Alcatel-Lucent's 80,000 employees in over 100 countries, design, manufacture and install telecommunications equipment and Networks operators and enterprises around the globe. They leverage the unrivalled technical and scientific expertise of Bell Labs, one of the largest innovation powerhouses in the communications industry. This presentation focused on:

- Alcatel-Lucent Overview
- Elements of Sustainability Program
- Carbon Footprint Reduction Goal
- Green Product Design / Product Carbon Footprint Estimation
- Green Touch / Bell Labs
This presentation focused on:

- Understanding your culture and how it enables and disables the results you can produce
- Leadership and what it takes to transform the organization and its culture
- Aligning the relationships between people and divisions
- Making promises, telling the truth and having the hard conversation to enable transformation
- Shifting the mindset of people and the organization and focusing on the right goals and objectives to enable success

#3-Friday, November 19, 2010
(Attendance: 56 – includes 6 faculty, 3 grad students and 1 undergrad)

“DEP’s Role in Sustainability: your state partner in responsible growth”

Panelists:

Jaime Ewalt
Senior Environmental Specialist
NJ Dept. of Environmental Protection
Office of Economic Growth and Green Energy

Gary Sondermeyer
Director, Technology Department
Bayshore Recycling
Former Chief of Staff, NJ DEP

Matt Polsky
Senior Fellow for Sustainability Innovation & Multidisciplinary Thought
Institute for Sustainable Enterprise
Former Sustainability Team Leader, NJ DEP

The Presentation focused on the Department of Environmental Protection’s new Office of Economic Growth and Green Energy (EGGE). EGGE’s mission is to provide proactive outreach, foster innovation and
deliver resources which enable stakeholders to balance environmental stewardship, economic growth and social equity in order to grow New Jersey’s economy in a sustainable manner.

EGGE’s objectives include:

- Support the Continued Development of Green Energy / Clean Industry
- Provide Resources on Sustainability
- Site Responsible and Sustainable Economic Growth
- Drive State Government Sustainability
- Foster Innovation

---

**#4-Friday, December 17, 2010**
(Attendance: 63 – includes 4 faculty, and 3 grad students)

**BASF: Creating Chemistry for a Sustainable Future”**

Speaker: Charlene Wall-Warren
*Sustainability Leader, BASF*

Charlene’s presentation discussed:

- BASF’s holistic approach to sustainable development – one of BASF’s four strategic pillars – and how that commitment translates into demonstrable action.

- BASF’s industry-leading transparency on its environmental performance.

- BASF’s pioneering life-cycle-based Eco-Efficiency Analysis methodology.

- The global megatrends, how they relate to sustainable development, and how BASF is, through commitment of its considerable innovation resources, targeting sustainability-related global challenges as its principal source of future opportunity.

- Some of BASF’s technologies and products that help feed, house, move, power and keep well a growing world population more efficiently and responsibly.

---

**#5-Friday, January 14, 2011**
(Attendance: 81 – includes 8 faculty (2 retired), and 1 grad student)

**“The Leadership Challenge: How to Build Resilient, High Commitment, High Performance Organizations”**
The economic meltdown of 2008 once again reminds us that too many corporate leaders manage for short term profits and fail to build resilient organizations that achieve sustained high commitment and performance.

Using ideas in his recent book “High Commitment, High Performance”, Professor Beer spoke about hidden barriers that stand in the way and what “higher ambition” leaders must do, who they must be and what they must know in order to develop great institutions that deliver sustained economic and social value for all their stakeholders.

#6-Friday, February 18, 2011
(Attendance: 53 – includes 3 faculty, and 6 grad students)

“Sustainable People: The Ultimate Employer goal in the Talent Ware and Productivity”

Speaker: Greg Thomson
President, The Thomson Group

The presentation focused on:

- Strengthening your culture and leadership capability
- Defining integrity in workable, common sense terms
- Creating personal context as a pathway to survival and renewal
- Exposing the power of choice to increase commitment and engagement
- Integrating key enablers for strategic and talent management success

#7-Friday, March 25, 2011
(Attendance: 47 – includes 3 faculty, and 2 grad students)

Green and Sustainable Manufacturing:
Sprouting new green initiatives to stay competitive

Moderator: Joe Schneider
Founder, Linking B2B
Panelists:

Steve Fromkin  
Manager of Environmental, Health and Safety,  
Alcoa Howmet

Joe D’Urso  
Product and Services Manager  
NJ Manufacturing Extension Program

Bill Russell  
ISE Research Fellow and  
Principal, Transitioning to Green

Industry experts and manufacturing companies in the trenches of the green industrial revolution join in a panel to help provide direction to the manufacturing community. With nearly one third of the US energy consumption going to industrial use and a growing demand from consumers to buy more sustainable products, this message is increasingly essential for every manufacturer.

