

2012 Sharing Information On Progress

UN Principles for Responsible Management Education (PRME)



WEATHERHEAD
SCHOOL OF MANAGEMENT

CASE WESTERN RESERVE
UNIVERSITY

Our Letter of Commitment



We are excited that in October 2012 we will welcome Robert E. Widing II, dean of the Macquarie School of Management in Sydney, Australia, as the new dean of the Weatherhead School of Management. Dr. Widing will ensure that our commitment to PRME principles will remain at the core of our mission; meanwhile, in the absence of a dean of Weatherhead, I would like to offer my thoughts on our activities over the past two years.

Our MBA program, possibly our most visible degree program, is imbued with two themes, Sustainable Enterprise—the notion that creating prosperity goes hand in hand with fostering a healthy natural environment and human society--and Manage by Designing, the integration of design attitude and skills into business practices. At first glance, one might assume that the skills and techniques associated with design have nothing to do with socially responsible business practices. But what we have found is that by taking into account a whole system and all stakeholders, as design teaches us to do, our students are frequently inspired to design processes, services, and products that have a positive impact. Perhaps design techniques liberate our students to pursue the social and environmental goods that they are most interested in.

Weatherhead students at all levels are invited to explore sustainability as a driver for value creation in core curriculum for our MBA program, including the Institute for Sustainable Value and Social Entrepreneurship, which was named among the 10 most innovative business school courses by Forbes in 2010. In addition, the first candidates in our transdisciplinary Designing Sustainable Systems Track for a PhD in Management have just graduated with their doctorates. Our students also continue to take their learning to the next level by becoming involved with internships, organizations like Net Impact, and case competitions including that of the Aspen Institute.

Meanwhile, our faculty have diverse interests in the spheres of social and environmental responsibility. All seven of our departments, from accountancy to organizational behavior, can point to research and teaching in these important areas. Not content to leave their research in the “ivory tower,” many of our faculty speak with the media on a regular basis.

Our school also reaches out to our local business community and beyond through the efforts of the Fowler Center for Sustainable Value (formerly the Center for Business as an Agent of World Benefit and renamed in 2009), which hosts guest speakers and Sustainability Circles and connects with leaders to discuss their sustainability concerns. Weatherhead’s Executive Education department also provides programming around socially responsible business practices that is very popular with our client organizations.

This progress report will highlight these and other results of our commitment to the PRME during 2010-2012.

Sincerely,

A handwritten signature in black ink that reads "Roger Saillant". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Roger Saillant, PhD
Executive Director
Fowler Center for Sustainable Value

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.

Weatherhead prepares students to be business leaders who understand how their values and decisions affect their communities and the world. We ask our students, "What is the world you want to design?" Finding business opportunities in today's most pressing social and environmental issues, and recognizing that today's business challenges won't be solved with yesterday's management attitudes and solutions is at the heart of our teaching philosophy.

Our interdisciplinary initiatives feed all that we do: *Manage by Designing* and *Sustainable Enterprise* infuse our coursework with creative energy and innovative strategies. Students apply what they learn and create positive impact in the world. Fellowships and internships, in-the-field experiences, case competitions, clubs, and outreach programs teach students how their values create value.



The power of sustainability

As COO of MIDATCO Power Company in Nigeria, Funso Lafe, MBA '10, is helping to build an energy-independent village, TechVille, utilizing solar panels, wind turbines, and biofuels as power sources. MIDATCO not only installs these technologies but also trains workers to design, install, and maintain solar, wind, and waste-burning generators. These will provide a more reliable grid for this populous and developing nation. "There are days when you get all your electricity at once, and other days when it goes on and off. There are days when we have light for an hour, and times when you go through two days with no power," he explains. "You have to be very conscientious about charging your phone and computer to last through power outages." Lafe hopes that his company will be instrumental in changing all of that. At Weatherhead, Lafe developed his abilities to see the big picture even when dealing with critical minutiae of procurement and project management. His involvement is not only in TechVille, but also in a new initiative called PAWA 774, an acronym for Providing Alternative Watts for all 774 local government areas in Nigeria.

Internships and fellowships

Internships at the Fowler Center for Sustainable Value

Weatherhead's Fowler Center employs two students annually, providing opportunities for co-authoring and publishing sustainable value teaching cases and editorial roles for the *Journal of Corporate Citizenship*. The interns also supported the Center in its former role as Secretariat to the UN Global Compact U.S. Network. Currently, MBAs are assisting in the implementation of Sustainability Circles with businesses and non-profit organizations in Northeast Ohio.

Internships at Case Western Reserve University's Office of Sustainability

Since 2006 Weatherhead MBAs have served in CWRU's Office of Sustainability. Students are given leadership roles on major projects such as university-wide greenhouse gas emissions inventories and data collection, and analysis for annual reports.

Fellowships at the Institute for Sustainable Development

For the past two years, Weatherhead MBAs are eligible for fellowships with the Institute for Sustainable Development in North Carolina.

Internships at the Cleveland Clinic, Office for a Healthy Environment

Since 2008, Weatherhead MBAs have served in Cleveland Clinic's Office for a Healthy Environment, helping to manage sustainability programming for the 40,000-person organization.

Volunteering for "Sustainable Cleveland 2019"

Weatherhead facilitates the 10-year "Sustainable Cleveland 2019" project. The initiative was launched by the City of Cleveland and involves thousands of stakeholders throughout Northeast Ohio. Each year, stakeholders come together for an Appreciative Inquiry summit where they design projects aimed at creating a "Green City on a Blue Lake." Weatherhead students are key players in the planning process and implementation of the summits, and serve on topic-based working teams that are the source of the annual themes: energy efficiency, local foods, and sustainable transportation, for example.

Four case competitions in one month for Weatherhead MBAs

In March 2011, MBA student teams competed in no fewer than four case competitions based around questions of sustainability or design—fitting challenges to students of Weatherhead's signature themes, *Manage by Designing* and *Sustainable Enterprise*. The Aspen Institute Case Competition invited teams from 25 business schools to innovate at the intersection of corporate profits and environmental, social, and ethical issues. Net Impact teamed with xpedx to offer students a chance to create a sustainability scorecard for xpedx's suppliers. The Hult Global Case Challenge, in partnership with Clinton Global Initiative, focused students' efforts on a mounting environmental and social crisis: water access in developing countries. Meanwhile, Rotman School of Management, IDEO, and Mayo Clinic Center invited students from North America's most prominent business and design schools to the Rotman Business Design Challenge, where teams solved a "wicked problem" using design methodologies and business acumen.

