



**FAIRLEIGH
DICKINSON
UNIVERSITY**

Silberman College of Business

**Communication on Progress Report
March 2013**

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

THE LEADER IN GLOBAL EDUCATION



**FAIRLEIGH
DICKINSON
UNIVERSITY**

Office of the President

Electronic Format

April 1, 2013

Mr. Jonas Haertle
Head PRME Secretariat
PRME Steering Committee
United Nations Global Compact Office
DC2-612
2 United Nations Plaza
New York, NY 10017

Dear Mr. Haertle,

I am pleased to inform you that Fairleigh Dickinson University's Silberman College of Business has voluntarily affirmed the Principles for Responsible Management Education. In line with its mission and the PRME, Silberman College is committed to ensuring responsible business behavior and accountability through education, research, and advocacy. The College's PRME engagement will continue to include continuous performance improvement, regular reporting to stakeholders, and reconciliation and exchanges of experiences within the learning network.

As the Principles for Responsible Management Education are a global call to transform curricula, research and teaching methodologies on the basis of universally recognized values of sustainability, social responsibility, and good corporate citizenship, I fully support Silberman College of Business' participation in PRME.

Sincerely,

Sheldon Drucker, Interim President

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Silberman College of Business

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March 27, 2013

Jonas Haertle
Head PRME Secretariat
C/O Foundation for Global Compact
801 2nd Avenue, 2nd Floor
New York, NY 10017

Dear Mr. Haertle:

Fairleigh Dickinson University's President, Mr. Sheldon Drucker, has informed the PRME Steering Committee that Silberman College of Business has voluntarily affirmed the PRME. On behalf of Silberman College of Business, I reinforce Mr. Drucker's letter regarding Silberman College's support for PRME. I also acknowledge that Silberman College will continue to foster, encourage, and champion responsible management education, research and thought leadership globally.

Silberman College of Business' mission, curricula and supporting programs integrate the recognized values of sustainability, social responsibility, and good corporate citizenship. We are committed to and fully support the Principles for Responsible Management Education. Our students, faculty and staff, through education, research and advocacy, will ensure that corporate sustainability and responsibility are a part of our strategic core of management education.

Sincerely,

James Almeida
Interim Dean

Fairleigh Dickinson University: Mission Statement

The University's Mission

Fairleigh Dickinson University is a center of academic excellence dedicated to the preparation of world citizens through global education. The University strives to provide students with the multi-disciplinary, intercultural, and ethical understandings necessary to participate, lead, and prosper in the global marketplace of ideas, commerce and culture.

Silberman College of Business: Mission Statement

Mission Statement

The mission of the Silberman College of Business at Fairleigh Dickinson University is to be a center of learning committed to the education of tomorrow's leaders today, to prepare our students to succeed in a global environment, and to advance the understanding of business.

Vision

The Silberman College of Business will be recognized globally, by stakeholders and peers, for its excellence in teaching, intellectual contributions, and programs that expand knowledge to promote the practice of business management. We will be a benchmark program for business education excellence in teaching and scholarship, and for enabling our students to function effectively in a challenging and dynamic multi-cultural work environment.

Shared Values

Consistent with the mission of Fairleigh Dickinson University, Silberman College helps students reach beyond themselves and toward an engaged life in the dynamic global market.

- We are committed to highly effective teaching and engaging students as partners in learning.
- We commit to personal and professional integrity and high standards of ethical conduct.
- We are committed to instilling proper leadership responsibilities, including social, economic and environmental.
- We are results-oriented and committed to our students' individual and organizational success.
- We value diversity, open-mindedness, and mutual respect and believe they are critical to the success of our programs.
- We support and encourage our students, faculty, and staff to engage in civic endeavors, community outreach, and greater global understandings.
- We value continuous improvement and our graduates being life-long and engaged learners.
- We remain responsive to the changing needs of a global, multi-cultural business environment.
- We consider our alumni as important partners and value the involvement of multiple stakeholders in our learning environment.

- We are a dedicated community of teacher-scholars and value the role of scholarship in enhancing the role of teaching.
- We believe business education integrates outreach, economic, social, and environmental responsibilities.
- We value an appreciation of other cultures and viewpoints.
- We believe that active and collaborative learning are important tools in making the learning experience more relevant, interesting, and useful.

Brief Overview

Silberman College of Business is a tri-campus college of the University, offering undergraduate and graduate programs. The Silberman College of Business is accredited by AACSB International - the world's preeminent accreditation authority for collegiate schools of business. AACSB accreditation has been earned by less than 35 percent of the business schools in the United States.