Discussions on:

- Needs, opportunities and direction for manufacturers’ sustainability
- New ways to look at operations and how being green can open new opportunities for profits while helping the environment
- How to meet growing supply chain requirements and evaluate the complete manufacturing process

#8-Friday, April 15, 2011


Attendance: 53 – includes 1 faculty and 2 grad students)

Speaker: Jacqueline Ottman  
Author,  

20 New Rules in 20 Minutes:

She answered FAQs on her audience’s minds that typically include:

- How can companies avoid greenwashing when marketing the green attributes of their products?
- What are some of the fundamentals companies should be focusing on when communicating their sustainability efforts?

---

#9-Friday, May 20, 2011

“Driving Sustainability throughout the Enterprise”

Attendance: 48 – includes 3 faculty and 2 grad students

**Speaker: Fred Smagorinsky**

Chief Executive Officer

*Marcal Manufacturing, LLC*

Mr. Smagorinsky discussed how Marcal has created a lasting, organization-wide commitment to sustainability and the resulting benefits.

The attendees learned how Marcal’s approach can work in your organization:

- How a product line can become the foundation of a culture of sustainability
- How to deploy social media and other marketing initiatives to engage and cultivate a consumer community around a sustainability message
- How “lean operations” can contribute to each element of sustainability’s “triple bottom line”: people, planet and profit
- How to work with supply chain partners to find “win-win” solutions to reduce waste streams
- How community outreach can engage both employees and neighbors in a corporate culture of sustainability

---

#10-Friday, June 17, 2011

“Sustainability in Pharmacy: From the Jungle to the Patient?”

Expected attendance: 30 – including 3 faculty and 1 grad student

**Speakers: Ruth E. Nemire**

BSPh, PharmD, EdD.

Dean and Professor, *FDU’s Medco School of Pharmacy*

and

**Susan Snodgrass**

BPharm, M D., Senior Director Clinical Research,

*Novartis Pharmaceuticals*
Presentation Highlights:

- Overview of natural products and drug discovery
- Specific look at Amazon collaboration
- Natural products in the pharmaceutical industry--partnership with NIH Natural Products Branch
- The story of Taxol
- Reducing the footprint in Pharma
- Novartis Green/sustainability practices

(Note: as of the May 20th breakfast seminar, over 476 individuals from 116 organizations have attended ISE/CHRMS Breakfast Seminars this year.)

A. ISE EDUCATION, other programs

ISE-sponsored NJOD Community Learning Event
“Exploring the Human Side of Sustainability”
Monday, March 21st, 2011

This event featured Jeana Wirtenberg, Ph.D., Co-founder and Senior Advisor, ISE, and President and CEO of Transitioning to Green, LLC, www.transitioningtogreen.com.

Sustainability Leadership & Transformation Certificate Program

We are planning to build on the highly successful 2009 launch of our Graduate Certificate Program in Managing Sustainability by introducing for 2011-2012 a revamped 18-credit, State-approved Sustainability Leadership & Transformation Certificate Program. As before, the 6-month program includes a study-abroad experience at top international business school INCAE in Costa Rica. For further information, contact: Jeana Wirtenberg, jwirtenb@fdu.edu, or Joel Harmon, harmon@fdu.edu

Bergen Record Conference

As part of our K-16 Sustainability Education program, we are partnering with FDU’s School of Education in offering workshops, summer institutes, and mentoring to teams of primary and secondary school teachers about how to use sustainability projects and problem-based learning to increase performance on the important Common Core Standards. We gave workshops for over 100 school teachers at a Bergen Record-FDU conference in February, and are working with teachers and administrators in a Jersey City elementary school, Ridgedale MS, Rochelle Park MS, Obama Green Charter HS, and Irvington HS.