Design and sustainability students find wicked problems and solutions in Scandinavia

Over the last two years, four MBA students have travelled to Denmark to participate in design camps at the Kolding School of Design (DK:) in Denmark. In 2011, Tim Anderson and Akhila Skiftiness—both MBA '11— worked on sustainable transportation issues addressing dilemmas like pollution and traffic. The effort, called “e-trans,” aims to popularize electric cars in Denmark by stimulating consumer interest and the development of a sector to service the cars. “These e-trans design camps are a relatively inexpensive way for DK: to get a global perspective,” says Skiftiness. The camps convene around the globe and attract international students representing China, New Zealand, India, Syria, Europe, and the U.S. Students’ backgrounds include graphic, fashion, textile, industrial, and interactive design. But what this diverse group has in common was that all of them were current design students—except the Weatherhead MBAs! “We were so out of our element, it hurt!” Skiftiness remembers. “But we were open to being in that environment, because Fred [Collopy, PhD, Senior Associate Dean and Professor of Information Systems] and Dick [Buchanan, PhD, Professor of Information Systems] had us out of our comfort zone already. The Design in Management: Concepts and Practices course they co-teach was preparation for this.”

This past year, Obinna Muoh, MBA '12, and Vaibhav Pawar, MBA '12, designed strategies that make energy consumption more visible to consumers. “Usually, people cannot immediately see the results of their behavior as it relates to energy use... In light of this, DK: challenged us to explore ways to transform electricity from intangible to tangible, from tangible to wonderful! We devised exactly one hundred solutions. Some were brilliant, others bordered on the ridiculous. From the lot we selected two that we’re turning into products,” said Muoh. After the two-week experience, our students were thinking like designers— without boundaries. “I learned design thrives on the tension inherent in a diverse team with often divergent perspectives. That was the secret sauce that made our interaction so profound,” said Muoh. Design teams are made up of international students from a variety of backgrounds.

In-the-field highlights

During Weatherhead’s year-long, six-credit Institute for Sustainable Value and Social Entrepreneurship, MBA student groups have the opportunity to work with local organizations that seek to do well by doing good. In the 2011-2012 academic year:

- A student team worked with the Cleveland Carbon Fund to design a sustainable model to reduce the use of single-use plastic bags at grocery stores
- Students worked with Cisco, benchmarking 10 leading companies’ sustainability goals, metrics, and KPIs to assist Cisco with its next-generation sustainability goal setting process
- A team of students worked with U.S. Endoscopy on two different projects. The first was assessing sustainability metrics used by leading companies to develop a sustainability strategy informed by GRI with a long-term roadmap for “A+” rating. The second project was an analysis of the business opportunity in harvesting rain water from facility roofs.
- Students worked with Sieman Corporation researching the U.S. market for vegetative roofs, including cost/benefit analyses, and produced a feasibility study.
- A fifth student team assisted Pepperl & Fuchs, an industrial sensor and automation company, by proposing ways for the organization to create greater awareness of sustainability business opportunities and to embed sustainability in the company’s day-to-day interactions.

Four Weatherhead MBAs' sustainability internships

Sustainability has never seemed more urgent for businesses to embrace. Undaunted by the scope of the changes that must be made to every aspect of society, four Weatherhead students, Rachel Bourne, MBA '11, Arindam Jha, MBA '11, Leigh Orne, MBA '11, and Tsunghan John Tsai, MBA '11, brought their skills and knowledge to summer internships that benefited business and the environment. Sustainability can mean many different things on the ground. And that is just what the four students discovered.

Both Rachel Bourne and Arindam Jha found internships through the Environmental Defense Fund's Climate Corps program. Climate Corps works with Net Impact, a nonprofit organization whose mission is to use the power of business to promote social and environmental sustainability, to pair MBA students with businesses that want to reduce their carbon emissions. "Some Climate Corps interns really roll up their sleeves to do energy efficiency work exclusively," Bourne says. "Others do more strategic work." Bourne's job was to create a business case for global building standards for Cummins, an engine company made up of complementary business units. Cummins designs, manufactures, distributes, and services engines and related technologies. It has locations in around 190 countries and territories, and global growth projections are favorable.

Bourne developed building standards. "I helped to develop, refine, and finish Cummins' global building policy and standards. Your facilities are a representation of your values," she says, citing features such as rooms for nursing mothers, nice work stations with an emphasis on ergonomics, bamboo floors, and low-volatile organic compound (VOC) paint, carpet, and cabinetry as evidence of Cummins' commitment to offering employees safe, appealing working conditions. Bourne came up with cost-model estimates on new manufacturing and office facilities, which represent the majority of the company's buildings. One of her most notable achievements was "to get all the groups talking to each other. Building standards are hard to develop, and getting consensus across parties is tough," she says. "When I developed a plant start-up model, I worked with plant leadership who'll be running the facility, executive leadership who want a good business case, HR, safety, and insurance people. Working with so many parties with such different communication styles is a challenge"—a challenge Bourne eagerly met.

Also working as a Climate Corps intern over the summer was Arindam Jha, whose academic background is in chemical engineering. Jha also possesses management experience in the operation and design of petrochemical refineries. This expertise made him a natural fit for PSC Environmental Services (PSC), a national leader in hazardous and non-hazardous waste management and environmental services with around 45 locations across the U.S. and Mexico. Jha's work impacted PSC's energy consumption in a more immediate way. He conducted energy audits in nine different locations. "The opportunities for energy efficiency at PSC are very promising," he says. "Lighting upgrades are really a no-brainer with their short payback period. And there are other simple initiatives, such as installing Vending Miser devices on vending machines, that can save substantial energy when deployed across all PSC locations." Larger equipment items, too, such as pumps, blowers, and compressors, consume enormous power. Installing variable-frequency drives or replacing older, inefficient machines with new, energy-efficient models can be possible solutions, Jha says. Climate Corps keeps a running count of the energy—and the money—businesses save as a result of employing these specially trained interns. Jha estimates that in a single summer, he identified opportunities to save PSC about \$2.6 million over the lifetime of the projects: "My host company is very happy with the numbers," he says.