The College aims to achieve regional recognition as a leading provider of high-quality, innovative education in business management through the applied research and professional activities of the faculty.

Over the past 18 months the FDU's Institute for Sustainable Enterprise (ISE), Center for Human Resource Management (CHRMS), Rothman Institute for Entrepreneurship, professors, students, and local corporations have all partnered together to extend the value of a sustainability emphasis both to the university and the surrounding community. Fairleigh Dickinson University is committed to upholding the Principles of Responsible Management Education.

Principals for Responsible Management Education

Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy

Students have participated in service-learning projects attuned to serving constituencies and engendering deeper view of global sustainability issues and personal compassion. These projects include:

- Liquid Water, Inc., raising money to construct a well in Haiti

- UNICEF, fund raising and raising awareness on campus
- Habitat for Humanity, assistant on site cleanup before new construction and fund raising
- Tom's Shows, promoting on campus event to raise awareness of global poverty and raise funds by selling discounted shoes prompting charitable gifts of shoes in the third world.
- Hackensack Riverkeeper, recruiting volunteers, raising awareness of water issues, and conducting 5th Annual Cleanup of the river running through campus on Earth Week.
- Tomorrow's Children Foundation, gathering toys and craft materials, raising money, and conducting Play Day for pediatric oncology patients at Hackensack University Medical Center.
- Children's Hospital of New Jersey, fund raising money and awareness
- Red Cross, fund raising
- Operation Home Front (an organization to serve War veterans), fund raising and awareness.

Course on Managing Sustainably: A new elective course (for Management majors in the MBA program), Managing Sustainably has been developed and offered in spring 2012, fall 2012 and spring 2013. Approximately 45 students have taken this course so far.

Aspen Case Competition: Two teams from FDU participated in the Aspen Case Competition focusing on sustainability.

In addition, several faculty have embedded sustainability concepts and practices in their courses.

Principle 2 | Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Courses

Several courses in the graduate and undergraduate program have the principles and values of social responsibility embedded in them. Two service learning courses at the undergraduate level and the Managing Sustainably course at the graduate level (these are required for Management majors) emphasize the current global social and environmental issues and the responsibilities of individuals and corporations in that context. The service learning courses have supported many deserving causes both local and international.

The Executive MBA students are required to take a course that requires them to travel to an emerging economy (Destinations have included China, India, Brazil, Argentina, Chile and Vietnam). The course is designed to expose students to issues relating to sustainable development and the role of business.

United Nations

FDU is the only university to have consultative status with the UN Economic and Social Council (ECOSOC) as an NGO. Faculty from the Silberman College of Business serve on some of the NGO committees that are constituted under the umbrella of the Committee of NGO's. One faculty member serves as the co-chair on the NGO Committee for Sustainable Development.

ISE/CHRMS Breakfast Seminar Series 2011-2012

- **“Creating Performance Breakthroughs through Self-coaching,”** - Friday, September 16, 2011; Speaker: Howard Guttman, *Guttman Development Strategies*
- **"Upcycling: Growing and Profiting from an Emerging, Sustainable Industry"** - Friday, October 21, 2011; Speaker: Andrew Sell, Chief Hipcycler, *Hipcycle LLC*
- **“Talent Management: Creating a Sustainable Competitive Advantage by Selecting, Developing and Promoting the Best People”** - Friday, November 18, 2011; Speaker: Lance Berger, Editor, *The Talent Management Handbook, 2003 and 2010*
- **“Our Sustainability Journey at BD: History, Strategy and Performance”** - Friday, December 16, 2011; Speaker: Glenn Barbi, Vice President, Office of Global Sustainability, *Becton Dickinson*
- **“Operationalizing Sustainability: how to Translate Sustainable Thinking into Action!”** - Friday, January 20, 2012; Speaker: Govi Rao, President and CEO, *Noveda Technologies*
- **“The Convergence of Business and Biodiversity of Conservation”** - Friday, February 17, 2012; Speaker: Helen Crowley, Conservation & Ecosystem Services Specialist, *PPR*
- **“Operationalizing Sustainability: how to Translate Sustainable Thinking into Action!”** - Friday, March 23, 2012; Speaker: Govi Rao, President and CEO, *Noveda Technologies*
- **"Compassion, Inc: Charity and the Corporate Marketing of Misfortune"** - Friday, April 20, 2012; Speaker: Mara Einstein, Author, Professor of Media Studies, *Queens College of the City University of New York*

