Academic Year
2007-2008

Institute for Sustainable Enterprise

Annual Report
Academic Year
2007-2008
Institute for Sustainable Enterprise

Center for Human Resource Management Studies

SILBERMAN COLLEGE OF BUSINESS UNIVERSITY

ISE/CHRMS
ISE/CHRMS Annual Report 2007-08

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FROM ISE’s EXECUTIVE DIRECTOR

November 5, 2008

Dear ISE/CHRMS Partners and Community Members:

Greetings! We at ISE have the great fortune to work with some of the most committed and dedicated people you could find. This report is an acknowledgment of all these people and presents to you the fruit of their labor, often achieved with great sacrifice.

It is hard to escape the notion of “green” these days. We must acknowledge the creativity and innovation that the green movement has generated. “Green” products and services abound and the awareness is also increasing. Many have seen the opportunity in going green and have responded to the call. There is even talk of a green economy. These developments are laudable. However, we need to make sure the socio-economic aspects of sustainability are not just an afterthought.

There are a large number of people who are doing amazing work. A simple Google search with key words “social entrepreneurship” (for instance) will unearth a wealth of information about a large number of people who have dedicated their lives to working quietly to create a better future for all of us. Why do these people do it? I suspect they simply care enough! Their stories are both humbling and inspiring. The social entrepreneurship movement has worked to empower people at the local level and improve their quality of life in ingenious ways. Let us learn!

Sustainability as an issue and as a cause is larger, much larger than anyone of us. The solutions in some senses lie all around us. In fact they have existed for a long time and are practiced in many parts of the world. While it is romantic to emphasize creativity, innovation and leadership, it is really the recognition that we do not “know” all the answers and a willingness to listen and learn from others that will enable the mutuality and collaboration that we so urgently need.
During the year, we have continued to receive encouragement and support from the administration at FDU and the Dean, administration, faculty staff and students of the Silberman College of Business (SCB). We thank all our colleagues for their support.

We thank our partners and supporters for their belief in the cause and support of our activities. Our Founding and Corporate members... Alcoa, Automatic Switch, Becton Dickinson, Commonhealth, First Energy, Heller Communication Design, Interface, Johnson and Johnson, Novartis, Ortho Biotech, NJHEPS, Philips, PSEG, Ricoh, Sanofi-Aventis and Wakefern Foods have performed a critical role in keeping us focused on our mission. We cannot thank them enough. Our Advisory Board helps us stay focused on our mission.

ISE is a self-organizing system that is dependent on the initiative and enthusiasm of people to continue its work: Dan Twomey, Rose Twomey, Joel Harmon, Jeana Wirtenberg, Jonathan Cloud, William Moore, Gwen Jones, Joan Slepian, Maura Pniewski, Kent Fairfield, Christine Farias, Bill Russell, Matt Polsky, Julian Gronager and Ai Uramoto who have been generous in their advice and efforts to move us forward. We welcome Brendan Canavan and David Hanna our graduate assistants for this year.

Thank you.
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
“I am very proud of all that the ISE community has accomplished over the past year or so, including delivering many powerful educational seminars, publishing the Sustainable Enterprise Fieldbook, supporting start-up sustainability businesses through our incubator, and getting grants from the Dodge, Alcoa, and First Energy foundations to further sustainability initiatives for Morristown and FDU, and to develop sustainability-education programs for tomorrow’s teachers. It is gratifying to feel as if we are beginning to make a difference. The future opportunities for our expanding network are many and urgent. It is exciting to be on this journey with so many wonderful people.”

- Joel Harmon, Director of Research, ISE

“Leading the initiative to create the Sustainable Business Incubator as part of ISE has opened up a world of opportunities to address today’s major economic and societal issues, and to make a difference in very specific ways. While we are still not fully ”established,” we are increasingly being recognized as one of the groups at the leading-edge of fostering the new green economy. Our spring conference, called ‘Growing the Next Generation of Green Businesses’” was a sell-out success. Building on that success, we’ve ventured out into several new areas - providing input on NJ’s Energy Master Plan, meeting with a wide range of prospective clients and business partners, and presenting conservation ideas for the University itself. I am very pleased to be a part of this, and look forward to laying the foundation for an enduring and sustainable program to support ‘the next generation of green ventures’ and building a world that works for all species and for future generations.”

- Jonathan Cloud, ISE Entrepreneur-in-Residence and Director of the Sustainable Business Incubator

“Working as a project manager for ISE/CHRMS was one of the most valued experiences in my entire school life. Working with those dedicated, passionate and caring people motivated and empowered me tremendously. I learned so much from the faculty and staff members who are making change in the world and truly enjoyed the opportunity to listen to Breakfast Seminar speakers’ presentations which were always enlightening. I can never thank all the ISE members enough for always being warm and supportive.”

- Ai Uramoto, ISE/CHRMS Graduate Assistant, 2007-08
INSTITUTE FOR SUSTAINABLE ENTERPRISE
Center for Human Resource Management Studies

Corporate and Academic Partners

ISE Founding Members
John Cusack  NJ Higher Education Partnership for Sustainability (NJHEPS)
Joyce LaValle  Interface, Inc.
Govi Rao  Lighting Science Group
Everton Scott  FirstEnergy Corporation

ISE/CHRMS FDU
Silberman College of Business
William Moore, Dean

Gerard Farias  Executive Director

Faculty
Christine Farias
Kent Fairfield
Gwen Jones
Joan Slepian
Rose Twomey

Director, External Relations & Services
Jeana Wirtenberg

Director, Research
Joel Harmon

Director, International Partnerships
Dan Twomey

Entrepreneur-in-Residence
Jonathan Cloud

ISE/CHRMS Corporate Partners
Alcoa HOWMET  J&J/Tibotec
Jim Johnson  Brad Neilley

Automatic Switch Co  Novartis
Chris Walsh  Bob Hoffman

Becton Dickinson  PSE&G
Joe Toto  Al Fralinger

Commonhealth  Sanofi-Aventis
Stacey Singer  Veronica Croucher

Heller Design  Wakefern Food Corp.
Cheryl Heller  Suzanne Forbes

ISE/CHRMS Individual Partner
Michael Kahrer—Organon

Research Fellows
Matt Polsky  Bill Russell

Staff
Administrative Assistant
Maura Pniewski

Cheryl Heller  Joe Toto  Bob Hoffman  Brad Neilley  Jonathan Cloud  Jeana Wirtenberg  Bill Russell  Matt Polsky

Gerard Farias  Joel Harmon  Dan Twomey  Gwen Jones  Rose Twomey  Christine Farias  Kent Fairfield  Joan Slepian
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 natural, social, financial and other types of 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 during the 2007-2008 academic year:
ISE/CHRMS Achievements— Academic Year 2007 - 08

PARTNERSHIPS
- ISE/CHRMS Corporate Partners signed on for this year - 10 (Alcoa, Automatic Switch, Becton Dickinson, Commonhealth, Heller Communications Design, Johnson & Johnson/Tibotec, Novartis, PSEG, Sanofi-Aventis, and Wakefern Foods)
- Morristown Partnership for Business
- Breakfast Partners signed on for this year - 6
- Grants (JCP&L/FirstEnergy, Alcoa, IBM, Ocean Video Productions, Dodge Foundation). We’ve also received small grants from several donors to support specific activities like the Sustainable Campus Initiative and the Green Ventures Symposium.