Four Weatherhead MBAs' sustainability internships (page 2)

Also approaching sustainability from an operations standpoint is Tsunghan John Tsai, who interned with TerraCycle, an upcycling company featured in the television series *Garbage Moguls* on the National Geographic Channel. "Since only certain companies' waste, which is currently non-recyclable, is upcycled, it's really good publicity," says Tsai. "Consumers can see this waste is not going to end up thrown in the landfill or burned in an incinerator. Instead, TerraCycle creates new products, which these brands did not anticipate. Also, these are really nice commercial products, and the team of industrial designers at TerraCycle is always coming up with new ideas." TerraCycle collects the materials, but the companies foot the upcycling bill. In exchange, TerraCycle's excellent public relations and marketing staff helps to promote participating brands' sustainability efforts. The system works so well that TerraCycle has doubled the volume of material collected every year. "It has become an operational challenge," says Tsai. "TerraCycle simply has too much inventory. The speed of accumulating materials versus selling products is the problem. It's increased the company's warehousing and inventory costs." During his internship, Tsai worked with a team that is trying to solve this snag by converting materials into plastic pellets and extruded plastic sheets, and by re-blending different waste streams.

Leigh Orne cites the interdisciplinary nature of sustainability as she describes her Green Plus Sustainability Fellowship with the Institute for Sustainable Development (ISD). As part of her work for ISD's local partner, the Council of Smaller Enterprises (COSE), she both championed sustainability and assisted small businesses in drafting and implementing sustainability plans.

"To offer guidance to small businesses, I pull insights from all of the classes in Weatherhead's core curriculum," she says. "The curriculum has also helped me view business challenges and opportunities more holistically, which I believe is another essential element of effective sustainability initiatives." Orne's summer internship began with a 10-day sustainability and small business training program in North Carolina. In Cleveland, she wears several hats: In addition to her work with COSE's member companies, she was a lead writer on the Small Business Energy Efficiency Guide that COSE published in October 2010. She spearheaded Green Plus' collaboration with the City of Cleveland on a major public policy initiative related to sustainability and economic development. The Green Plus program appealed to Orne because of her interest and experience with small business development. "I believe small business is an underserved population with a huge opportunity for growth and impact in the sustainability movement. I liked that this program makes sustainability applicable and accessible to the small business community," she says. Reflecting on her choice to pursue an MBA at Weatherhead, Orne says, "I was looking for a school that could not only give me a solid grounding in the functional areas of business, but was also management-focused and forward-thinking. The organizational behavior faculty's groundbreaking work was another huge draw." Orne heard about Weatherhead from an international development expert who was using Appreciative Inquiry techniques for poverty alleviation and community development.

Net Impact at Weatherhead

The Net Impact chapter at Weatherhead is among the school's most active and engaged clubs because of its work both on and off campus and its connections with the business and sustainability communities. The chapter's focus over the past year has been on providing opportunity for student involvement and development.

At the start of each academic year, Net Impact at Weatherhead welcomes the incoming class of new MBA students (and does a little recruiting for new members) by hosting a site visit at Great Lakes Brewing Company, a local innovator and industry leader in sustainable business. Great Lakes Brewing Company has been progressive in its adoption of corporate citizenship practices, composting, 'waste = food' principles, and biomimicry. This event also acquaints students with one of Cleveland's most popular areas of town and promotes early interaction between first- and second-year MBAs.

In 2011 and 2012, the chapter supported the career and educational development of its members by organizing trips to the national Net Impact Conferences held in Ann Arbor and Portland. The chapter also hosted Sustainability Career Explorer events where students engaged in round-table discussions with local professionals representing small- to mid-sized organizations and large manufacturing, all of which are embedding sustainability into core business units.

On campus, the chapter has engaged with the Fowler Center for Sustainable Value to enhance the integration of social and environmental impact themes with the MBA curriculum, and has connected Net Impact members with Fowler Center Internships. The Net Impact interns assisted Chris Laszlo, PhD, Associate Professor of Organizational Behavior in the research, writing, and teaching note creation for five sustainable value teaching cases.

Net Impact at Weatherhead has also been active in neighborhoods surrounding Weatherhead's campus by participating in the university's CaseSERVES events, like removing trash and recyclables from sections of the local watershed, the Doan Brook. Net Impact members also encourage community service initiatives by acting as co-founders and cornerstone members of the Weatherhead Community Service Committee.

The Net Impact chapter regularly helps connect MBA students with Weatherhead's core and elective courses comprising the *Sustainable Enterprise* theme of the school. One example from 2012 was an afternoon coffee event and informational session about our green finance course that teaches how sustainability measures can impact an organization and how they are viewed from a finance perspective.

Keeping students' attention on all forms of business enterprises, the chapter hosted an evening event for current students, alums, and entrepreneurs, called "Building an Entrepreneurial Culture in Cleveland." The purpose of this event was to recognize the importance of urban neighborhood development with respect to local businesses, micro-businesses, and "mom-and-pop" shops. Informal panel discussions highlighted issues relevant to building a successful entrepreneurial culture in Cleveland and the impacts of local economic development for a prosperous community. Discussions focused on the experiences of particular business owners in Cleveland and Net Impact's own experience in consulting with them. In addition to exploring the challenges faced by small business owners in Cleveland, we believe these discussions showed the significance of community-based economic development through micro- and small businesses.

Net Impact, in partnership with Weatherhead's Operations Club, hosted a site visit and session with local sustainable office furniture manufacturer Taylor Companies. CEO, Jeff Baldassari spent the evening with the students discussing how Taylor Companies converged the sustainable utilization of resources with maintaining profitability in an integrated way that provided quality products for customers.

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.

The Weatherhead School of Management strives to integrate sustainability into all its efforts and has named *Sustainable Enterprise* an interdisciplinary initiative. 17 core courses and 38 electives now include components of sustainability and responsible management. The year-long, six-credit Institute for Sustainable Value and Social Entrepreneurship is the flagship of these efforts and was recently named by *Forbes* as one of the ten most innovative business school courses.

The school's classes on sustainable operations and Appreciative Inquiry are especially noteworthy. As the birthplace of Appreciative Inquiry, Weatherhead maintains relationships with leading companies in sustainability—such as Fairmount Minerals—and served as the Secretariat of the U.S. Network of the United Nations Global Compact from 2006 to 2012.

Institute for Sustainable Value and Social Entrepreneurship

Students learn through project work that you can turn a profit in the real world without ravaging resources in the process. Last year, Erin Christmas, MBA '11 helped an alternative-energy startup perform a granular analysis of the costs associated with making its products. "If companies know exactly what goes into their product, they'll find opportunities to be more profitable and efficient," she says.