- **“Global Strategic Organizational Effectiveness: Assessing HR and OD Strategy and Execution”** - Friday, May 18, 2012; Speaker: Howard Deutsch, Chief Executive Officer, *Quantisoft*

ISE/CHRMS SEMINAR SERIES 2012-2013

- **“Springing beyond Rio+20: Toward a True Global Compact for Sustainable Development”**; Friday, September 21, 2012; Speakers: **Tim Wall**, Strategic Communication Consultant, *UN Global Compact*; **Amanda Nesheiwat**, UN Youth Representative for *The Foundation for Post Conflict Development* and Director, *NJ Sustainable Collegiate Partners* and **Ashwani Vasishth**, Director of the Center for Sustainability and Associate Professor in Environmental Studies, *Ramapo College*
- **“Ingersoll Rand's Journey to Sustainability”**; Friday, October 19, 2012; Speaker: **W. Scott Tew**, Executive Director Center for Energy Efficiency & Sustainability, Ingersoll Rand
- **“Environmental Sustainability at Work”**; Friday, November 16, 2012; Speakers: **Susan Jackson**, Distinguished Professor, Rutgers University, and Past President, Academy of Management; **Stephan Dilchert**, Asst. Professor, Baruch College, CUNY, and **Deniz Ones**, Hellervik Professor and Distinguished McKnight Professor, University of Minnesota
- **“The Shareholder Value Myth”**; Friday, December 21, 2012; Speakers: **Lynn Stout**, Professor of Law, Cornell University, **Frank Werner**, Fordham University.
- **“First Annual Survey of NJ Business Sustainability”**; Wednesday, February 20, 2013; Presenter: **Joel Harmon**, ISE and Professor of Management, FDU and **Kent Fairfield**, Associate Professor of Management; Discussants: **Athena Sarafides**, NJ DEP, and **Matt Polsky**, ISE.
- **“Creating Growth in a Storm: A Roadmap from the Front Lines”**, Wednesday, March 20, 2013; Speaker: **Rick Miller**, President and CEO, Choices and Success.

NEW SUSTAINABILITY SERIES

- **“What’s the deal with Global Climate Change?”**; Wednesday, October 24, 2012; Speaker: **Dr. Shane B. Smith**, Senior Lecturer, Science Education and Director of FDU’s Institute of Math and Science

ROTHMAN INSTITUTE FOR ENTREPRENEURSHIP

- **2012 Innovation Summit: Sustainability through Innovation;** Speakers included Michele Brown, Esq., CEO, NJ Economic Development Authority, Hans Engel, CEO, BASF Corporation, Ian Shankland, VP & CTO, Honeywell Perf. Materials & Technologies and Montgomery Alger, VP and CTO, Air Products

Principle 3 | Method

We will create educational frameworks, materials, processes and environments that enable effective learning experience for responsible leadership.

Transitioning to Green

ISE co-sponsored the Transitioning to Green Foundation's Green Careers Certificate Program offered through the Petrocelli College of Continuing Studies. Transitioning to Green Careers™ is a three-month non-credit certificate program, supporting individuals from all areas of specialization in finding and securing their professional position in the new green economy. The program helps professionals in transition learn and apply leading edge knowledge of green and sustainable business practices to make them more marketable in their job search. Through a combination of state-of-the-art education, personal reflection, career assessment and evaluation, and partnership with a Transitioning to Green™ certified career coach, participants:

- Gain insights into who they are, where they are and where they want to go, building on their passions, values, aspirations, knowledge, experience and expertise
- Determine the opportunities (in-house full-time or part-time positions or entrepreneurial ventures) for which they are best-suited
- Create and execute a personalized, highly-effective action plan in pursuit of their career objective

FDU Sustainable Campus Project

FDU has continued the sustainability efforts on both FDU campuses by supporting grassroots student/faculty groups and working with 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 we have:

- 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 actively supporting our 6th annual **Green Day/Fest** on both campuses which actively engages hundreds of students from FDU and local high schools.
- Helped to quadruple the number of *recycling bins* on our campus.

Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

- FDU was invited by the New Jersey Department of Environmental Protection to conduct surveys of business community, resulting in *First Annual Survey of New Jersey Business Sustainability, 2012*, by Joel Harmon, Kent Fairfield, Jeana Wirtenberg, and William Russell. They presented the study to business and student audience at a speaker series sponsored by the Institute for Sustainable Enterprise.
- Fairfield, K. J. Harmon, J., S. Behson (2011). "Implementing Sustainability Strategies: An Integrative Model." *Organization Management Journal*, 8 (1), 1-17.
- Wirtenberg, J. (2011). *Sustainable Enterprise for the 21st Century*. Chapter 4, Volume I (of 3 Volumes), S.G. McNall, J.C.Hershauer and G.Basile, (Editors), ***The Business of Sustainability: Trends, Policies, Practices and Stories of Success***, Santa Barbara, Ca: ABC-CLIO, 67-88.
- Wirtenberg, J. (2011). "Unleashing Talent in Service of a Sustainable Future." Chapter 37 in ***The Talent Management Handbook***. New York: McGraw Hill, 374-384.
- Farias, G. F. & Farias, C. M. Corporate Social Responsibility: A smokescreen? Paper presented at the American Economic Association 2012, Chicago, IL
- Farias, G. F. & Farias, C. M. Corporate Social Responsibility: A wolf in sheep's clothing? Paper presented and published in the proceedings of the Eastern Academy of Management International meeting 2011, Bangalore, India (June)
- Shukla, M., Farias, G. F. and Raghuram, T.L. The Landscape of the Social Entrepreneurship Ecosystem in India. Paper accepted for the 2011 Academic Collaboration and Research Network on Social Entrepreneurship Perspectives, Linz, Austria (August)
- DeMotta, Yoshiko, D. Hildebrand, A. Valenzuela, S. Sen (2013). "Maximizing the Effectiveness of Disaster Relief Contribution: The Role of Contribution-Controllability Fit."
- DeMotta, Yoshiko, C. Janssen, S. Sen (2013). "Cross-Cultural Assessments of Consumer Reactions to Corporate Social Responsibility."

- Harmon, J. & Fairfield, K. “Sustainability Management: Relative Effects of Geographic Context and International Strategic Approach” To be presented at the Eastern Academy of Management annual conference. Baltimore, MD: Eastern Academy of Management., May 2013
- Harmon, J. & Fairfield, K. “Implementing Sustainability Strategies: How much does geographic context matter.” To be presented at the International Eastern Academy of Management conference. Seville, Spain: Eastern Academy of Management., June 2013
- Harmon, Joel (2013). “Sustainability Management: How Much Does International Context Matter?”

Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

ISE/CHRMS Executive Roundtables 2011 - 2012

Building a Culture for Sustainability Roundtable Series

- The last of a series of four Roundtables was held on June 9 where Corporate Partner *senior sustainability managers along with their HR colleagues* are invited to discuss best practices, challenges and issues across industries as they relate to *engaging people and creating a culture for sustainability* in their respective companies. The series was co-sponsored by Gretchen Digby, Ingersoll Rand and Laurie Roy, Alcoa Howmet, and co-created by the design team which also includes Barry Dambach, Alcatel-Lucent, Michael Buczynski, Church & Dwight, Scott Sandman, BASF, Joel Harmon, ISE and Jeana Wirtenberg. In attendance were representatives from Alcatel-Lucent, Alcoa, BASF, Bayshore Recycling, Becton Dickinson, Bureau Veritas, Covanta Energy, Ingersoll Rand, Linde NA, Morris County Chamber of Commerce, Sanofi Aventis, Net Impact, PSEG Institute for Sustainable Studies, Wyndham Worldwide, ISE, Sustainable Business Incubator, and Transitioning to Green.
- A forthcoming book by Jeana Wirtenberg, to be published in 2013 by ABC-CLIO (Praeger) was unanimously supported and will include chapters on each of the six companies featured in the Roundtables as well as several other Corporate Partners (Alcoa, Marcal, and Wyndham Worldwide).

Sustainable Supply Chain Roundtable Series

- A series of three-four Roundtables are being held where Corporate Partner senior sustainability managers along with their operations and supply-chain colleagues are invited to discuss best practices, challenges and issues across industries as they relate to sustainable supply-chain management in their respective companies. The series is co-sponsored by Greg Butler, Becton Dickinson and Scott Sandman, BASF, and co-created by the design team which also includes Barry Dambach, Alcatel-Lucent, Joel Harmon, ISE, and Bill Russell and Jeana Wirtenberg. Enrolled are representatives from Alcatel-Lucent, Alcoa, BASF, Becton Dickinson, Bureau Veritas, Church and Dwight, Covanta Energy, Sanofi Aventis, Sharp, Wyndham Worldwide, and ISE.