Through May of this year we have conducted 9 outstanding monthly breakfast seminars on a broad range of human resource management and sustainability topics attended by over 476 individuals from 116 organizations.
We are continuing our partnership with the Silberman College’s highly-ranked Rothman Center for Entrepreneurship to offer their outstanding Innovation Series (seminars, conferences, workshops) at reduced rates for our corporate partners.

**Sustainable Education/Alcoa Grant**

- The Sustainability Education K-16 Project will develop a variety of venues for expanding awareness and understanding of sustainability in elementary schools through institutions of higher education. Working with Fairleigh Dickinson University’s School of Education and other New Jersey-based colleges and universities (including Drew University, College of St. Elizabeth, Morris County Community College, and others), we plan to develop a network of educators committed to sustainability education and curriculum development; design, develop and deliver four train-the-trainer in-service workshops for educators; and host several working sessions among educators at various levels to explore ways to enhance the integration of sustainability within and across disciplines and school levels (primary to junior high to high schools to colleges).

- This is a collaborative program that will involve school teachers, community representatives, college professors and students, school board members, mayors and other municipal representatives, NGOs, and other key stakeholders, to be led by sustainability subject matter experts from Fairleigh Dickinson University and its various networks. We anticipate that in-service teacher workshops will be held on the University’s College at Florham campus in Madison, New Jersey.

**ISE-sponsored Collaborative Learning Lab**

*“Profitable, Green High-Performance Manufacturing”*

**Wednesday, April 13th and May 4th**

*at Alcoa*

This event explored how companies can increase profits, sales, competitive advantage and employee productivity – all while decreasing costs and being more socially and environmentally responsible.

**Transitioning to Green**

**Transitioning to Green FORUMS**

"Chart Your World of Possibilities"

were held on

Monday, October 4, 2010, Wednesday, November 17, 2010 and Tuesday, March 8, 2011, 9:00 - 5:00 p.m.
A. *ISE EDUCATION, continued*

**Transitioning to Green WORKSHOPS**
were held on Wednesday, October 7, and Monday, Nov. 22 2010

and

Wednesday, March 16 and Wednesday, March 30, 2011, 9:00 – 5:00 p.m.

**WEBINAR Sessions:**

April 6, April 28, May 11 and May 25, 2011, 12:00 - 4:00 p.m.

Lenfell Hall, Rutherford Room and Hartman Lounge, Fairleigh Dickinson University, Madison, NJ

---

**NET IMPACT Networking and Panel Discussion**

**July 26, 2010**

(Attendance: 95)

“Sustainability in the Pharmaceutical Industry”

Net Impact, in partnership with The Sustainable Leadership Forum, the Institute for Sustainable Enterprise (ISE) at Fairleigh Dickinson University and the Association for Women in Science would like to share an exciting evening about **Sustainability in the Pharmaceutical Industry**.

**Distinguished panelists** were:

- **Maggie M. Kohn**, Director of Global Corporate Responsibility, Merck & Co.
- **Peter Lalli**, Senior Director, Business Planning and Sustainability, Sanofi-Aventis
- **Coleman Bigelow**, Product Director, Sustainable Brand Marketing, Johnson & Johnson
- **Beth Bengtson**, Principal, SDiscourse

**Moderator:**


---

B. *ISE RESEARCH*

ISE associates published two articles in *People & Strategy: Special Issue on Transitioning to the Green Economy*. The first, "**HR Leadership and Sustainability Strategy: Missed Opportunity?**“ used results from a worldwide survey of executives to show that, even though the types of people and change-management challenges associated with developing and executing sustainability strategies would appear to offer HR
leaders a great opportunity to enhance their strategic roles, they are for the most part not yet capitalizing on that opportunity. The second, “Human Values and Sustainability: Can Green Swim Upstream?” argues that higher levels of sustainability require transformation of major approaches and processes that are driven by a set of human values different from those pertinent to the finance-dominated business case.

ISE associates also published an article, “Influences on the Organizational Implementation of Sustainability: An Integrative Model” in the Organization Management Journal. This paper integrates thinking and evidence from many streams of sustainability research and, using data from a large worldwide survey, shows the relationship among external influences, strategic motivators, key organizational enablers and obstacles, actual sustainability practices and their positive impact on performance.