Defending the first dissertations in Designing Sustainable Systems

The first candidates in the PhD in Management: Designing Sustainable Systems track have reached the end of their doctoral journey. Mimi Lord, Kathy Buse, and Bernard Bailey defended their dissertations in early 2012.

In 2010, as an extension to the Doctor of Management (DM) program, the PhD in Management: Designing Sustainable Systems track was introduced for those who wish to re-orient their careers to formally pursue positions as academic researchers and scholars. This new, interdisciplinary model of doctoral education in management incorporates perspectives from design, sustainability, and complex systems to take a broader, evidence-based approach to management issues.

Lord studies organizational factors that explain university endowment performance; Buse's research models gender-based effects that explain women's exit from engineering professions; and Bailey focuses on decision-making behaviors and strategies that underlie corporate boards' effectiveness.

Curriculum sample (page 1)

The following Weatherhead courses represent a sample of our 17 core and 38 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

MBAC 509 Leadership Assessment & Development | Instructor: Tony Lingham

This course focuses on developing the student. Students get to know themselves better by completing self assessments, having group discussions, presenting to a group, engaging in various experiential activities, participating in a coaching session, working with a team, and expending their knowledge of leadership skills and abilities, developing an understanding of the ethics and responsibilities of leadership.

MBAC 513 Design Practicum & Sustainable Enterprise | Instructor: Fred Collopy

This course is offered as a series of six full-day executive education sessions. They give an overview and basic introduction to the school's two thematic areas, learning to *manage by designing* and creating sustainable value.

MBAC 514 Dialogues in Top Management | Instructors Stan Cort & Mohan Reddy

The courses comprise a series of dialogues with teams of top-echelon managers and of student groups' analytic papers based on the content of the dialogues and on readings. Readings address both the character and dynamics of complex, enterprise-wide management problems and the characteristics and dynamics of the process of effectively managing them. Students meet practicing top echelon managers and are introduced to the practice and theory of effective top-echelon/general management, involving applying skill in all functional areas of management. The criteria for selecting the organizations that participate include significant efforts related to sustainability and/or design.

MGMT 469 Teaming in Project Work | Instructor: Bonnie Richley

This course is designed to build students' ability to perform in diverse teams and project work while supporting the learning experience in one of the three 6-credit hour courses. Focus is on team development, managing differences, developing inclusive team work, and Emotionally Intelligent leadership competencies.

MGMT 440 Leadership Assessment & Development | Instructor: Tony Lingham

The exit assessment course is aimed at assessing how students' career goals, values, and abilities may have changed since the MBA program began, and includes viewing the current reality of today's business environment to include social and environmental issues. This course is designed to identify if a student's prior learning plan still fits with his/her current career reality and to also identify what has changed for him/her.

MBAC 506 & 507 Operations and Supply Chain Management | Instructors: Ankur Goel & Gary Hunter

MBAC 506 (Marketing and Supply Chain Management) and MBAC 507 (Operations and Supply Chain Management) are an integrated presentation of the process of marketing, operations, and supply chain management. Through lecture, discussion, cases, and/or simulations, students learn theory and practice of how firms develop processes to understand, create, and deliver "triple bottom line" value (i.e., economic, social, and environmental) to business and/or consumer markets.

Curriculum sample (page 2)

The following Weatherhead courses represent a sample of our 17 core and 38 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

MBAC 510 Managing People & Organizations | Instructor: Diane Bergeron

Using the behavioral and social sciences as a basis, this course examines concepts relevant to the effective management of people and organizations. Topics related to HR and organizational behavior are covered and include: organizational and team structure; organizational culture; gender; social responsibility, ethics, conflict, and decision-making; reward systems and motivation; recruiting and selection; management practices; group and team dynamics; and managing differences. A variety of methods, including experiential and interactive learning methods, are used to study these topics. Part 1 of 2 includes the beginnings of the basic concepts relevant to the effective management of people and organizations.

MBAC 512 Macroeconomics | Instructor: Robin Dubin

When managers come in contact with sustainability, it is usually seen as a problem, but for successful managers, it will be seen as providing business opportunities. Sustainable value can be achieved through the design strategies that successfully address water, climate, disease, race-to-the bottom social justice, and food nutrition and availability challenges .

MBAC 508 Strategic Issues/Applications | Instructor: Simon Peck

Strategic management deals fundamentally with the ways firms build and sustain superior competitive positions and profitability. Successful strategy design and implementation requires an understanding of a firm's external environment, its internal resources, and its capabilities. It also requires an integrative view of the firm that spans functional areas such as operations, marketing, and finance. Strategic analysis draws on a number of academic disciplines including economics, psychology, and political and management science, and discuss timely issue areas, such as corporate social responsibility, creating sustainable value, and environmental sustainability.

MBAC 502 Financial Accounting | Instructor: Mark Taylor

Every day, managers have opportunities to improve their organizations by creating and remaking processes, structures, products, and services. To excel at this, they need to expand on their roles as analysts and decision-makers to become competent as designers. When managers study designing, they learn to reframe problems, to sketch and prototype ideas, to apply the logic of possibilities to see through default situations, and to iterate in productive ways.

MBAC 512 Microeconomics | Instructor: Robin Dubin

In this short class you will be introduced to the basics of modern microeconomic thinking. Topics include consumers, firms, markets, the role of the government, information, public choice, and the implications of bottom of the pyramid social justice issues.

MBAC 503 Managerial Accounting | Instructors: Robert Bricker & Gregory Jonas

Managerial accounting provides information to managers that helps them make effective business decisions, control operations, plan for the future, and evaluate performance. This course examines some of the important managerial accounting systems, analytical tools used in business today, and current issues, such as life cycle costing, triple bottom line accounting, and business impacts of climate change.

Curriculum sample (page 3)

The following Weatherhead courses represent a sample of our 17 core and 38 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

MIDS 420 Design in Management: Concept & Practice | Instructor: Fred Collopy

Designing is giving form to an idea to conceive of a more desirable product, service, process, or organization, and refining the idea into something that can be delivered reliably and efficiently. Good design integrates these evolving ideas with the day-to-day realities of a firm's operations, systems, marketing, economics, finance, and human resources. Designing is thus a unique managerial activity that brings together changing technologies, capabilities, relationships, activities, and materials to shape an organization's plans and strategies. It combines analysis and synthesis in ways that are integrative and inventive, and through it, managers create opportunities and means of attaining them. Viewed this way, designing is a core competence of a successful entrepreneur or innovative leader. This course is the first in a two-semester sequence. Design analysis is the systematic review of the four orders of design found in every firm— namely, the firm's communications, products, interactions and environments— and the creation of opportunities to increase firm value by improving each. Students identify ill-defined, ill-structured problems within organizations.