AMERICAN MANAGEMENT ASSOCIATION
- Publication of AMA Report “Creating a Sustainable Future: A Global Study of Current Trends and Possibilities 2007—2017”. Webcast was also presented (two ISE principals were authors; one Management faculty member was contributor, one ISE research fellow was also contributor). (See attachment E, page 63)
- September 11, 2007 - AMA Webcast, “Sustainability: An Evolving Business Paradigm” (ISE Principal was co-presenter)
- February 6, 2008 – AMA Webcast, “Green Leadership – Creating Business Value” (ISE Principal was co-presenter with Andrew Winston, co-author of “Green to Gold”)
- March 12, 2008 - AMA Webcast, “Business at the Crossroads: Aligning Commerce, Earth and Humanity- Implications of Sustainability on Business Strategy” (ISE Principal was co-presenter with Stuart Hart, author of “Capitalism at the Crossroads”)
- American Management Association three-day seminars on “Green Leadership: Implementing Sustainability Strategies,” developed in conjunction with the Institute for Sustainable Enterprise:
  - New York, June 9-11, 2008
  - Chicago, July 14-16, 2008
  - Arlington, Virginia October 8-10, 2008
  - New York, November 12-14, 2008

STUDENT INVOLVEMENT
Green Club/Sustainable Campus:
- Recyclemania, a friendly competition among college and university recycling programs in the United States, provides the campus community with a fun, proactive activity in waste reduction. Over a 10-week period, campuses compete in different contests to see which institution can collect the largest amount of recyclables. (See Attachment A, page 51 and Figures 24 and 25 on pages 46 and 47)
ISE/CHRMS Achievements (cont.)
Academic Year 2007 - 08

- **Move-Out Week** – This student-run effort generated over 1,000 lbs. of clothing, food and electronics that was donated to various charities.  
  (See attachment A, page 52)

- **Green Day** – ISE contributed sponsorship of this annual FDU event.  
  (See figures 26 & 27, pages 48 & 49 and Attachment A, page 51)

- **Graduate Assistantships** – Graduate assistants (one full-time and one part-time) worked for ISE/CHRMS as project managers (breakfast seminar series), and marketing and research assistants. The part-time grad assistant worked with ISE’s Entrepreneur-in-Residence on the Sustainable Business Incubator. They worked jointly on the “Demystifying Carbon Markets” seminar and the Green Ventures Symposium and Expo.  
  (See page 20)

- **Net Impact Meeting** – May 8, ’08– Members of the New Jersey professional chapter of Net Impact were invited to campus to help start a student chapter of Net Impact, a non-profit organization whose mission fosters leaders who use business to improve the world.

**ISE/CHRMS PROGRAMS and SEMINARS**

- July 11 and August 13, 2007 – “Sustainable Business Roundtable Series”, a networking opportunity to link and mentor with companies who are committed to sustainability.  
  (average number of participants—12)  
  (See Figure 12, page 34)

- March 13, 2008 – “Demystifying Carbon Markets” Seminar. This presentation, led by Professor Lawrence Pratt from INCAE University, Costa Rica, explained why these markets exist, who the suppliers are, buyers and intermediaries, and future trends in this business. (56 persons attended)  
  (See Figure 11, pg. 33)

- May 2, 2008 – **Green Ventures Symposium and Expo** – (see under “Sustainable Business Incubator”) (215 persons attended)  
  (See Page 17 and Figure 16, page 38)

**Monthly Breakfast Seminars:**  
(See Attachment B, pages 54-58 for details)


- Oct. 19, 2007 – “World, Inc. Why going Global will Collide with going Green Each day of this New Century” (70 attendees); Speaker: B. Piascki, American Hazard Control Group

- Nov. 16, 2007 – “Ethics and Competent State Governance in New Jersey: A Frank Assessment from Business Leaders” (34 attendees); Speakers: B. Peterson, FDU; R. Bramucci, Rutgers Newark Business School

- Dec. 14, 2007 – “What are the ‘Cream of the Crop’ Leader Qualities which Nurture the Sustainable Enterprise?” (33 attendees); Speaker: B. Danzig, former CEO, Hearst Publications


- Feb. 15, 2008 – “Conflict Management as a Core Competency for Leaders” (62 attendees); Speaker: H. Guttmann, Guttmann Development Strategies

ISE/CHRMS Achievements (cont.)
Academic Year 2007 - 08

BREAKFAST SEMINARS (cont.)

- April 18, 2008 – “Organizational Bystanders: Why do well-intentioned people often fail to act in the face of uncertainty and risk?” (44 attendees); Speakers: M. Gerstein, MGA and R. Shaw, Princeton MCG
- May 16, 2008 – “Partnering with Stakeholders for Competitive Advantage: Case Studies and their Impact on the Corporate P&L” (32 attendees); Speaker: B. Thomlison, Our Community Works
- June 20, 2008 – “Creating a Sustainable Brand Strategy and Communications” (38 attendees); Speaker: Cheryl Heller, Heller Communication Design

SPARC (Sustainable Practice Action Research Community) Workshop at the ACADEMY OF MANAGEMENT (August 2007 – Philadelphia, PA)

The SPARC Workshop (9th annual preconference development workshop) was held at the Academy of Management meetings in Philadelphia in August, 2007.

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. (See attachment H, pages 69-74)

THE SUSTAINABLE ENTERPRISE FIELDBOOK

FDU faculty and ISE associates published “The Sustainable Enterprise Fieldbook: When It All Comes Together” edited by Jeana Wirtenberg, William G. Russell and David Lipsky, Greenleaf Publishing and AMACOM, 2008. Authors and contributors associated with ISE include FDU faculty Dan Twomey, Joel Harmon, Kent Fairfield, and ISE Principals Jeana Wirtenberg and Bill Russell. 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. For more information, visit www.TheSustainableEnterpriseFieldbook.net.
ISE/CHRMS Achievements (cont.)
Academic Year 2007 - 08

POST-GRADUATE PROGRAM IN MANAGING SUSTAINABILITY

ISE has developed the “Post Graduate Program in Managing Sustainability. The course will bring together executives from diverse corporations, consulting firms and small businesses to participate in an intensive, 5-month, post-graduate program that will use participants’ in-company projects to arm them with the knowledge, tools and experience to take sustainability to greater heights in their organizations.

Unique in its highly-interactive program design, this course will leverage the experience of participants as well as the expertise of faculty in state-of-the-art sustainability practice relevant to all critical areas of business, thereby creating a powerful and practical educational experience and ongoing executive networks. Topics to be covered include global issues of sustainability and competitiveness, international business and financial markets, the economy and the environment, responses to emerging markets and new social-commercial alliances — the expanding role of non-profits, NGOs and communities in business. Additional specialized topics comprise environmental science and policy, natural resource conservation, eco-efficiency and renewable energy, operations and supply chain issues, sustainability branding and marketing, sustainability metrics, trade agreements and development, managing across boundaries and project negotiation.

The course will take place at two locations. First, at FDU’s College at Florham, Madison, NJ, convening on Fridays and Saturdays every third week for a total of five weekends. Subsequently, during an eight-day United States experiential learning component, students will attend class at INCAE Business School in Costa Rica, one of the world’s leading international business schools. (See figure 20, page 42)

OTHER CURRICULUM INITIATIVES

• 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 (which some refer to as a “triple bottom line” approach).
OTHER CURRICULUM INITIATIVES (cont.)

- MGM'T 2828 - “Field Study of Business, Culture and Global Sustainability” (Costa Rica class), 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. Students study business issues with an emphasis on the banana and pineapple industries. They utilize FDU-provided reading material, research that they engage in on their own, information obtained by visiting plantations, organic farms, and lectures at FDU and in Costa Rica. (See Attachment I, pages 75-81) (See Figure 21, page 43)

- MGMT 4303 “Service Learning in Management” (College at Florham) has been incorporated into the undergrad business curriculum. During 07-08, students raised money for Operation Smile and Africa Surgery. (See Attachment I, page 81)

- MGMT 4303 “Service Learning in Management” (T/H Campus). Projects included fundraising for the Hackensack River project and Darfur Awareness.