Jeana Wirtenberg had a chapter “Unleashing Talent in Service of a Sustainable Future” published in The Talent Management Handbook, McGraw Hill that defines the role of HR and OD in driving the “Triple Bottom Line” (People, Planet and Profits), and offers principles, frameworks and tools for integrating sustainability into talent management systems and processes.

ISE associates also had a symposium and several papers accepted for presentation at the 2010 Academy of Management Conference in Montreal: 1) An All-Academy showcase session “Creating a Caring Economics: Theory, Research, and Practice,” 2) “Implementing Sustainability Strategies: An Integrative Model,” and 3) “The Role of Human Values in Sustainability: A Curriculum Challenge for Business Schools.”

**C. ISE SERVICES -- TO FDU**

**Sustainable Campus Project**

We have continued our sustainability efforts on both FDU campuses by supporting grassroots student/faculty groups and working with our facilities departments to raise environmental awareness, search for energy and waste savings opportunities, and help recycle materials from our dorms, offices and administrative buildings (supported by past grants from the Alcoa, First Energy, and PSEG Foundations).

This year we:

- Helped to form Green Steering Committees on both our Florham/Madison and Metro campuses.
- Catalyzed creation of a Sustainability Coordinator position on the Florham-Madison campus.
- Continued supporting our (student organization of the year winning) Green Club.
- Again are prime supporters of Recyclemania on campus.
- Again actively supporting our 5th annual Green Day on both campuses (April 26), which actively engages hundreds of students from FDU and local high schools.
- Helped to quadruple the number of recycling bins on our campus.

**D. ISE SERVICES -- TO MUNICIPALITIES**

**Morristown Business Revitalization through Sustainability Project, Phase III**

We currently are extending to town government and the youth community our ongoing work promoting socially and environmentally responsible practices by Morristown's businesses. With additional funding
from the Dodge foundation, and the sponsorship of Mayor Tim Dougherty, we are working with the Town’s Administrator and new Sustainability Coordinator to design and conduct workshops and action roundtables for Morristown’s governmental leaders and departments, with active involvement of young people from Morristown’s schools.

Woodbridge/ Middlesex/Citi Foundation Grant
ISE received a second $15,000 grant from the Citigroup Foundation for community engagement activities in relation to the Town of Middlesex’s planned Sustainable Business Incubator and Green Industrial Park.

Public Policy and Government Relations
Following a corporate-partner roundtable session last year, ISE has begun to move into the public policy arena with a “white paper” on Developing and Implementing a Sustainable Growth Strategy for NJ. We have followed up by initiating dialogue with individuals and organizations interested and influential in shaping government policies around sustainability, in order to create a constructive context for organizations to pursue sustainability initiatives.

E. ISE SERVICES -- TO THE CORPORATE COMMUNITY

ISE/CHRMS Corporate Partner Roundtables 2010 - 2011

PURPOSE:
The purpose of the ISE Corporate Partner Sustainability Roundtable is to offer a forum for companies from different industry sectors and academia to share information and expertise in the area of sustainability management practices. It is open to Corporate Partners plus selected individuals by invitation only. Offering to work with ISE to co-create a Roundtable Series in a way that best serves the needs of the ISE Corporate Partners, Ms. Forbes and Ms. Croucher designed the series and will be working with it closely in the future.

Roundtable I. September 21, 2010, 11 a.m. - 2:00 p.m. at Ingersoll Rand (attendance: 19)
In attendance were representatives from Alcatel-Lucent, Alcoa, BASF, Becton Dickinson, Bureau Veritas, Covanta Energy, Ingersoll Rand, Morris County Chamber of Commerce, Sanofi Aventis, Net Impact, PSEG Institute for Sustainable Studies, ISE, Sustainable Business Incubator, and Transitioning to Green.