ORBH 430 Institute in Sustainable Value & Social Entrepreneurship | Instructors: David Cooperrider & Chris Laszlo

The MBA Institute in Sustainability and Social Entrepreneurship involves 6 credits divided up into two "courses" which occur over two semesters. The first course— phase one— creates a foundational platform featuring key models and managerial tools for the building sustainable value and turning the social and global issues of our day into business opportunities. The second course is an applied sustainability field experience where teams work with companies and communities on real-life sustainability and social entrepreneurship opportunities. The foundations course is a prerequisite to the applied field project phase.

BAFI 440 Advanced Corporate Finance | Instructor: CNV Krishnan

This course deals with the firm as a nexus of contracts between stakeholders and the overall (social) value impact of stakeholder conflicts. The course deals with value consequences of capital structure choices and of payout policy choices across groups of stakeholders. It deals with the sustainability of capital structure and payout policy choices made by managers. The course deals with managerial greed and agency costs, ethical considerations, and the design and sustainability of incentive contracts.

PLCY 474 Strategic Innovation | Instructor: Sayan Chatterje

In this course, we will develop frameworks to identify new value propositions for the customer. We will then apply these frameworks to three types of innovations that we see in practice— incremental, disruptive, and white space— and more importantly, understand business model innovations that go beyond just a product or process innovation, such as organizations adopting sustainable value business models. The course will also explore techniques of focused brainstorming and creative problem solving.

ORBH 412 Appreciative Inquiry | Instructor: Susan Case

This course studies organizational analysis through Appreciative Inquiry. It explores multiple frameworks for understanding the complexity of organizational life and identifying opportunities for creating more just and sustainable practices and processes. Students form teams and conduct appreciative studies across industries. This course also addresses questions of organizational change (how to move from theory/ideal to practice). Learning is experiential in nature.

Curriculum sample (page 4)

The following Weatherhead courses represent a sample of our 17 core and 38 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

OPMT 430 Sustainable Operations | Instructor: Matt Sobel

This course takes a business approach to environmental and social issues to answer, “What do I know about environmental and social issues to make my company more successful, and how can I act on that knowledge profitably?” We summarize important environmental and social issues facing business (and all of society), such as global climate change, pollution, economic development, hunger, and social unrest. Drawing on most areas of the MBA program, we examine environmental and social issues associated with product design and component commonality, recycling materials, product packaging, process design and remanufacturing, facility location and design (including green building), reverse logistics and closed-loop supply chains, and global supply chains.

ORBH 491 Managing Diversity & Inclusion | Instructor: Susan Case

The course expands the focus of diversity toward a globally inclusive workplace. It addresses workforce diversity issues from individual, group, organizational, and societal perspectives providing analytical and design frameworks for understanding how each of these levels can create barriers in the management and integration of diversity in organizations. Understanding, valuing, and leveraging diversity results in a healthier, more enriched workforce, maximized profitable growth, and sustained competitive advantage. But that doesn't mean it leads to harmony. The blend of cultures, genders, lifestyles, and values often become a source of misunderstanding and conflict. Diversity matters to an organization's bottom line in a complex, globally competitive world. Emphasis is on the “what and how” of tools, strategies, ideas, and techniques that will enable you to lead productive workgroups and organizations through the nitty-gritty issues that emerge when people from different places, backgrounds, ages, and religions come into play.

ORBH 460 Women in Organizations | Instructor: Diana Bilimoria

This course explores the unique challenges of life for women as they increase understanding of the issues surrounding women, ambition, and success in a variety of organizations and professions. The course will broaden understanding of the context of work in women's lives and help women and men understand the leadership and managerial issues that will surround them in organizations. Offering more complex understandings of issues women face in the workplace related to race and gender, the course will help increase self knowledge about personal identity and direction, values, and abilities including the enhancement of leadership capabilities. It will also facilitate career development, improving the ability of individual women to be intentional about the quality of integration of both a personal and professional life.

ORBH 470 Leading Change | Instructor: Richard Boyatzis

In this course, we will continuously attempt to answer two questions: (1) What is the process of sustained, desirable change? and (2) What is the role of a leader? Concepts from complexity theory will be used, including understanding the multilevel nature of SDC at the individual, dyad, team, organization, community, country, and global levels. Intentional Change Theory (ICT) will be used as the organizing concept for the changes studied. In this context, coaching the development of leadership will be a major topic throughout the course.

ORBH 470 Leading Change from a Complexity Perspective | Instructor: Richard Boyatzis

In this course, students continuously attempt to answer two questions: 1) What is the process of sustained, desirable change? 2) What is the role of a leader? Concepts from complexity theory will be used, including understanding the multilevel nature of SDC at the individual, dyad, team, organization, community, country, and global levels. Intentional Change Theory (ICT) will be used as the organizing concept for the changes studied, to include responsible leadership development, sustainability, and CSR initiatives.

Curriculum sample (page 5)

The following Weatherhead courses represent a sample of our 17 core and 38 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

MAND 405 Ethics and Professionalism for Nonprofit Leaders | Instructor Steven Feldman

Socio-economic impact assessment, environmental economics, cost-benefit analysis, wealth distribution, environmental quality, community/inclusive capitalism, and urban reinvestment are among the topics discussed.

MGMT 460 Managing in a Global Economy | Instructor: Leonard Lynn

The course addresses a number of social issues, including the social and environmental impact of globalization, clashes of different civilizations and cultures in international business, national economic security, environmental protection, retaliation against unfair labor practices, and others.

MGMT 464 Management Ethics | Instructor: Steven Feldman

This course is built around two core learning tracks. The first is extended analyses of case studies, which identifies ethical problems, diagnoses import, and develops strategic programs to address them. The second learning track uses short pieces of fiction to explore issues of ethical character, leadership, and organizational responsibility.

HSMC 456 Health Policy and Management Decisions | Instructor: JB Silvers

The course focuses on the conflict and collaboration between federal healthcare policy for social good and corporate decision making about healthcare options

MGMT 498 Action Learning | Instructor: Bonnie Richley

Course covers a wide variety of topics and our client projects involve both social and environmental issues. Examples include carbon-fuel-cell energy conversion, feasibility studies for wind turbine systems, and developing income streams for nonprofit activities.

