluation process so that more can be learned about what has been working well and what might need to be changed.

**Moss Landing Public-Private Partnership for a Sustainable Fishery**

Dr. Roxanne Zolin, Graduate School of Business and Public Policy, Naval Postgraduate School (rvzolin@nps.edu), Dr. Fredric Kropp, Monterey Institute of International Studies

Moss Landing Marine Laboratories (MLML) has the opportunity to purchase property in Moss Landing occupied by a wet fish offloader. MLML sees an opportunity to partner with the local fishing industry, to create a sustainable fishery that could save local jobs and promote a partnership that would benefit research, education and fishing interests. MLML would like to develop the property into a multiuse marine operations facility, serving research and education co-located with a sustainable fish offloading facilities. MLML needs a business plan to develop the business concept and test the feasibility of the project. MLML asked Dr. Roxanne Zolin to provide a proposal to develop a business plan for the new sustainable fishery facility and facilitate the Public-Private Partnership dialogue with the local fishing industry.

A Public-Private Partnership (PPP) is “loosely defined as cooperative institutional arrangements between public and private sector actors” (Hodge and Greve, 2005, p. 1).

PPPs have been conceptualized as a new form of governance structure, development strategy or contracting system. In this project we will investigate the opportunity to use PPP as a new business form, possibly combining traditional legal business forms to create the legal entity. The purpose of business planning is twofold; planning and feasibility analysis. The planning process allows stakeholders to identify and resolve potential problems as they work through the process of defining in detail the features of the business concept. The second goal is to determine the overall feasibility of the business concept thus developed. To achieve these goals we propose to work through these processes:

Drs. Zolin and Kropp will recruit near-to-graduation business students from MIIS to conduct the business plan and from NPS to develop the PPP Corporate form...
strategy. The students will operate under the professors’ guidance and supervision. The project deliverable is a Business Plan including the sections mentioned above and reviewed by the Drs. Zolin and Kropp.

The MLML Sustainable Fishery has the potential to save a local industry and pioneer a new form of public-private partnership. The goal is sustainability of a natural resource subject to economic exploitation without direct government legislation or with a public-private partnership. In other words, we want to find industry level solutions to the "tragedy of the commons".

- Does anyone know if examples of successful sustainability of a natural resource, possibly in other industries such as timber?
- Does anyone have any favorite references to relevant theoretical articles?
- Does anyone have any theories about how sustainability of an economic natural resource could work?

Towards a Culture of Sustainability: Fordham University’s “Color Us Green” Initiative, Part Two
Jim Stoner (stoner@fordham.edu) and John Hollwitz, Frank Werner, Fordham U.

The Color Us Green project seeks to build a significant commitment to sustainability at our University in terms both of campus practices (in environmental efficiency, facilities design, recycling, etc.) and of curricular commitment. [i] At the 2006 Academy, the SPARC workshop helped us to shape the first year of project activities. We intend to move forward. The purpose of our proposal for the 2007 workshop was twofold:
1. To assist us in further understanding what energies, expertise, and directions have emerged from our experiences with the project following SPARC 2006;
2. On this basis, to identify which of many possibilities for the second year of our efforts make the most sense for ongoing development.

Building a Northern New Jersey Community of Educators for Sustainability
Jamie Cloud (jaimie@sustainabilityed.org), Sustainability Education Inc., Gerard Farias, FDU ISE (gfarias@fdu.edu)

The project seeks to develop a community of educators in the area who will search for ways to consistently and holistically infuse sustainability into the curriculum in a way that enriches the life of students at all levels—from kindergarten to higher education. To enable such an infusion to develop it is important for educators at different levels to talk to each other and exchange ideas, innovations and best practices and and expectations of each other. The community is intended to focus on initiating the
infusion of sustainability into the curriculum at all levels and then develop ways to exchange experiences to continuously improve the experiences of the community of students it serves.

We are a cross section of educators who wish to develop this community;
- A Sustainability Curriculum consultant
- Educators from the elementary and high school levels
- Faculty from the college level representing the school of education and the school of business.

With time, the hope is that the community will expand with representation from all disciplines and from all levels of education.
Specifically we hope to address the following issues:
- Who are the key stakeholders in a project of this kind and how do we engage them in a dialogue on sustainability and its relationship to education?
- How do we address the structural issues involved (particularly in the context of a large number of established institutions and practices—school districts, state requirements, standardized testing, colleges and universities)?
- How do we facilitate the development of collaborative and learning relationships among educators within and between levels of education?