Prior to the session a white paper synthesis --Best Practices in Employee Engagement for Sustainability-- was developed for the Roundtable by Jeana Wirtenberg and sent to all participants as pre-reading to set the stage for discussion:

Additional informative papers and research documents were shared with participants prior to the first session including:
Engaging the Natural Tendency of Self Organization" by ISE Advisory Board member Dick Knowles


Special Issue: Transitioning to the Green Economy, People & Strategy, 33(1), 2010, edited by Jeana Wirtenberg, with several articles from ISE associates

Roundtable II, January 13, 2011, 11 a.m. - 2:00 p.m. at Ingersoll Rand (attendance: 17)

The second Corporate Partner Roundtable on “Creating a Culture for Sustainability” got off to a terrific start with presentations by Barry Dambach, from Alcatel-Lucent and Mike Buczynski, from Church & Dwight on January 13. In addition to Barry and Mike, in attendance were representatives from Alcoa, BASF, Bureau Veritas, Ingersoll Rand, Linde NA, ISE, and Transitioning to Green.

Building on the robust template created by the design team, they shared their unique journeys to sustainability, including many specific accomplishments, best practices as well as ongoing challenges and issues which many others could also relate to. Copies of their PowerPoints were sent prior to the meeting for review by the participants. For further information on these please contact Jeana Wirtenberg or the presenters.

Barry Dambach discussed how sustainability is organized at Alcatel-Lucent and how it is evolving, how it is defined and being integrated into the fabric of the company’s strategy, and how communications are being transformed for a sustainable world through Alcatel-Lucent’s networks, solutions and services with tangible environmental and business benefits. For example, he shared about the Bell Labs Greentouch initiative, which is committed to making 1000 times energy reduction! He also shared about such exciting innovations as cell towers that run off photovoltaics, and their commitment to reduce GHGs by 50% by 2020. He provided insights into their many employee engagement and CSR initiatives, as well as how they handle internal communications and metrics. The challenge of integrating and leveraging HR was stressed.

Mike Buczynski shared insights and perspectives on employee engagement based on his extensive experience at Church & Dwight, including how to create commitment and provide opportunities for employees to contribute. Many examples were provided of initiatives and best practices that are working well. Examples of initiatives included incorporation of sustainability elements into project development and lean six sigma charters, and using sustainability criteria as gate checks in addition to the project criteria in project management. Mike shared specific examples of cross-functional sustainability volunteer committees to drive communication awareness and organize educational activities, communications, and volunteer committees. Best practices included sustainability business drivers tied to performance, such as saving energy, water, minimizing waste, and improving carbon footprint.
Reflections from the meeting indicated it was valuable and worthwhile for all attendees. Many people indicated interest in further leveraging the impact by expanding to include HR executives in the upcoming roundtables on this topic.

**Roundtable III. March 24, 2011, 11 a.m. - 2:00 p.m. at Ingersoll Rand (attendance: 14)**

The third Roundtable in the series consisted of two outstanding presentations by Scott Sandman, BASF and Gretchen Digby, Ingersoll Rand. In attendance were representatives from Alcatel-Lucent, BASF, Bayshore Recycling, Bureau Veritas, Covanta Energy, Ingersoll Rand, Sanofi-Aventis, and ISE.

Scott Sandman from BASF did an outstanding presentation and facilitated a robust dialogue about BASF, including an overview of the company’s background and diverse initiatives with a focus on emerging sustainability-building industries. BASF creates chemistry to “help power, move, house and feed a growing world population,” including wind and solar power, biotechnology, energy-efficiency, sustainable construction, water treatment, and fuel cell technology. Scott discussed how sustainability is structured at BASF, and how it is defined as one of BASF’s Four Strategic Pillars. He discussed the concept of “Verbund”: a systems approach to sustainable development, and described a number of specific employee engagement initiatives to build and reinforce BASF’s fundamental team commitment to sustainability. The executive priority, proof points and pride points were described with rich examples from employee communications, environmental health and safety, learning and development, science education, diversity and inclusion, and more. The new North American headquarters being built to LEED Platinum standards with BASF-enabled sustainable construction technologies is particularly worthy of note.

Gretchen Digby from Ingersoll Rand provided an overview of Ingersoll Rand, a highly diversified industrial company with 58,000 employees in over 100 countries. Gretchen discussed Ingersoll Rand’s (IR) sustainability structure, definitions, focus, and strategic initiatives. IR is “a world leader in creating and sustaining safe, comfortable and efficient environments in commercial, residential and industrial markets.” The company is committed to sustainable business practices within the company and for their customers. IR recently formed a Center for Energy Efficiency & Sustainability (CEES) focused on integrating sustainability into all business functions. IR views sustainability as a mindset “not another initiative, and is working on launching a behavior based sustainability program to “integrate sustainability into the heartbeat of Ingersoll Rand” and a competency development learning program for their employees. One exciting example was cited of a global leader in Asia Pacific who invited all his employees to participate in the www.earthday.org initiative to generate “one million acts of green” by Earth Day. The discussion around metrics and actionable survey measures was particularly stimulating and generated lots of interest among participants.