THE SUSTAINABLE BUSINESS INCUBATOR (SBI)
Under the direction of Entrepreneur-in-Residence

Jonathan Cloud

In the past year the Incubator has seen a lot of positive development. After its creation at last July’s constructive incubator conference (See Page 61 and Figure 14, page 36), we have been working hard to establish an incubator that nurtures the development of businesses that affect the triple bottom line. Our greatest success was the official launch of the Incubator on January 30th (See Figure 19, page 41) when we received substantial media publicity resulting in numerous newspaper articles and applications from over a dozen candidate companies. (See Figures 17 and 18, pages 30 and 40)

Our first client, HydroCoil Power Inc., signed with us at that January launching ceremony. News of their innovative small hydro turbine has created a strong interest from strategic partners, venture capitalists and possible clients. We have also been working with the NJ Assembly to change the classification of “small hydro”.

We have also seen innovative incubator candidates from with FDU. Sai Sankar, a graduate student in Engineering under Professor Anthony Adrignolo, has developed The EXPEV1 Electric Vehicle Retrofit / Conversion System. The Incubator is helping Sankar create a business plan, meet with investors, and obtain increased university support.
THE SUSTAINABLE BUSINESS INCUBATOR (SBI) (cont.)

We are looking to go beyond the traditional role of solely being an incubator service. We also want to connect entrepreneurs with established businesses and teach them the skills necessary to create sustainable businesses. This philosophy led us to the hosting of the highly successful Sustainable Entrepreneurship Symposium and Expo “Growing the Next Generation of Green Ventures” on May 2nd which drew over 200 registrants, sponsors, exhibitors and facilitators. We received positive feedback that was beyond our greatest expectations with attendees telling us long after the event about the great connections forged at the Expo. While it was challenging to arrange, the attention and feedback we received made the Green Ventures Expo a meaningful and rewarding experience. We hope to make it an ISE tradition by hosting another within the year as it benefits so many in our local business community and promotes the sustainable cause.

The fall of 08 brings new challenges as a slow market means decreased investment capital for innovative ideas. As a result, we must try to ensure investment capital for our clients by expanding our connections to venture capitalists. We also want to expand the extent of our knowledge services and quality by tapping into the wide variety of expertise held by Fairleigh Dickinson University’s 943 faculty members. We plan to do this by increased departmental cooperation by directly approaching all faculty and staff. In our outreach program, we plan to continue the success of our Green Ventures Symposium by holding several smaller workshops that provide knowledge on specific areas of sustainable business. (See Figures 15-19, pages 35-41)

SBI EVENTS:

• July 18, 2007 – Discussion and planning session for the new Sustainable Business Incubator. Invited guests included representatives of venture firms, other New Jersey incubators, NJEDA, NJTC, and other organizations, as well as several experienced entrepreneurs, corporate executives, and business school faculty members. (43 persons attended) (See Figure 14, page 36 and Attachment D, pg.60)

• August 24, 2007 – Networking event – “New Opportunities in Green Business” geared toward the members of the Somerset Hills Business Network and the Gateway Regional Chamber of Commerce (approx. 25 persons attended) (See Figure 15, page 37 and Attachment D, pg.61)

• January 30, 2008 - Launch of Sustainable Business Incubator; one client signed up and several in pipeline. Event was written up in Newark Star-Ledger, the Daily Record, NJ Entrepreneur, and NJ BIZ. (approx. 30 persons attended) (See Figures 17-19 on pages 39-41)

• May 2, 2008 - “Growing the Next Generation of Green Ventures”, a Sustainable Entrepreneurship Symposium and Expo and an NCIIA Invention to Venture Workshop (64 sponsors and co-sponsors, 23 exhibitors, 215 attendees) (See Figure 16, page 38 and Attachment F, page 67)
ISE/CHRMS Achievements (cont.)
Academic Year 2007 - 08

PUBLICITY

ISE events and initiatives have received significant publicity with the help of FDU’s Public Relations Office. Receiving most coverage was ISE’s receipt of a $20,000 grant from JCP&L, the launch of the Sustainable Business Incubator, the Green Ventures Symposium and Expo, and the undergraduate service learning course whose members fundraised for Operation Smile. Newspapers covering ISE events were The Record, The Newark Star-Ledger, the Daily Record and NJ Biz (See Figures 17-19, pages 39-41.)

ISE/CHRMS NON-FACULTY PRINCIPALS

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 and Corporate Partners. She identifies and enrolls dynamic and leading-edge breakfast speakers for the monthly breakfast series. She also spearheads the Roundtable Series, including several dynamic roundtables for industry groups which are in the planning stages for 2008-2009.

Jeana is a recognized leader in the field of Organization Development and Organizational Effectiveness. Under the auspices of the Institute for Sustainable Enterprise and the Global Community for the Future of OD (where she serves on the leadership team), Jeana conducted a survey of business leaders across industries and sectors regarding their global business and organizational priorities. In 2007, this work was published in two articles focused on The Future of Organization Development in the for profit and nonprofit sectors, respectively, in Volumes 1 and 3 of a three volume special issue of the Organization Development Journal on Best Global Practices in Organization Development. Jeana also serves as the Associate Articles Editor for the People & Strategy 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.

Building on this research, she was a lead author on the recent worldwide study Creating a Sustainable Future: A Global Study of Current Trends and Possibilities 2007-2017 sponsored by the American Management Association (AMA, 2007). This report “Creating
a Sustainable Future” (See Figure 22, page 45) was released and aired in a world-wide webinar sponsored by the AMA on September 11th, 2007. Jeana also has done many presentations on this research for companies and for various professional associations such as the New York Chapter of HRPS, ic4p (formerly Human Resource Institute), and Division 13 (Society of Consulting Psychologists) of the American Psychological Association. (See Figure 23, page 44)

Jeana is lead editor of The Sustainable Enterprise Fieldbook: When It All Comes Together, published in summer 2008 by Greenleaf Publishing and AMACOM. The Fieldbook was put together by a network of experts from business, consultancies, and academia, including several principals from the ISE. The Fieldbook helps managers move from an “either/or” mindset to one that holistically embraces social, environmental and economic issues simultaneously. It addresses the “what” (what is a sustainable strategy for a company or organization?) as well as the “how” (“how do we go about building a sustainable enterprise?). Each chapter illustrates through models, tools, cases, stories, and examples from a wide range of companies how to integrate sustainability into the day-to-day realities of running a business. (See Figures 6 & 7 on pages 28 and 29)

Jeana is also principal designer and key faculty member for the three-day American Management Association’s workshop “Green Leadership: Implementing Sustainability Strategies”. This program was designed by Jeana and principals of the Institute for Sustainable Enterprise and successfully rolled out in the summer of 2008. (See page 12)
INvolvement of corporate Executives

ISE Advisory Board Meetings – The ISE Advisory Board, consisting of founding members and corporate partners: Alcoa, Automatic Switch, Becton Dickinson, Commonwealth, First Energy, Heller Communication Design, Interface Inc., J&J Tibotec, Morristown Partnership, NJ Higher Education Partnership for Sustainability (NJHEPS), Novartis, Philips Lighting, PSEG, Ricoh Corporation, Sanofi-Aventis, Wakefern Foods, the ISE Executive Director, ISE faculty, the Director of External Relations and Services, Director of Research, Director of International Partnerships, ISE Research Fellows, and the ISE Entrepreneur-in-Residence met on June 19, 2008 at the offices of Kraft Foods Global Inc.

Assistance to Students

• ISE/CHRMS Graduate Assistant Development – Graduate Assistants receive training on project management, communication, presentation skills, personal leadership, and research. Through management, planning, and execution of ISE/CHRMS projects, competency in those skills is developed and self-confidence strengthened.

• ISE/CHRMS Graduate Assistant Placement Corporate Partner companies have the opportunity to offer internships and full-time positions to ISE/CHRMS Graduate Assistants.

• ISE/CHRMS Graduate Assistant Sponsorship FDU provides 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.

• HRM/MBA Prospective Students – During 2007-08, the ISE/CHRMS office received multiple contacts from prospective students desiring information on the HRM/MBA program. Requests are made via the CHRMS web site. Inquirers are sent information and their names are forwarded to the Admissions Department.
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 4, pg. 26)

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 5, pg. 27)
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WHAT DO Arnold Schwarzenegger, Al Gore, Bill Gates, Bono, Wal-Mart and the Sierra Club all have in common? The answer is that in one way or another all are champions of “sustainability” as an increasingly critical issue for business and for the world. But just what is sustainability?