Launching the Wal-Mart Foundation Applied Sustainability Center at the University of Arkansas
Johnathan Johnson, U. of Arkansas (johnjohn@walton.uark.edu)

SPARC 10th Anniversary Celebration Reception, 6-8pm, Loews Ballroom B
[In honor of AR community co-founder, the late Rupe Chisolm. Sponsored by FDU Institute for Sustainable Enterprise, Fordham U. Business Schools, and Waterford Institute of Technology]

The Sunday Workshop: 8-10am, Loews Congress B
As a follow-up to the Saturday event, we hosted a two-hour seminar to jump-start professional writing about these experiences for a variety of professional venues.
In recent years, there has been a growth in action research journal outlets and need for case studies for training purposes. A core group proposed to write an analysis of the practitioner series itself as a critical form of professional learning.

[i] We understand “greening” and “sustainability” to represent not just a commitment to environmental sustainability, but more broadly to represent work towards a truly sustainable and just world for all in economic, political, social, and cultural terms - a world that works for everyone, with no one left out.

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CURRICULUM-RELATED EFFORTS
Undergraduate Level

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

Costa Rica Course - In January 2008, Dan Twomey and Rose Twomey, along with FDU Professor Christine Farias, took sixteen 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 2009 is already enrolled and will be starting the pre-trip class during the fall 2008 semester.

The course includes a two-week trip to Costa Rica. 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.

To the extent possible, concepts taught in class are experienced in Costa Rica. For example, while in Costa Rica, the students do an educational field trip to EARTH 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.
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued) 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 indigenous people to understand their economy and lifestyle, and guided hikes into the rainforest. 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. Whole Foods, in addition to buying EARTH’s bananas, is a partner with EARTH in new product development.

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

Students’ comments about the course included the following:

1. INCAE LECTURE BY LAWRENCE PRATT. “Professor Pratt asked, “When you have children, what would you want them to have?” People started out stating the basics: happiness, money, education. Then he asked about clean water, food and green land. Professor Pratt stated that it is up to my generation to fix the problems that we humans have created over time. It is up to us to make sure that future generations can have the things we take for granted now.”

“As a result of hearing Professor Pratt speak, I started to realize that learning is fun and that I wanted to take out everything I could from this trip.”

2. REFLECTIONS. “The more reflections that we had, the more ‘together’ I think
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued)

we felt. With each reflection came more insight and new ideas on what the day meant to everyone. I have been and still am a quiet person, but this trip has definitely helped me to open up and become more outgoing. I would have to say that this trip was a life-changing and enlightening experience for me.”

“Reflections were never an easy part of the day – especially in the beginning. The readings from the book, “If Life is a Game, These are the Rules” hit a lot of nerves (in a good way). Every reading hit home in some way. I learned that sometimes in life you just have to let go of certain things. Whether it be a nasty breakup, a fight with your parents or a disagreement with a friend, there comes a time I can no longer let my hurt linger in the past, and that there comes a time when everyone just needs to look ahead and move forward. You can’t always be right in every situation, and sometimes forgiveness and acceptance is the only way to fully enjoy and get the best out of life.”

3. INBIO PARK. “At INBIO Park we learned about the importance of the environment and how fragile it actually is. The tour guides talked about how biodiverse Costa Rica is, and gave examples of how Costa Rica takes large steps to protect this environment. Costa Rica has preserved a higher percentage of its territory as natural reserve than any other country in the world.”

4. UNIVERSITY for PEACE. “The lecture presented at the University for Peace was excellent and really explained the whole concept of corporate social responsibility. I believe that since many corporations have influence on what people buy, the companies can become more socially and environmentally aware, and they should be able to spread the word and influence their customers to do the same.”

“Our visit to the UN’s University for Peace was interesting. It taught all about the issues of sustainability. The best part of the visit was the university itself. I was in awe that organizations and people have given themselves to such a noble pursuit.”

5. PACUARE RIVER. “One of my favorite parts of the entire trip occurred on the second day. White-water rafting down the Pacuare River was not only exhilarating but educational too. Serving as a great trust-building exercise, I was placed into a raft with 5 other peers, many of whom I met for the first time 24 hours earlier. We soon learned of the current controversial debate over using the river as a source of hydropower or keeping the river as a well-developed sustainable tourism business. Both sides have benefits, and the locals seem to be split. If the river was used for hydropower, it would help distribute electricity to a large percent of Costa Rica. At the same time, this would require the construction of many large dams along the river, breaking up the appealing rapids. It becomes a debate between the economy and the environment, and so far the economy has been winning.”
CURRICULUM-RELATED EFFORTS

Undergraduate Level

Costa Rica course (continued)

6. DOKA COFFEE. “On our trip to the Doka Coffee Plantation, we were educated about what the general public is doing to reduce the impact that large plantations and farms such as these have on the environment. The name of the organization that watches member farms to make sure they are abiding by the rules is the Rainforest Alliance. This organization offers a competitive edge in Europe over non-members, because Europeans are generally more environmentally conscious.”