Comments about the session from the reflection were that it was “stimulating”, “good nuggets”, “good template to share with colleagues”, “appreciate the platform to present so openly”, and more. The participants found the common threads among Ingersoll Rand, BASF and their companies particularly
insightful, as well commenting on some of the distinctions and unique challenges participants are facing in their respective companies.

Roundtable 4 - April 14, 2011 11 a.m. - 2:00 p.m. at Bureau Veritas, NA (Attendance: ?)

The fourth Roundtable in the series consisted of a very lively and informative presentation by Jyoti Agarwal, Ph.D., Environmental Consultant, Bureau Veritas and Laurie Lane, HR Manager, Bureau Veritas. In attendance were representatives from Alcatel-Lucent, Bayshore Recycling, Bureau Veritas, Covanta Energy, Ingersoll Rand, Sanofi-Aventis, and ISE.

Jyoti Agarwal, Ph.D., Environmental Consultant, and Laurie Lane, HR Manager from Bureau Veritas, did an outstanding presentation and facilitated a robust dialogue about Bureau Veritas, including an overview of the company’s history and diverse forward-looking global sustainability initiatives. Bureau Veritas NA is a world leader in inspection, certification and testing services, doing business in approximately 130 countries with 56 NA offices. Their balanced portfolio of activities spans eight global businesses including:

- Marine – making shipping safer through classification and inspection
- Industry – Assessing equipment and processes from design to operation
- Inspection and in-service verification – Checking equipment and installations for smooth, reliable operations
- Health, safety and environment – Helping manage compliance and improve performance in a risk-aware world
- Construction – Verifying building compliance with quality and safety requirements
- Certification – Helping clients improve performance
- Consumer products - Making sure products meet standards and customer expectations
- Government services and international trade – Moving goods between countries reliably.

Jyoti and Laurie shared the HSE statement and principles from their CEO demonstrating their commitment to protecting the environment and the health and safety of their people. BVNA’s conservation initiatives offer and encourage business solutions in ways that support responsible and sustainable development. They are committed to reducing their own environmental footprint and improving their environmental performance by encouraging their employees and business partners to do the same. They engage their employees to participate in their pilot Energy, Water and Paper Usage conservation program at all 56 of their NA offices.

Jyoti described their extensive portfolio of certification programs covering: quality, environmental, health and safety, security, corporate sustainability/social auditing, and integrated management. They went on to describe their internal energy conservation program, communication approaches, water conservation program, recycling programs (e.g., donating recycled computers to local charities and schools). Other creative approaches such as their seed to tree growing contest and world environmental day, earth day celebrations, CO2 carbon footprint assessment pilot program and related initiatives, etc. were discussed, including data tracking and results to date. Key Performance Indicators (KPIs) were also described.

Particularly inspiring was a story about one of their volunteer employees from HSE Miami who is working with Habitat for Humanity to assist them in preparing a Brownfield Site and obtain funding for a cleanup.
Comments about the session from the reflection were that there was: “absolute value from doing this”, “I've gotten a lot of value out of it”, “using as a sounding board for creating a culture of change”, “I can see the continuum of sustainability”, “corporate culture trumps global culture!”. “Want to continue to see more sharing and updates.” “Would like to see a product come out of this” “Start to collect stories and work on it”. “Sustainability is a lens...always another layer”. “Impressed and energized by the discussion.” “Look forward to HR people to engage them more in the process.” “Approach has to be both bottom up and top down.”

**ISE/CHRMS Advisory Board Meeting**

Preliminary meeting scheduled for Thursday, June 9, 2011

*Noveda Technologies, Branchburg, NJ*

7:30 – 10:30 a.m.

(Expected attendance: 20)

**F. ISE, OTHER EVENTS...**

**ISE/CHRMS Annual Picnic**

Sunday, September 12, 2010

4:00 – 7:30 p.m.