EDMP 610 Culture and World Politics | Instructor: Eileen Doherty

Religion, ethnicity, and nationalism are assuming increasing significance as defining factors in the post cold war period. These developments call for analysis of how culture affects domestic, regional, and international integration and disintegration.

EDMP 611 Theory and Practice of Collective Action | Instructor: Eileen Doherty

This seminar will address the theory and practice of collective action in the business environment and examine problems and solutions in local, national, and global contexts. Case studies of collective action problems, such as waste recycling, technology development, and community revitalization, will be discussed.

BAFI 403 Financial Management | Instructors: Sam Thomas & Leonardo Maduriera

Course deals with emissions trading, risk assessment, urban reinvestment, impacts of investor incentives, impacts of capital flows across international borders, differential access to capital, the changing nature and role of shareholders, social venture capital and social investing, impact of asymmetric information and agency cost on firm and shareholder value, managerial incentive contracts to induce more "ethical" behavior, and roles played by certifiers.

Principle 3 | Methods

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

Weatherhead is the home of Appreciative Inquiry (AI), a whole-systems change method that engages stakeholders in strategy and decision making. Used by Fortune 500 companies, the United Nations Global Compact, the Dalai Lama, cities all over the world, and even the country of Nepal, AI is rooted in positive psychology and Peter Drucker's idea that leadership creates an alignment of strengths, so that a system's weaknesses become irrelevant.

Meanwhile, the Fowler Center for Sustainable Value is the hub of Weatherhead's sustainability-related efforts. The center customizes curriculum supplements and works with the school's Net Impact chapter to develop student experiences that address sustainability. Another project of the center is the World Inquiry, started in the 1990s as a process for students to gather and disseminate stories of business innovations that benefit the world.



A topic-based working team in the Design phase of "Sustainable Cleveland 2019," an Appreciative Inquiry summit facilitated by David Cooperrider and Ron Fry of the Fowler Center for Sustainable Value, September 2011.

Appreciative Inquiry

Appreciative Inquiry (AI) was developed at Weatherhead by organizational behavior scholars Ron Fry, PhD, Chair and Professor of Organizational Behavior, and David Cooperrider, PhD, Fairmount Minerals Professor in Social Entrepreneurship and Professor of Organizational Behavior, and continues to evolve through their scholarship and application of the process, informed by thousands of practitioners all over the world. The following excerpt is from the AI Commons, an online resource created by AI leaders,

“AI is about the co-evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives ‘life’ to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms.

“AI involves, in a central way, the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential. It centrally involves the mobilization of inquiry through the crafting of the ‘unconditional positive question’ often involving hundreds or sometimes thousands of people. In AI, the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design.”

The Fowler Center for Sustainable Value

The Fowler Center for Sustainable Value upholds Weatherhead’s commitment to *Sustainable Enterprise* as a core interdisciplinary initiative. Sustainable value is defined as a dynamic state that occurs when a company creates ongoing value for its shareholders and stakeholders. By “doing good” for society and the environment, the company does even better for its customers and shareholders than it otherwise would. The shift from shareholder value to sustainable value is the natural outcome of a new external environment characterized by declining natural resources, radical transparency, and rising expectations. Sustainable value is not just a better environmental strategy; it is a response to a radically different market reality in which the economic, ecological, and social spheres are unified into a single integrated value creation space. The Fowler Center leverages interdisciplinary scholarship and practice to help leaders capitalize on new profitable business opportunities to solve the world’s growing social and environmental problems. We work directly with all institutions to embed sustainability into their core strategy, applying cutting-edge competencies in design, innovation, whole systems, and Appreciative Inquiry.

VALUE CURVE: FOWLER CENTER VS. OTHER CENTERS



The World Inquiry

The World Inquiry began in the 1990s as a way for students to collect and disseminate stories of business innovations that are for-profit and have social and/or environmental benefit. Students interview entrepreneurs or businesspeople who have created and implemented innovations that are, at best, replicable, scalable, and profitable. The interview protocols include questions rooted in positive psychology and Appreciative Inquiry, and have been used by thousands of students to engage with business people making a positive impact. The resulting online collection now has hundreds of stories, and Weatherhead professors and PhD students are using the data to investigate why and how businesses engage in responsible leadership and social and environmental stewardship.

Sustainable Value Case Study Library

The Fowler Center for Sustainable Value identified sustainability-themed business cases that serve as teaching resources for faculty across management disciplines. The process began with a literature review of teaching cases related to the topic of sustainable value. The Fowler Center's interpretation of sustainability in terms of sustainable value can be found on our home page.

The Sustainable Value Case Library includes:

- Cases that address an issue of heretical or disruptive change
- Cases in which sustainable value is embedded in the core of the organization's operations
- Cases in which business value, rather than regulatory compliance or other ethical issues, drives decisions

After applying the filters described above, we narrowed hundreds of sustainability-related cases down to 50. Included in the final inventory are five original sustainable value cases written by Dr. Laszlo and MBA students interning at the Fowler Center and published by Ivey Publishing:

- Clarke: Transformation for environmental sustainability
- Tennant Company: Can 'chemical-free' be a pathway to competitive advantage?
- Viridity Energy: Smart Grid Pioneer
- Sustainability at Tetra Pak: Recycling Post-Consumer Cartons (PCC)
- Fairmount Minerals

The inventory is not intended to be exhaustive or comprehensive, but rather is a living resource that faculty are invited to add to and help refine. Links to sites where the cases may be accessed or purchased are provided. Disciplines addressed by the cases include: accounting, economics, entrepreneurship, marketing, operations, organizational behavior, policy, and strategy. The Fowler Center also offers to help faculty integrate sustainable value into courses or research.

A story from the World Inquiry "PortionPac: Small Packaging, Big Impact"

Key Ideas

PortionPac Chemical Company manufactures and markets highly concentrated, pre-measured cleaning products to large commercial facilities such as schools and correctional facilities. The products are created such that they reduce the resources used throughout the product lifecycle, minimize the adverse effects of chemicals on the environment, and eliminate unsafe and ineffective habits of traditional cleaning procedures.