“At the Doka Coffee Plantation we were able to see the coffee industry from seed to final product. I volunteered to wear a traditional basket and go out and collect coffee beans. This experience made me feel especially connected to the timelessness of the valley and the individuals who partook in the country’s original means of income, that of the coffee industry.”

7. MANZANILLO. “The town of Manzanillo was truly enchanting. A sense of friendship, welcome, relaxation, and comfort filled the air. From the majestic beaches to the warm familiarity of Maxi’s, the local restaurant and hangout, the town was a quaint Caribbean paradise.”

“I learned a lot from Dan, the owner of Congo Bongo in Manzanillo. Dan explained in a personal interview about his tactics using sustainability to build his jungle houses and create his business. He discussed how he did not cut down a single tree to build his houses, his use of deadwood to build tables in his restaurant, and how he hired locals from Manzanillo to help him build rather than hiring lots of outside help. Dan is a prime example of how simple and practical sustainable tourism can be.”

8. NATURE GUIDES. “The same tour guides who took us on our hikes were gracious enough to take time out to meet with us students. We found out that they not only do guided tours of the rainforest, but also dolphin watching, canopy tours, and more.”

9. RAINFOREST HIKE. “The majority of my transformation happened when we stayed in Manzanillo. Hiking through the rainforest was much more informative and interesting than I had anticipated. Less than a mile away from Manzanillo was an uninhabited rainforest with areas too thick to walk through, slopes too muddy to walk up, and the home to dangerous animals such as venomous snakes, or the dreaded bullet ants whose bite apparently hurts more than giving birth.”

“I learned so much about the culture, medicinal purposes of plants, and different species of animals that live in the area. Six percent of the world’s biodiversity resides in the Rainforest in Costa Rica! This was shocking in two ways. (1) That there is a huge collection of species for such a small area, and (2) This small area is slowly disappearing due to deforestation, unsustainable farming, etc. that is destroying that biodiversity. It is very important
10. EARTH UNIVERSITY. “Of all the tours, I think my favorite was the EARTH University tour. It was truly remarkable to me how self-sustained this place was. Every plant, every animal, every piece of technology was multipurpose. For the waste water from the farm they have lakes, in the lakes they grow plants, they feed the plants to the pigs and eat the pigs. It seems as though this place did not waste a single thing.”

“We then visited EARTH University where we were able to visit the banana plantation that exports to Whole Foods markets in our area. The University developed a high quality, low impact and socially responsible banana farm, which has become a model for the banana industry worldwide.”

11. BANANA WORKERS/EARTH. “At Earth University we were able to hear a former banana worker speak of his experiences and his problems with the pesticides. It was touching to hear the story from the man himself rather than reading about the issue in a textbook. The worker’s grandson would run back and forth through the room and every time he entered, you saw the man’s face just light up. To think that if the pesticides had affected him earlier, he would not be able to have a grandson to share those moments with, really hit home for me and made the story that much more compelling.”

“Another major impact of the trip was all of the amazing information that Emily Yozell had to provide. We were able to see first-hand the effects the chemicals have on workers and people living in nearby communities. Emily then told us of how she was successful in shutting one of these plants down. Her actions and hard work reminded me of the Erin Brokovich story. She was truly inspiring and the things she showed us and taught us will be in my mind for a long time.”

12. BEACH CLEANUP. “One of the most memorable parts of the trip was cleaning the beaches of Manzanillo. While digging through the sand and picking up cigarette butts and empty plastic cups, a man walked out of his house and thanked each and every person in our group. His smile went from ear to ear, and he offered all of us food, soda, and even a shower. I knew that cleaning up the beach was a good deed, but the man’s open appreciation of what we were doing made me happy to do it.”

13. SUSTAINABLE TOURISM/ECO–TOURISM. “I have been traveling to different countries ever since I was old enough to speak. I’ve been to a couple of different tropical places in the Caribbean, but none of them has ever offered me the experience that Costa Rica has. Costa Rica is supposedly the epitome of a country that hosts ecotourism. Eco-tourism is more than just touring places that preserve the environment. It also promotes local businesses and gives money to local communities, rather than large, already wealthy corporations. I never thought that I would prefer a vacation other than relaxing on a beach
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued)
with a tropical beverage in my hand, but the feeling of helping a small community and the genuine appreciation the locals give back is so rewarding that it is worth giving up certain luxuries for.”

14. CO-OPS & FARMERS’ ASSOCIATIONS “We went to the farmers association (APPTA), the Association of Small Producers of Talamanca which is a cocoa cooperative. The co-op remains committed to protecting its surrounding environment through sustainable farming practices. They implement new and traditional organic production techniques and plant shade trees that not only protect the land, but also provide nutrition, medicines, and building materials for their homes. We were able to tour a co-op to learn and observe how things are done on a family owned farm. The owner cut some cocoa off a tree and that was the first time I have ever tried cocoa. The owner’s wife was nice enough to cut some heart of palm right off the tree for us to taste.”