“Sustainability is, in its simplest terms, about how to do well now without destroying the ability to do well in the future,” says Gerard Farazia, executive director of the Silberman College of Business’ Institute for Sustainable Enterprise (see page 27). Center for Human Resource Management Studies and associate professor of management at Silberman College, “It’s about taking a well-rounded approach to making personal, governmental and business decisions that put environmental awareness and social responsibility on par with sound economics.”

Countless books and articles have appeared on various aspects of societal and corporate sustainability, and special issues have been devoted to the topic by such widely respected publications as The Economist, Business Week, Fortune and Fast Company.

“It has become hard to ignore the possibility that we are doing irreversible harm to our natural environment that threatens to extinguish many important species; shift where and how we live, get our water and grow our food; and disrupt the critical resource supply chains of many industries,” says Farazia. “Wasteful use of energy from fossil fuels not only degrades our environment but worsens our dependence on sources of energy from the most unstable areas of the world.”

But environmentalism is just one aspect of sustainable business practices. Leading firms are seeing that an integrated “triple bottom line” — people, planet, profit — that balances attention to employees, society and the environment with financial outcomes is critical not only to the world’s sustainability, but also to their own long-term viability in the global marketplace.

THE PEOPLE FACTOR

The first factor, people, refers to such issues as providing living wages, ensuring the health and safety of employees in the workplace, attracting and retaining diverse talent and providing support for employees.

Human resources personnel, for example, can contribute to a company’s sustainability profile through leadership development, ethics training and diversity and multiculturalism in hiring practices. High-potential employees may be given extensive professional development opportunities while being introduced to sustainability as an overarching corporate goal. Managers in all areas can be briefed and given training on what their roles in sustainability are, how to introduce their employees to the connection between what
ries release worldwide. In September, the Carbon Disclosure Project, a coalition of more than 315 global investors, named Unilever as “Best in Class” in its climate change disclosure.

**BARRIERS TO SUSTAINABILITY**

The AMA report lists several barriers to sustainable business. It cites such examples as an anti-environmental movement, challenges to global warming research, affordability, unawareness of what sustainability is, skepticism among leaders, difficulty in measuring goals and short-term thinking by corporate executives.

Another barrier to sustainability is the notion that such initiatives are an expensive gamble on the corporation’s part. “Managers who are trained to believe that profit is the prime directive of business may find it hard to believe the financial bottom line can improve through social and environmental-responsibility efforts,” states the report.

Another source of resistance is confusion over what constitutes a sustainable business. According to the AMA study, “Some executives confuse sustainability with one of its parts — corporate social responsibility — and assume their organizations are already up to par because they have done good things for their communities.

One very strong deterrent to implementing sustainable business practices is the difficulty in measuring sustainability outcomes. This is where organizations like FDU’s Institute for Sustainable Enterprise and the American Management Association become crucial to the future of business and society.

“Education can bring much-needed awareness to corporate sustainability and different ways to measure it,” says Harmon. For instance, the ISE has developed the Sustainability Pyramid, which details qualities associated with highly successful sustainability strategies (see Figure 1).

Midway as one moves up the pyramid are metrics or the measurement of sustainability efforts. These may include: environmental efficiency, measured through energy audits; carbon footprint analysis; global reporting initiatives undertaken; community/corporate citizenship, commonly known as corporate social responsibility; a corporate atmosphere that is strong on ethics; and a diverse employee population.

**CONVERTS TO THE CAUSE?**

Harmon notes, “When huge and profoundly influential organizations such as General Electric or Wal-Mart — not generally viewed as very socially responsible firms — make major strategic commitments to social/environmental sustainability, even skeptics start to take notice.”

GE is spending billions of dollars to position itself as a leading innovator in everything from wind power to hybrid engines, and has pledged to cut its greenhouse gas emissions by 2012 to 1 percent of what it was in 2004.

Wal-Mart has made a series of high-profile promises to slash energy use overall, from its stores to its vast trucking fleets; to vastly reduce waste and harmful materials in its entire supply chain; and to purchase more electricity derived from renewable sources. It has even hired renowned environmentalist Amory Lovins to be one of its top strategic advisers and, through the Wal-Mart Foundation, Inc., endowed the Applied Sustainability Center, an interdisciplinary initiative of the Sam M. Walton College of Business at the University of Arkansas, with a gift of $1.5 million. And, most recently, the mega-store chain has pledged to upgrade its employee health care benefits.

Dow Chemical, manufacturer of Styrofoam products, sees a market in the need for low-cost housing and is developing technologies such as eco-friendly foam boards to be used in construction. It also is developing products such as roof tiles that deliver solar power to buildings and water treatment technologies for regions short of clean water.

**COLLEGIATE COMMITMENTS**

If tomorrow’s business leaders are studying today on college campuses, there’s more good news for the sustainable movement. According to a special Chronicle of Higher Education issue on sustainability, a growing number of higher-education institutions are beginning to transform their campuses, their operations, their policies and their teaching to reflect a commitment to sustainability. Dozens of U.S. colleges have announced that they are moving toward becoming sustainable campuses, and the Association for the Advancement of Sustainability in Higher Education (www.aashe.org) has grown from 35 to more than 480 members since its inception.

Activities include putting up green buildings, planting native landscapes, switching to renewable power, supporting local communi-
ties, developing clean technologies, establishing policies on living wages and finding ways to turn those efforts into reachable moments and research projects.

FDU is investing heavily in the future with the development of various initiatives, in particular the construction of the new Monninger Center for Learning and Research, a “green” (i.e., energy efficient and sustainable, as certified by the New Jersey Green Builders) library/learning center that will become a hub for learning on the campus and the larger surrounding community, at the College at Florham.

One of the top projects to be supported by FDU NOW: The Campaign for Fairleigh Dickinson University, this project is engaging FDU’s administrative leadership, staff, students and faculty, along with leaders from New Jersey-based corporations (such as FirstEnergy/JP&L) and the surrounding community.

In addition, FDU administrators are taking green measures into account in planning the renovation of the Student Union Building at the Metropolitan Campus. The University is also a member of the New Jersey Higher Education Partnership for Sustainability.

On many campuses, student organizations have become watchdogs for sustainability; influencing changes in college operations, both large and small (see Easy Being Green, this page). Armed with Internet research, student groups are investigating institutional operations like energy use, food purchasing, investments, transportation and waste disposal. They are pushing administrators to approve new projects and set higher goals for sustainability.

National networks are helping students share strategies with one another and organize sophisticated, often successful proposals for campus innovations and reforms. For example, RecycleMania (www.recyclemaniacs.org) encourages universities and colleges to participate in a 10-week competition. Each spring, institutions are challenged to collect the largest amount of recyclables per capita and the largest amount of total recyclables, and to produce the least amount of trash per capita or have the highest recycling rate.

FDU’s College at Florham, with the help of its Green Club, held a “Recyclenastics” competition in order to encourage recycling on campus. Statewide, FDU ranked fifth among New Jersey schools in the competition, with more than 23,000 cumulative pounds of recyclables collected (8.8 pounds per person).

Inspired by the College at Florham’s response to Recyclenastics, a similar competition is being planned for FDU’s Metropolitan Campus, and a Friends of the Environment club has been started there.

THE FUTURE AND BEYOND
Where will sustainable business practices be in the next 10 to 20 years? “Much depends on whether business leaders and managers gain greater awareness of sustainability and continue to choose to adopt sustainability-related values, strategies, principles and practices,” says Wirtzberg. In collaboration with the Institute for Corporate Productivity (formerly the Human Resource Institute), the Institute for Sustainable Enterprise has developed three possible scenarios, which are included in the AMA report. Wirtzberg explains, “Scenario 1, called “Things Fall Apart,” depicts an increasingly anarchic world in which a global war for natural resources has led the world to the cusp of World War III.”