Principle 6 | Dialogue

We will facility and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

- Wyndham Worldwide sponsored 8 students to come and help out producing the Green Tourism and Hospitality Conference as well as sit in on conference sessions. Some of those students will be invited to become ISE interns over summer 2013. This will extend the involvement in sustainability, as well as give undergraduates an enriching professional experience.
- In early 2013 Somerset County Business Partnership collaborated with ISE on their Green Tourism and Hospitality Conference. Those who attended this exciting and informative conference learned from industry leaders the tools, techniques and best practices for leveraging the three P's – People, Planet and Profits.
- There have also been steps taken to encourage more graduate student involvement in ISE-sponsored activities. FDU has registered students to participate in the Aspen Institute Case Competition, which will challenge a group of graduate students to submit their analysis to a sustainability case in March 2013.

Sustainable Education Project funded by a grant from Alcoa

- Continued to cultivate school districts in Northern New Jersey.
- Conducted workshop on integrating sustainability into K-12 curriculum August 2011, attended by 14 educators from three schools.
- Continued informal consultation with Barack Obama Green Charter High School.
- Initiated contact with Newton school district, meeting with principal and curriculum specialists at Merriam Avenue Elementary School in December 2011. Follow-up expected to build on their initial efforts around in-school gardens.

- Explored possible consultation with principal of Alexander Hamilton Elementary School in Morristown. Discussed meeting with all district principals and awaiting superintendent's support.

Morristown Revitalization through Sustainability Project funded by grants from Dodge Foundation

ISE continues its leadership role in Sustainable Morristown - educating, engaging and supporting municipal government and business stakeholders. Highlights/impacts accomplished in 2011:

- Refined and focused vision, making tangible progress towards implementing sustainability-oriented goals and practices to shift the community's culture and ensure Morristown's highest quality of life – with the potential to become a model for other NJ communities interested in increased government and business performance and life quality.
- Collaborated with municipal leaders and Planners to clearly focus the community vision, coordinate stakeholder engagement and align long-term Sustainable Master Plan initiatives with near-term Municipal Government goals, process changes and implementation capacity.
- Worked with Town Administrator, Sustainability Office and Municipal leadership to design an innovative performance management program, "Morristown Performs." Evolving out of previous sustainable management efforts, it will establish community and Municipal Government goals and performance measures as the cornerstone for long-term accountability and culture change.
- Conducted training sessions and providing ongoing support to municipal government departments reviewing sustainability stakeholder findings and introducing Morristown Performs.
- Continued efforts to engage business community. As a pilot, we are implementing with input from Sustainable Jersey and NJDEP, a new pragmatic message, case examples and tools to quantify and communicate the Sustainability Return on Investment.

"Co-Creating the Future of Organization Development"

A Complimentary Workshop Event offered in early 2013, which collaborated with:

- The FDU Institute for Sustainable Enterprise (ISE) and Center for Human Resource Management Studies (CHRMS)
- The New Jersey Organization Development Community and
- The Global Community for the Future of Organization Development (GCFOD)

This highly interactive workshop event broke new ground in connecting organization development practitioners and HR professionals to the rapidly emerging triple bottom line world of sustainability (i.e., people, planet and profit). Its focus was to provide an opportunity for participants to re-assess their role and forge new commitments in helping organizations become sustainable enterprises; i.e., focusing on products, processes, and services that add value to the organizations and are simultaneously beneficial to people and the planet.

This conference:

- **Explored** the individual's role in building sustainable organizations from within and without
- **Discovered individual legacy:** Use self-reflection and self-wisdom to identify readiness and available opportunities to support sustainability strategies
- **Connected** with fellow organization development and sustainability supporters
- **Became involved** with emerging roles for OD practitioners, initiatives and possibilities to use skills to make a difference in creating more sustainable organizations and world.

Future Perspectives/Key Objectives

The Silberman College and its Institutes at FDU will continue to focus on the ongoing seminars and other activities described above. In addition the following efforts are underway:

1. A new cohort based MBA program has been launched in fall 2012. These cohorts will be offered 5 enrichment courses emphasizing a theme. Plans are underway to embed sustainability and innovation in these enrichment courses across all disciplines.
2. At the Florham campus, the Becton College of Arts and Sciences now offers a minor in sustainability. SCB will be offering an integrative course for this minor. This course will also be required of all Management majors in the undergraduate program.
3. The regular MBA program curriculum is being revised with a plan to embed sustainability in all courses. This program is being launched in fall 2013. In addition, the possibility of offering an interdisciplinary major in sustainability is being explored.
4. Faculty research focusing on sustainable enterprise will continue in future.