

# ISE/CHRMS Annual Report Academic Year 2007 - 08

## Introduction



ISE/CHRMS

**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 21<sup>st</sup> 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, Commonwealth, 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.)  
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- **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)

- Sept. 21, 2007 - "The Ombuds' Role: Helping Create an Ethical and Transparent Culture for Sustainability" (36 attendees); Speakers: R. Williams, *Redmond Williams Assoc.*, N. Diehl, *Princeton U.*, J. Schonauer, *International Ombudsman Assoc.*
- Oct. 19, 2007 - "World, Inc. Why going Global will Collide with going Green Each day of this New Century" (70 attendees); Speaker: B. Piasecki, *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*
- Jan. 18, 2008 - "The Journey to Sustainability in the Hospitality Industry" (35 attendees); Speakers: E. Sinclair, *Benchmark Hospitality* and J. Maffei, *VisionFirst*
- Feb. 15, 2008 - "Conflict Management as a Core Competency for Leaders" (62 attendees); Speaker: H. Guttman, *Guttman Development Strategies*
- Mar. 28, 2008 - "Edgewalkers: People and Organizations that take Risks, Build Bridges, and Break New Ground" (38 attendees) Speaker: J. Neal, *Assoc. for Spirit at Work*

ISE/CHRMS Achievements (cont.)  
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### 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](http://www.TheSustainableEnterpriseFieldbook.net).



ISE/CHRMS Achievements (cont.)  
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### 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).

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#### 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)



Jonathan Cloud

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 EXPEV<sub>1</sub> Electric Vehicle Retrofit / Conversion System. The Incubator is helping Sankar create a business plan, meet with investors, and obtain increased university support.

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### 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 2<sup>nd</sup> 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 13-19, 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)