Scenario 2, known as “Muddling Toward Sustainability,” she continues, “depicts a mixed bag of failed legislative efforts and unaccepting business leaders.”

“Scenario 3, which is our dream and aspiration, is a ‘Global Sustainability Culture,’” says Wirtzberg. In this case, a majority of people in nearly every nation believe that environmental degradation is a true threat, global initiatives are in place to further reduce social and economic inequalities among nations and business organizations increasingly embrace sustainability. “Truly, she concludes, “that is the only win-win-win solution.”

Easy Being Green

The student green club at the College at Florham has influenced not only student behavior, but that of faculty and staff as well by lobbying for the placement of recycling bins throughout the campus and putting green footprints on the floors and sidewalks leading up to them.

The club also was catalyst to the University’s participation in Recyclemania and the Global Climate Challenge. It has run Earth Day poster design contests and has helped organize a campus-wide Green Day last spring to recognize, share and celebrate the contributions that each member of the campus and community can make to the overall goal of sustainability.

One of the largest projects undertaken by the club is Move-out Week, during which club members worked to create awareness of sustainability and conservation and to reduce wasteful practices when FDU’s residence halls are vacated at the end of the spring semester.

Donation boxes are placed in every residence hall for students to put their unwanted usable, non-perishable food, bottles and cans and household items. On the final move-out day, students and faculty go from dorm to dorm around the campus sorting, loading and transporting what is collected to the appropriate places.

In addition, several Goodwill clothing bins have been placed on campus for students to use to donate their unwanted, usable clothing. The club plans to make Move-out Week an annual tradition.

Figure 3 — FDU Magazine—winter/spring 2008

Page 3 of article featuring ISE
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.”

CONTACT INFORMATION
Gerard Farias, Executive Director, (gfarias@fdu.edu)

Jeana Wirtenberg, Director, External Relations and Services, (jwirtenberg@optonline.net)

For further information about Research Initiatives, contact Joel Harmon (jharmon44@aol.com)

Read more about FDU Faculty involved in the Institute for Sustainable Enterprise.

QUOTE OF THE DAY
"Our house is literally burning, and it is only logical that environmentalists expect the social-justice movement to go 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."

- Paul Hawken
Figure 5 — CHRMS/FDU Web Site Home Page
Figure 6— The Sustainable Enterprise Fieldbook
Guide Your Enterprise to Forge A More Sustainable Future

Praise for The Sustainable Enterprise Fieldbook:

"Managers everywhere desperately need books like The Sustainable Enterprise Fieldbook in order to get started on the journey."
——Peter Senge, founder of Sol. (Society for Organizational Learning) and author of The Fifth Discipline

"The Sustainable Enterprise Fieldbook focuses on the human side of sustainable enterprise—the organizational, behavioral, and even cognitive challenges. It is a must-read for anyone trying to make sustainability happen in the real world."
——Ninan Hart, S.C. Johnson Professor of Sustainable Global Enterprise, Cornell University; author of Capitalism at the Crossroads

"The most comprehensive sourcebook for leaders, managers, practitioners, and all those committed to working within their communities and organizations to make the human family toward sustainable societies, living in peace with each other and nature."
——Nanette Henderson, author of Ethical Markets: Growing the Green Economy, President, Ethical Markets Media, LLC, USA and Brazil

"This brilliant collection of essays lays the foundation for building a sustainable society. All boards of directors and their leadership should make this book required reading."
——Warren Buffet, University Professor, University of Southern California and co-author: Judgment: How Great Leaders Make Winning Calls and Transcend How Leaders Create a Culture of Can Do

"In the current groundswell of Earth community ideals and initiatives, The Sustainable Enterprise Fieldbook must surely count among the most realistic and practical. Its value will become apparent in the months and years ahead."
——Thomas Berry, Ph.D., Historian, Geologist, and author of The Dream of the Earth and The Great Work

Jena Wirtzberg, Ph.D. is President of Jena Wirtzberg & Associates, LLC, a consulting firm focusing on sustainability issues. She is also Director, External Relations and Services, at the Institute for Sustainable Enterprise (ISE), at Fairleigh Dickinson University.

William G. Russell is the founder of SKI Worldwide-USA, a sustainability consulting company.

David Lipsky, Ph.D., is a senior consultant with Converse, a training and consulting company.

"This Fieldbook opens the door for business leaders and managers to the most appropriate and practical pathway for themselves and their enterprises to forge a more sustainable future. It takes us on a inspirational journey through the eyes of 29 passionate, experienced practitioners inspiring us all to step up to the plate, create a plan, and move forward with velocity, invention, and commitment. It provides the tools, cases, best practices, learning, and understandings—at once profound and practical—to equip everyone manager and leader to play a role in the remission of the world."
——Georg Keil, Executive Head, UN Global Compact

Compiled by an outstanding network of business experts, consultants, and academicians, The Sustainable Enterprise Fieldbook was written to teach and guide leaders, managers, practitioners, students, and professors in every sector of society, and in every industry, how to create a successful and sustainable enterprise for holistic embracing social, environmental and economic issues. Through this book, the reader naturally engages readers in their journey and encourages their participation in three key ways: by increasing their understanding and awareness of what sustainability means, both on a practical and personal level; by energizing and expanding people's commitment to building sustainable enterprises; and by providing readers with extensive tools and techniques so they can individually and collectively take actions that will improve the social, environmental, and economic performance of their organizations in both the short and long term.

Figure 7—Reviews of The Sustainable Enterprise Fieldbook
ISE/CHRMS Breakfast Seminar

Network with Business and Academic Professionals!

A Great Way to End the Work Week!

The mission of the ISE is to bring people together to learn how to develop and maintain sustainable enterprises that are "in and for the world."

ISE/CHRMS

Fairleigh Dickinson University
265 Madison Avenue
38 SJSU 20
Madison, NJ 07940

Phone: 973-443-8577
Fax: 973-443-8596
E-mail: information@chrms.org
www.ise.edu/chrms
www.fiu.edu/chrms

Figure 9—Breakfast Seminar Partnership Brochure

ISE/CHRMS

Institute for Sustainable Enterprise

Silberman College of Business
www.msu.edu

Figure 9—Breakfast Seminar Partnership Brochure
Figure 10 — Breakfast Seminar Flyer
Figure 11—Carbon Markets Presentation Flyer
ISE/CHRMS at Fairleigh Dickinson University invites you to attend the Sustainable Business Roundtable Series for FDU-ISE and NAWBO-NCJ members.

- Networking opportunity
- Linking and mentoring with companies who are committed to sustainability
- Apply adult learning principles and approaches
- Sponsorship opportunities available
- Consider initial commitment for "one year"
- Seeking open-minded, creative energy to fuel the journey to sustainability

Focus on the Triple Bottom Line: People, Planet, and Profit
July 11, 2007
7:30 – 10:30 a.m.
Exploratory Gathering

Purpose:
- Co-create a Community of Practice in leadership development for building sustainable enterprises
- Co-create dialogues in systemic sustainability to improve women-owned businesses
- Co-create and schedule Roundtable Series and opportunities for further exploration
- Co-Creat measures of success

For more information, contact:
- T. Waldmann-Williams, NAWBO-NCJ 908-722-9765
- Joanna Wirtzberg, FDU-ISE 973-335-8289

REGISTRATION DEADLINE
Monday, July 9, 2007

Delicious breakfast goodies donated by "Wholly Wholesome"

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/ise)
Sustainable Business Incubator
Institute for Sustainable Enterprise
Fairleigh Dickinson University

Fact Sheet

Mission:
SBI’s mission is to assist companies, especially but not exclusively startups, with business initiatives that address the issues of sustainability, and encourage them to embrace principles and practices that maximize the triple bottom line of people, profits, and planet.