Story continues on next page

For more World Inquiry stories or information on how to participate, visit: <http://worldbenefit.case.edu/inquiry/>

A story from the World Inquiry (page 2)

“PortionPac: Small Packaging, Big Impact”

Innovation

Business Benefit: Products made of 90% water are routinely shipped around the world in multi-gallon drums, only to be emptied and discarded. By reducing the volume of the solutions, PortionPac reduces the amount of the packaging in shipping and conserves energy needed to transport the heavy materials.

Societal Benefit: By providing customers with single-use, highly concentrated solutions, PortionPac calculates how much product should be used over a given time frame. It works with its customers to teach them about proper dilution ratios. If PortionPac finds that a customer is re-ordering its supply too soon, PortionPac will help them to identify areas where too much product is being used. Whereas other cleaning supply companies simply sell their products, PortionPac focuses on being accountable to its customers. Its unique focus on teaching customers helps to control the amount of product that is being used and the amount of waste that gets discarded.

Additionally, PortionPac has a strong commitment to making safe and environmentally friendly products. PortionPac committed to the Green Seal Certification (a scientific environmental certification organization) process. “We reviewed every product we manufacture in light of Green Seal’s requirements and have made those changes necessary to certify an extensive list of products, with more on the way,” states company President Marvin Klein.

Impact

One of the most obvious long-term impacts of PortionPac’s work has been the introduction of highly concentrated, pre-measured cleaning products into the industry. Since concentrated solutions reduce the energy spent in production, transportation, distribution and storage, this pre-measured practice has become increasingly popular with both commercial and retail cleanser producers.

The significance of this method of packaging lies in the reduction of total waste. For example, one case of PortionPac glass cleaner eliminates the need for 56 pounds of cardboard and 100 pounds of plastic that would have to be used to manufacture and transport a similar, more traditionally packaged chemical. By offering cleaning solutions that are Green Seal certified, PortionPac has committed itself to further reducing the often negative environmental impact caused by cleaning products.

Inspiration

PortionPac began as a company dedicated to providing a sustainable answer to cleaning solution needs. The company’s founders were driven by a desire to reduce the waste they saw in traditional cleaning products and to establish a company that would offer safe, environmentally friendly products. Started in 1964 by Syd Weisberg and Marvin Klein, PortionPac was founded on five key principles:

1. Human Health and Safety
2. Environmental Responsibility
3. Improvement of Work Conditions for Custodians
4. Leadership
5. Profitability

PortionPac’s choice of monitoring customer usage extends its responsibility beyond simply selling a safe, effective product; it ensures that PortionPac’s customers are not employing wasteful practices or using too little product to effectively clean and sanitize. PortionPac faced challenges in positioning the company as an environmentally responsible alternative. In fact, the company had to downplay its environmental benefit to convince customers that it was as effective as other cleaning products. Even when the market did not demand rigorous environmental and safety standards, PortionPac remained committed to its core values and continues to do so today.

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.

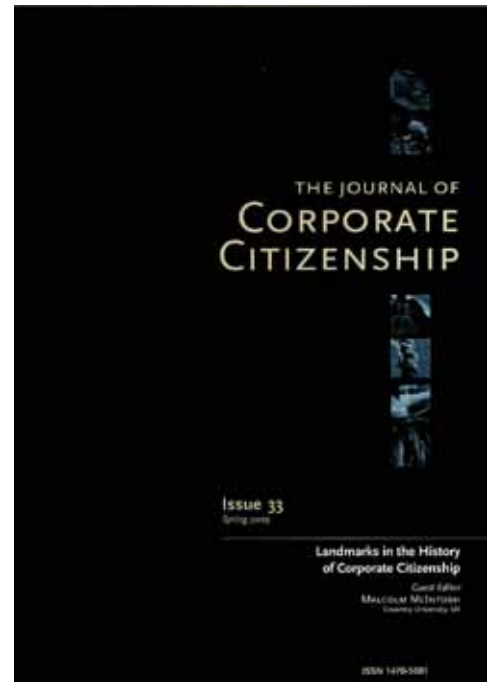
Weatherhead professors are committed to innovative teaching and research that will advance the core interdisciplinary initiatives of the school. Through our faculty's efforts, Weatherhead is redefining management education. The school is also the editorial seat of two academic journals that fit our themes of *Manage by Designing* and *Sustainable Enterprise: The Journal of Corporate Citizenship* and *Design Issues*.

Along with their own academic publications, book reviews, news articles and interviews, our professors encourage cutting-edge work from our students. From undergrads to MBAs and PhDs, our students have the opportunity to participate in research that advances their understanding of management as an opportunity for world benefit.



Weatherhead professor Richard Buchanan is an editor of *Design Issues* (left), a leading academic journal from MIT Press.

David Cooperrider and Ron Fry served as editors of the *Journal of Corporate Citizenship* 2009–2012 (right).



Academic publications: a sample of our faculty's work (page 1)

The following listing shows a small sample of our faculty's recent work related to initiatives such as the UN PRME and the UN Global Compact.

Bilimoria, D. (2012) Inclusive Leadership. *Leadership Excellence*, 29.3, 13.

Bilimoria, D. & Liang (2012) .*Gender Equity in Science and Engineering: Advancing Change in Higher Education*. Routledge.

Borredon, Deffayet, Baker, Kolb, D. (2011). Enhancing Deep Learning: Lessons from the Introduction of Learning Teams in Management Education in France. *Journal of Management Education*, 35.3, 324-350.

Boyatzis, R. (2011) Managerial and Leadership Competencies: A Behavioral Approach to Emotional, Social and Cognitive Intelligence.

Boyatzis, R., Brizz, Godwin, L. (2011) The Effect of Religious Leaders' Emotional and Social Intelligence on Improving Parish Vibrancy. *Journal of Leadership and Organizational Studies*, 192-206.

Boyatzis, R., Fambrough, Leonard, Rhee (2011) .Emotional and Social Competencies of Effective Project Managers. PMI Institute.

Boyatzis, R., Lingham, T., Passarelli, A. (2010) Inspiring the Development of Emotional, Social, and Cognitive Intelligence Competencies in Managers.

Boyatzis, R., Soler, (2012) Vision, Leadership and Emotional Intelligence Transforming Family Business. *Journal of Family Business Management*.

Buse, Bilimoria, D., Perelli. Why They Stay: Women Persisting in U.S. Engineering Careers. *Career Development International*.

Case, S. & Smith, M. (2011) Contemporary Application of Traditional Wisdom: Using the Torah, Bible, and Qur'an in Ethics Education. *IGI Global*.