15. OVERALL EXPERIENCE OF TRIP. “Frank Lloyd Wright said ‘study nature, stay close to nature…it will never fail you.’ After reading that quote, I think of my trip to Costa Rica. I have truly never seen anything so beautiful and so natural before traveling to Costa Rica. Everything from the rainforests to the beaches to the people just absolutely amazed me. I have never been in such a warm, friendly, welcoming environment before. It really is hard to describe my experience with only words, so I’ve been letting my pictures do the talking. My experience would never have been the same if it weren’t for the wonderful people I was traveling with. Each person, in their own way, contributed to my education on this trip and I will be forever grateful.”

16. IMPACT OF TRIP. “Today was our last full day in Costa Rica, and what better way to end it than to visit a butterfly farm. Christine Farias put it best when she compared our spiritual and personal growth here to the metamorphosis that butterflies undergo.”

“Overall, this trip was the most incredible experience of my entire life. Two weeks in a foreign country made me change in ways I never believed I could.”

“Not until after coming home did I realize the changes that happened to me. I no longer leave my computer on at night, nor do I crank the heat up in the house until I am comfortable. I find myself leaving a much smaller theoretical footprint behind me on the environment. I also appreciate what I have much more than I did before and I find myself needing much less that I did before to be happy.”

“I have learned that even smaller companies can make changes that lead to big improvements to our surroundings. For example, in my father’s business, bottles, cardboard, and newspapers were never recycled, and computers and light fixtures were left on all hours of the night. Immediately after my return, I suggested that he begin recycling, and be more cautious about electricity usage. Initially my demands went unheard, and father balked at the idea of not only getting two more dumpsters to recycle things, but paying for the privilege as well. I was able to persuade him to make the proposed changes. Now, everything at the family business is recycled, energy saving compact fluorescent bulbs were installed in most light fixtures, and all the computers are turned off in the evening.”
CURRICULUM-RELATED EFFORTS
Undergraduate Level (cont.)

Costa Rica course (continued)

“When our plane touched down in the United States, I became more aware of my environmental footprint and decided to cut back on wastefulness. I try to take shorter showers, use public transportation more frequently, shut off lights when leaving the room and go out of my way to recycle. I have tried to share this knowledge with friends and family. Additionally this trip has taught me to appreciate the things I have, and realize how little I need to be truly happy.”

“I feel as though I have learned more on this trip than I have in all of my classes combined. Being able to go out and experience something like this first-hand is really an awesome opportunity. The lessons I have learned are priceless. When trying to explain to people why they should make attempts at changing their ways and their thoughts on practices as simple as recycling, they don’t understand why I have become so passionate. It is not until one goes out and lives what we did on this trip that one will be able to appreciate what we have and learn to conserve it.”

17. EDUCATIONAL FEATURES. “Speaking of education, there was an ‘information overload’ on this trip and I mean that in the best way possible. Each day, there were more facts and lectures presented to us and it became increasingly difficult to absorb all of this due to the distractions (also known as nature) around us. The many knowledgeable people that we encountered on our journey, whether it was Emily or Joaquin, helped make our trip more enjoyable along the way.”

Business Organization Course—MGMT 4303
fall 2007—spring 2008 (classes on both campuses)

Under the tutelage of Dr. Gerard Farias, the fall 2007 Business Organization Class at the College at Florham designed and implemented a Service Learning Project. This Action Learning Project was set up to enable students to learn about designing and managing an organization in a real-life setting. The class chose to raise funds for Operation Smile, a not-for-profit, volunteer medical services organization that provides reconstructive facial surgery to indigent children and young adults. The spring 2008 class raised funds for Africa Surgery Inc.

At the Teaneck/Hackensack campus, Prof. Kent Fairfield’s fall 2007 MGMT 4303 class planned and executed a rally for the benefit of victims of genocide in Darfur. They arranged for speakers and exhibits about the tragedy to inform students, faculty, and staff about the tragedy. They also solicited donations and collaborated with other campus organizations to raise over $3,000 for the cause.
During the spring 2008 semester, Dr. Fairfield’s class chose to conduct a clean-up of the Hackensack River. The clean-up occurred on Earth Day, April 22\textsuperscript{nd}, attracting members of the campus community as well as neighbors, who responded to on-line and newspaper publicity and raised $3,000 for the benefit of the Hackensack Riverkeeper, the nonprofit organization that provided the canoes and cleanup supplies.

The students in both classes designed an organization, elected leaders and developed a fundraising strategy that was then implemented. They monitored their performance regularly and constantly searched for ways to meet a rather ambitious goal.

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.