Description:
FDU’s SBI is a virtual incubator, which means that it does not have office or lab space that it rents out to clients. But it provides most of the other services typically associated with an incubator. New Jersey currently has more than a dozen incubators, many associated with universities and colleges. The SBI embraces collaboration and networking as critical sustainable enterprise qualities. As such, we actively collaborate with other universities and incubators within New Jersey, the rest of the U.S., and elsewhere throughout the world.

Incubators are highly effective in assisting companies with organization, management, financing, technology, job creation, marketing, and other key elements of business functioning. Incubator-assisted enterprises have an overall 87% better chance of success than unsupported startups, according to NBI/A studies.

FDU’s SBI is unique in focusing on sustainable businesses and nonprofits – companies and organizations developing green technologies, or modeling sustainable business practices, or advancing new business practices such as carbon trading.

Clients:

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
• 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

FDU’s SBI proactively engages with stakeholders including state and local governments, companies, and venture and philanthropic investors to understand their needs and interests. These relationships help align our efforts as well as the strategies, products, and services of our incubator client enterprises.

Services:
• 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, 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
• 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 and ISE
• Seed Funds for milestone specific projects

Inquiries:
Companies interested in becoming clients of the Incubator should contact Jonathan Cloud, Entrepreneur in Residence at the Institute for Sustainable Enterprise (jcloud@fdlu.edu, 908-366-9075).

Businesses and organizations interested in supporting new ventures are invited to join our Sustainable Resource Network at www.SustainableBusinessIncubator.com/network.

More information is available at www.SustainableBusinessIncubator.com and at www.fdlu.edu/ise

Figure 13—Sustainable Business Incubator Fact Sheet
Figure 14 — Flyer – First Meeting of Sustainable Business Incubator
Figure 15—Flyer—Sustainable Business Network
The Sustainable Business Incubator at Fairleigh Dickinson University invites you to "Growing the Next Generation of Green Ventures" Sustainable Entrepreneurship Symposium and Expo An NCIIA Invention to Venture Workshop

Confirmed Participating Organizations
- Fairleigh Dickinson University
- New Jersey Institute of Technology
- Rutgers University
- Rutgers Center for Energy, Economic, and Environmental Policy
- Montclair State University
- Montclair State Department of Earth & Environmental Studies
- Ramapo College
- Rowan University
- Seton Hall University
- NJ Higher Education Partnership for Sustainability (NHEPS) Sustainability Education Committee
- Community Green
- Cooling America thru Local Leadership (CALL)
- Women's Club
- Einstein's Alley Entrepreneurs Collaborative
- NEEPCR.com
- hydroCell Power
- Converga

Invited Organizations
- NIE Inc.
- American Water Works Co., Inc.
- Governor’s Office
- NJ Board of Public Utilities
- NJ Office of Clean Energy
- NJ Department of Environmental Protection
- NJ Office of Smart Growth
- The Meadowlands Commission

Friday, May 2, 2008
8 a.m. - 4 p.m.
Hartman Lounge and Lenfell Hall, the "Mansion"
Fairleigh Dickinson University
285 Madison Avenue, Madison, NJ
followed by a Networking Reception
4 p.m. - 6 p.m.
and Green Enterprise Showcase
Hartman Lounge, Mansion

REGISTER AT: http://new.invention2venture.org/greenventures08

Sponsors and Associates:
- Sustainable Business Incubator, Institute for Sustainable Enterprise, Fairleigh Dickinson University
- Enterprise Development Centers, New Jersey Institute of Technology
- National Collegiate Inventors and Innovators Alliance
- Rothman Institute, Silberman College of Business, Fairleigh Dickinson University
- and others to follow (sponsorship opportunities available)

8 a.m. - Registration
- Exhibit Set up
- Continental Breakfast

9 a.m. - Welcome and Introductions:
- Institute for Sustainable Enterprise, Fairleigh Dickinson University
- New Jersey Institute of Technology
- National Collegiate Inventors and Innovators Alliance

9:15 a.m. - The Sustainable Venture (Panel Discussion)
- Challenges and Opportunities in Green Business
- What is a Sustainable Venture and How Do You Create One?
- Validating Your Ideas and Assessing Your Opportunity

9:50 a.m. - Break

10 a.m. - "World-Cafe"-style Roundtable Discussions on topics including: renewable energy, clean water technology, biofuels, alternative transportation, green building and construction technologies, waste management, industrial transformation, sustainable and urban agriculture, carbon sequestration, green investing, sustainability education, and others based on registration interest

11:30 a.m. - Developing Intellectual Property
- New Jersey’s Response to Global Warming and the Emerging Green Technology Revolution

1 p.m. -
Track 1:
- Business Essentials for Sustainable Ventures (Panel)
- Business plan development
- Sales and marketing
- Strategic alliances
- Financing
- Global business opportunities

2:00 p.m. - "World-Cafe"-style Roundtable Discussions on topics including business plan development, sales and marketing, strategic alliances, angel funding, venture capital financing, bank financing, SBIR/STTR and other government funding, global business opportunities, and other topics based on registration interest

Track 2:
- Green Tech Investing (Panel)
- Opportunities in alternative energy, transportation, materials processing, green chemistry, and other fields

3:30 p.m. - Closing speaker
- Making Money and Saving the World

4:00 p.m. - Networking and Entrepreneurs' Showcase and Exhibits (Reception)

6:00 p.m. - Close

Register at: http://new.invention2venture.org/greenventures08
For sponsorship opportunities, contact Jonathan Cloud at 908-306-9075 or jcloud@fdu.edu.

Figure 16—Flyer—Sustainable Business Incubator-sponsored “Green Ventures Symposium and Expo”
FDU launches business incubator

Institute’s partnership boosts ‘green’ hydropower turbine

BY WILLIAM WESTHOVEN

DAILY RECORD

FLORHAM PARK — Fairleigh Dickinson University’s Institute for Sustainable Enterprise (ISE) on Wednesday launched New Jersey’s first incubator program focused exclusively on sustainable businesses.

ISE executive director Dr. Gerald Farias introduced the principals of the incubator’s first business partnership during a news conference at FDU’s Ferguson Recreation Center — HydroCol Power Inc., an energy-technology company that is developing an environmentally friendly turbine designed to produce cost-effective hydropower.

Dr. Jonathan B. Rovelancy, founder and president of HydroCol, based in Wynnewood Pa., also invented the patented HydroCol turbine, a cylindrical device about the size of a car muffler. The turbine is designed to be easily installed in small, man-made streams, 12 feet or more in height, to produce renewable energy for isolated, local use or to be sold back to a local utility.

HydroCol’s size and simple design allows it to be manufactured at low cost and may be installed in a variety of locations, under water, where it can work without being seen, create no pollution and turn existing dams, flood-control systems and unused facilities into productive assets.

The devices can be used alone or in honeycomb-like groupings, depending on the water source and the need. One or two may provide enough power for a typical home, while up to 100 or more may be used together to provide the power needs of a small business.

“Our initial targets for marketing will be small businesses,” said Thomas Mieczekski of Hackensack, director of finance and marketing for HydroCol. “But we’re working on a 12-inch prototype instead of the six-inch one we have here, which is our only prototype at the moment. Twenty-five of the larger models could do the work of about 100 of the six-inch models.”

In any size or configuration, the HydroCol concept fits the model for the ISE’s Sustainable Business Incubator (SBI). SBI’s mission is to “assist companies, especially but not exclusively startups, with business initiatives that address the issues of sustainability and encourage them to embrace principles and practices that maximize the triple bottom line of people, profits and planet.”

“Meeting the needs”

“Meeting the needs of the present without compromising the needs of the future,” said Dr. William M. Moore, dean of FDU’s Silberman College of Business, in his opening remarks.

The ISE was founded in 2005 at Silberman “to bring together diverse people and diverse ideas to create solutions … create the kind of environment where we can be productive indefinitely,” Moore said.

HydroCol conducted proof-of-concept testing at Villanova University. At FDU, the fledgling company, which already has five patents, will receive incubator support in areas such as dealing with government agencies and energy-management firms, and identifying suitable water sources.

For example, Mieczekski says the company is working with the Board of Public Utilities to qualify the product for Class 1 renewable energy rebates. “We’re going to get that,” he said.

The company also needs to establish a base of operations in New Jersey and contract with a manufacturing facility. HydroCol is “made largely of injection molding and off-the-shelf parts,” according to Mieczekski, so the company already can estimate a wholesale cost of about $1,500 per unit.

“There’s a lot of work to do, but the technology has great potential,” Farias said.
Incubator nurtures fledgling businesses
FDU program looks to aid environment
Thursday, January 21, 2009
BY LESLIE KWOK
Star-Ledger Staff

Fairleigh Dickinson University launched its first sustainable business incubator yesterday, a program that helps nurture start-ups with an eco-friendly vision until they achieve commercial viability.

The program is a way of encouraging businesses to come up with solutions to the climate crisis in a time of challenge, officials said.

“We face both the largest challenge we’ve ever seen as a planet, and also in some ways the greatest opportunity,” said Jonathan Cloud, the incubator’s resident entrepreneur. “We need to transform the way we do business.”

The incubator has two main criteria. The company must be young and it must be “green” – its product must offer a solution to the climate crisis by focusing on sustainability and the environment.

The incubator functions just like an incubator for chicks, officials explained, keeping baby companies in a warm space for one to two years until they are ready to try.

It is a partnership that works both ways. University students have the opportunity to intern at the start-up or study the company’s growth process for class. The incubator, in turn, can use resources available at the business school and its arm, the Institute for Sustainable Enterprise, to help with business planning, legal advice – and perhaps most importantly, networking.

“With money so tight, you find it extremely difficult to have ready access to capital,” said William Moore, dean of the university’s Silberman College of Business. “We act as a conduit.”

There are nine business incubators in New Jersey and more than 1,700 around the world, according to the National Business Incubation Association’s list of members.

Companies that are aided by business incubators have an 87 percent chance of succeeding, according to the association’s Web site.

These are added that look good to the FDU incubator’s first client, Hydrogen Power, a Hackensack-based company launched in 2000. The company has already patented its unique water turbine, which can generate energy by harnessing the force of fast-moving water.

Company president Jonathan Rosensky believes there is a market for the product. He estimates there are about 70,000 hydrogen-power suitable dams in the United States, amounting to a $7 billion market.

But the company has had little luck marketing the invention so far, Rosensky said, and the FDU incubator could make the difference between success and failure.

“We need funding. If they have contacts,” he said. “From our experience, there can be introduced to a particular investor, it’s a lot better than just being cold called.”

Cloud said yesterday the incubator does not make a company immune from market forces, but it can help it go from “zero to 60.”

In 1989, Cloud started a solar design firm in Canada that went out of business when the price of oil plummeted several years later.

“The reality is in most economies, you really need support to be an entrepreneur,” he said. “I would have helped to have someone help me learn the ropes.”

Leslie Kwok may be reached at kwok@starledger.com or (973) 534-7839.

Figure 18 — Article in Newark Star Ledger on Launching of Sustainable Business Incubator
Media Advisory

Date: January 22, 2008
Contact: Gretchen Johnson, Public Relations Director 201.892.7032
Jonathan Cloud, Institute for Sustainable Enterprise 908-386-9075

Launch of New Sustainable Business Incubator and Introduction of First Client, HydroCoil Power, Inc.
on Wednesday, January 30, 2008

The state of New Jersey has set ambitious goals in response to the climate crisis. These goals offer opportunities for the development of technologies and businesses. Fairleigh Dickinson University is proud to announce New Jersey’s first incubator program focused exclusively on sustainable businesses.

The Sustainable Business Incubator will foster start-up and early-stage high-growth ventures in the areas of alternative energy, the environment, water reduction, urban agriculture, transportation, and business information related to sustainable development.

The focus is to help new companies and freestanding initiatives within existing companies, that offer specific solutions to the challenges of sustainable economic growth. The incubator will support both external clients and businesses developed by FDU faculty and students, and will operate in collaboration with NJ’s other incubators and academic institutions.

The Sustainable Business Incubator’s first client, HydroCoil Power, Inc., is an engineering design company focused on developing innovative domestic and international applications for their patented HydroCoil™ Turbine.

The Company’s goal is to provide competitively priced and environmentally friendly, low-head hydroelectric power equipment for water-to-wire and distributed electricity applications.

The HydroCoil™ Turbine is a promising design innovation, based on the transformational scientific concept of Rubin Drive technology. The turbine can be retrofitted to unused or under-utilized dams and waterways, resulting in assets generating carbon-neutral, renewable hydroelectricity.

Who: Dean William M. Moore, Silberman College of Business
Gerald Farias, Executive Director, Institute for Sustainable Enterprise
Jonathan Cloud, Executive in Residence
Dr. Jonathan Rosensky, President, HydroCoil Power, Inc.
And Invited Guests
When: Wednesday, January 30, 2008 at 11 a.m.
Where: Rutherford Room, Ferguson Recreation Center
FDU’s College at Florham
285 Madison Avenue, Madison, NJ

Media coverage is welcome. For more information on the Incubator, see http://fdu.edu/ise and http://sustainablebusinessincubator.com. For information on HydroCoil, see http://hydrocoilpower.com and the following contacts:

Figure 19 — FDU Press Release on Launching of Sustainable Business Incubator
Figure 20—Brochure—Post-Grad Program in Managing Sustainability
Figure 21 — Flyer - fall 07/winter 08 Costa Rica Course
Figure 22—AMA Report—Creating a Sustainable Future
AMA Webcast!

SUSTAINABILITY:
AN EVOLVING BUSINESS PARADIGM

Presenters

Jay Jamrog
Executive Director,
Human Resource Institute/
Institute for Corporate Productivity

Ed Reilly
CEO,
American Management Association

Ray Anderson, Chairman and
Founder, Interface, Inc.

Govi Rao, Chief Executive Officer, LED
Effects

Jeana Wirtenberg
President, Jeana Wirtenberg & Assoc., LLC
Co-Founder, Institute for Sustainable
Enterprise, Fairleigh Dickinson University

People – Planet – and Profits is rapidly becoming the new mantra of the 21st century business person. Business leaders and managers are challenged to never before to address a myriad of issues that go far beyond the single profit motive.

People issues ranging from worker health and safety, employee morale and engagement, as well as societal issues of environmental poverty are rising to the fore as core business issues. Environmental issues affecting the entire planet, such as global warming threaten to affect the very survival of the planet and create an urgent call for action.

Given the enormous complexity and challenges before us, what can business managers and leaders do? Regardless of your role, function, position or company, what can you do? How can business leaders and managers create a better balance between the needs of people, the planet, and profit in both the short- and long-term?

As a step forward on the journey to a more sustainable world, an ever increasing number of organizations are beginning to move towards a new “sustainability” business paradigm – one that focuses on creating a better balance between social, environmental, and economic factors for short- and long-term performance. In more and more cases, businesses are adopting sustainability-related values, principles, strategies and practices.

Join this complimentary Webcast where we will discuss the findings from a recent global survey on Sustainability sponsored by the American Management Association, and conducted by the Institute for Sustainable Enterprise at Fairleigh Dickinson University.

For an hour, you’ll explore:

- The significant gap between how much employees in companies personally care as compared to how much they think their companies care about sustainability-related issues
- The relationship between sustainability and company performance
- The twelve most widely used sustainability-related practices
- The business factors driving greater focus on sustainability, as well as factors hindering its progress, both today and as we look forward into the next ten years
- How the most sustainable companies create a foundation, traction and brand stakeholder engagement for sustainability
- Best practices from such sustainability leaders as Ray Anderson from Interface, Inc., and Govi Rao from Philips Lighting

Date:
Sept. 11, 2007

Time:
12:00 – 1:00 p.m. EDT

Fee:
Complimentary

Meeting Number:
17587-00007

Who Should Attend:

This Webcast has been designed for vice presidents, directors, and managers across all functional units who want to learn more about sustainability and wish to help their organizations become more sustainable in the short and long-term.

Attending the Webcast is FREE but reservations are required or call 1-800-262-9699.

Register online:
https://register.amanet.org

where you will see the Sustainability webinar

Be sure to reference code XA51 when registering

Figure 23— Flyer—AMA Webcast
Figure 24 — RecycleMania Logo and Weekly Graph
**RecycleMania is**

- A 10-week contest in which participating schools compete in different competitions to see which can collect the largest amount of recyclables during the period Jan.27 – April 5th, 2008
- A friendly competition among 200 U.S. college/university campuses. FDU is among NJ schools including Georgian Court, Princeton, Drew, Montclair State, and Rowan and Rutgers who are participating!

**How to Participate!**

- Recycle the following: Plastic and Glass Bottles (without caps) and Cans coded #1 PETE and #2 HDPE and mixed paper
- Make FDU “Green” by using the clearly labeled bins marked (yellow sticker) for “Mixed Bottles and Cans” and “Trash Only- No Recyclables” which will be placed throughout the campus.
- Compete with other schools by using the small bines/boxes for “Mixed Cans and Bottles”, “Mixed Paper” and “Trash Only” with which each dorm room will be provided.

Questions? Need your recyclables picked up? Want to be a RecycleManiac?
- College at Florham: Call Facilities (x8926) or e-mail Dana Patterson at greenclubfdu@gmail.com or
- Dean Chamberlain at dean08@student.fdu.edu
- Metro Campus: Call Facilities (x2001) or email Andrea Falotico at friendfortheenvironment@gmail.com

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**Figure 25 — Green Club Recyclemania Contest**
Monday April 14, 2008

One Day on campus...
Every Day for the environment!

Green Day Kickoff 12:00-1:30 in the Student Center Cafeteria
Green Expo 1:00-5:00 Mansion Circle and Library Lawn
Student Presentations 1:00-3:00
  • Science Poster Presentations (Lenfell Hall)
  • Humanities, Public Relations, Studio Art & Greek Presentations (Hartman Lounge)
  • Multimedia Presentations (Sarah Sullivan Lounge)
Workshops
2:00-2:45
A: Climate, Culture & Society – Orangerie
   David Buckland – founder of www.CapeFarewell.com a Climate Change Culture & Scientific NGO
   Dan Barstow – from TERC in Boston and convener of the National Coalition for Climate Literacy
   Douglas Cohen – Chair, National Youth Initiatives – US Partnership Education for Sustainable Development and ISE
3:00-3:45
B: Everything You Need to Know About Recycling – Hartman Lounge
   Al Ebersole – Fanwood Recycling Center
   Penny Jones – Recycling Education Specialist at Morris County Municipal Utilities Authority
C: A Discussion of Rooftop Gardens – Orangerie
   Jonathan Cloud – Entrepreneur-in-Residence of ISE and the Sustainable Business Incubator
   Doug Subbiondo – Gardener, Landscaper and Vegan Chef of Nature Works
4:00-4:45
D: The How To of Composting – Hartman Lounge
   Monika Hannemann – Coordinator, Discovery Garden and Family Programs, Brooklyn Botanic Garden
E: Biodiesel: From the Fryer to the Tractor
   – Orangerie FDU students Doug Lally, Tim Lamb, Danielle Odom and Dana Patterson
5:00
Performance by Melodies of Heaven (Great Hall)
5:15-5:30
President J. Michael Adams
   speaks on FDU Going Green (Lenfell Hall)
5:30-6:30
Reception and Student Awards (Lenfell Hall)

Additional sponsors include:
  Pepsi Bottling Group
  Community Green
  Brick Recycling
  Fanwood Recycling Center
  Morris County Municipal Utilities Authority
  Sustainable Business Incubator

For more information contact: christopher.calderaro@fdu.edu or charlotta@fdu.edu or search “Green Day” from FDU’s home page

Figure 26 — Green Day Flyer
Monday April 14, 2008 is...

Green Day is a student-focused community celebration of Fairleigh Dickinson University’s venture into environmental sustainability. Its purpose is 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 will highlight the College at Florham’s sustainability initiatives, and will feature presentations given by FDU students on all things Green, as well as, workshops from the public, private and non-profit sectors. The day will culminate with a brief talk given by President J. Michael Adams that will lead us into the reception where the student award winners will be announced.

12:00-1:30  Kickoff (Cafeteria/Student Center)
1:00-3:00  Student Presentations (throughout campus)
          Workshops
          3:00-3:45  A: Recycling (Hartman)
          B: Eating Green (Orangerie)
          4:00-4:45  C: Composting (Hartman)
          D: Biodiesel (Orangerie)
          1:00-5:00  Green Expo (Mansion Circle and the Library lawn)
          5:00    Melodies of Heaven Performance
          5:15-5:30  President J. Michael Adams speaks on FDU Going Green (Lenfell)
          5:30-6:30  Reception and Student Awards (Lenfell)

Sponsors include:
Provoet's Office, College at Florham          FDU Green Club
Becton College of Arts and Sciences          Silberman College of Business
Institute for Sustainable Enterprise         Office for Global Learning
Toyota of Morristown                         Warnock Ford
FDU Alumni Association                        Friends of Florham
Printing Responsibly                         JCP&L
Hollister Construction                       Copies Plus
Gourmet Dining                               Joy Organics
Whole Foods                                 Marty's Reliable Cycle
Student Government Association               Florham Programming Committee
Satreno                                     Go Organics
FDU Psychology Club                          American Chemical Society
Department of Chemistry                      Brooklyn Botanical Gardens

Contact: christopher_caldiero@fdvu.edu or charleb@fdvu.edu
or search "Green Day" from FDU’s home page.

Figure 27 — Green Day Schedule
Index of Attachments

A. Sustainable Campus /Green Club (3 pages) - pg. 51
B. Breakfast Seminar Series (5 pages) - pg. 54
C. Sustainable Business Roundtable Series - pg. 59
D. Sustainable Business Incubator (3 pages) - pg. 60
E. American Management Association (2 pages) - pg. 63
F. Faculty Research and Publications (2 pages) - pg. 65
G. Special Events (2 pages) - pg. 67
H. Academy of Management (AoM) - pg. 69
   SPARC (6 pages) -
I. Curriculum-related Efforts (8 pages) - pg. 75
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 green house 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 5,530 pounds of bottles, cans and mixed paper were collected from all the academic buildings. (See Figures 24 and 25 on pages 46 and 47) 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).
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 enterpris es 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*.  

Attachment B
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

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.

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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)
AMERICAN MANAGEMENT ASSOCIATION (AMA) in conjunction with ISE

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 the some of the report’s main findings:**
- Respondents personally care more about sustainability issues than they think their or—ganizations 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
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>D. Harris and D. Twomey</td>
<td>The Enterprise Perspective: A New Mind-set for Competitiveness and Sustainability, Accepted for Publication in Competitiveness Review.</td>
<td></td>
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<tr>
<td>D. Harris and D. Twomey</td>
<td>Corporation Perspective vs. Enterprise Perspective: Issues of Competitiveness and Sustainability, Competition Forum, Vol. 6, #1, pp. 75-80.</td>
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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)
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
ACADEMY OF MANAGEMENT

Full Sustainable Practice Action Research Community (SPARC) PROGRAM

Practitioner Series August 3-5, 2007
PHILADELPHIA, PA

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,
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-
active, 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.

PPP's 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 Hollwitiz, 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 (jaime@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

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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
CURRICULUM-RELATED EFFORTS
Undergraduate Level

Costa Rica course (continued)

to save this area.”

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 Brockovich 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 coopera-
tive. 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 nutri-
tion, 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 abso-
lutely 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, contrib-
uted 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 com-
fortable. 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 my-
self needing much less that I did before to be happy.”

“I have learned that even smaller companies can make changes that lead to big im-
provements to our surroundings. For example, in my father’s business, bottles, card-
board, 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 recy-
cling, 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.