Chatterjee, S. & Sharma, G. (2011) *Fairmount Minerals*. Ivey.

Coen, C. & Maritan, (2011) Investing in Capabilities: The Dynamics of Resource Allocation. *Organization Science*, 22.1, 99-117.

Cooperrider, D. (2010) Managing as Designing in an Era of Massive Innovation. *Journal of Corporate Citizenship*, Spring 2010, 37.10.

Cooperrider, D. (2012) Making Change Easy: The Tiniest AI Summit in the World. *The AI Practitioner: International Journal of Appreciative Inquiry*.

Cooperrider, D. (2012) The Concentration Effect of Strengths: How the Whole System AI Summit Brings Out the Best in Human Enterprise. *Organizational Dynamics*. 42.25.

Cooperrider, D. (2012) The Sustainable Design Factory. *The AI Practitioner: International Journal of Appreciative Inquiry*.

Academic publications: a sample of our faculty's work (page 2)

The following listing shows a small sample of our faculty's recent work related to initiatives such as the UN PRME and the UN Global Compact.

Cooperrider, D. (2012) Three Circles of the Strengths Revolution. *Leadership Excellence* 29.3.

Cooperrider, D. & Fry, R. (2010) Design Inspired Corporate Citizenship. Special issue of *The Journal of Corporate Citizenship*. 37, 3-6.

Cooperrider, D. & Fry, R. (2012) Corporate Citizenship is a Matter of World Affairs. *Journal of Corporate Citizenship*. 41, 3-6.

Cooperrider, D. & Godwin, L. (2011) Positive Organization Development: Innovation-Inspired Change in a New Economy and Ecology of Strengths.

Cooperrider, D., Godwin, L., Boland, R., & Avital, M. (2012) Advances in the Appreciative Inquiry Summit. *The AI Practitioner: International Journal of Appreciative Inquiry*.

Cooperrider, D. & Laszlo, C. (2010) *Creating Sustainable Value: A Strengths-Based Approach*. Emerald Publishers.

Cooperrider, D. & Zhexembayeva, N. (2012) *Embedded Sustainability and the Innovation Potential of the UN Global Compact's Environmental Principles*. Sage Publications.

Emmerling & Boyatzis, R. (2012) Emotional and Social Intelligence Competencies: Cross-Cultural Implications.

Fry, R. (2010) *Developing the Whole Person through Generative Relationships*. Lanoo Campus.

Fry, R. (2011) Leveraging Strengths to Bring Out the Best in Human Systems. *National Association of Advisors for the Health Professionals*. Fall, 8-12.

Fry, R. (2012) Words Create Worlds. *Leadership Excellence*. 29.3,12.

Fry, R. & Cooperrider, D. (2010) Developing Tomorrow's Business Leaders to Enact Corporate Citizenship. *Journal of Corporate Citizenship*. 39, 3-6.

Fry, R. & Cooperrider, D. (2011) Socially Responsible Communication: Shifting from Access and Informing to Engaging and Interacting. *Journal of Corporate Citizenship*. 41. 3-5.

Fry, R. & Hovelynck. (2010) *Developing Space for Diversity: An Appreciative Stance*. Emerald Group Publishing, Ltd.

Fry, R., Ruhe, Bobiak, Carter, Fry, R., Wu, ZyZanski, Litaker, Weyer, Weiner, & Stange. (2011). Appreciative Inquiry for Quality Improvement in Primary Care Practices. *Quality Management in Healthcare*. 20.1, 30-36.

Glavas, A., Senge, P., Cooperrider, D. (2010) Building a Green City on a Blue Lake: A Model for Building a Local Sustainable Economy. *HRPS People and Strategy*, 33.1.

Jonas, G. & Jones. (2011) Corporate Social Responsibility Reporting: The Growing Need for Input from the the Accounting Profession. *CPA Journal*. 2 Ed., Vol. 8, pp. 65-71.

Academic publications: a sample of our faculty's work (page 3)

The following listing shows a small sample of our faculty's recent work related to initiatives such as the UN PRME and the UN Global Compact.

Zhao, Grant, J., Collopy, F., Boland, R. (2010) Dynamic Graphical Representation of Financial Statements: A Design Inquiry and Empirical Results.

Laszlo, C. & Zhexebayeva, N. (2011) *Embedded Sustainability: the Next Big Competitive Advantage*. Stanford University Press.

Smith, M. & Bilimoria, D. (2012) The Heart of Leadership: How Leaders Engage with Emotional Intelligence. *Leadership Excellence*. 29.3, 5.

Stephens, J., Heaphy, Dutton, J. (2011) *High-Quality Connections*. Oxford University Press.

Thachenkery, T., Avital, M., Cooperrider, D. (2010) Introduction to Positive Design and Appreciative Construction Advances. *Advances in Appreciative Inquiry*. Vol. 3.

Thachenkery, T., Cooperrider, D., Avital, M. (2010) *Positive Design and Appreciative Construction: From Sustainable Development to Sustainable Value*. Book Series: Advances in Appreciative Inquiry Vol 3 Emerald Publishers.

Venkateshan, M. (2011) An Efficient Column-Generation-Based Algorithm for Solving a Pickup-and-Delivery Problem. *Computers & Operations Research*, 38.12,1647-1655.

Zhao, Grant, J., Collopy, F., Boland, R. (2010) Dynamic Graphical Representation of Financial Statements: A Design Inquiry and Empirical Results.

Do the good books inspire good business?

A new research stream in traditional ethics and management education has proved very productive for Susan Case, PhD, Associate Professor of Organizational Behavior. Case has been selected as an Inaugural Kaufman Scholar for 2012–2013 at the Center for Financial Policy of the Robert H. Smith School of Business at the University of Maryland, which awarded her **“Guiding Lights for Morally Responsible Behavior in Organizations: Revisiting the Sacred Texts of Judaism, Christianity, and Islam,”** a \$3,000 prize. The Kaufman Scholars will meet twice in fall 2012 and for a week in spring 2013 to examine religious traditions and financial and business behavior. Dr. Case’s paper, which is under consideration for the *Journal of Business and Religion*, is one of a series on traditional wisdom, ethics education, integrity, and character that she has recently published or had accepted for publication.

Exploring flourishing as sustainability’s missing link

In 2011–2012, six Distinguished Fellows at the Fowler Center for Sustainable Value undertook a year-long project to explore the role of spirituality as a key factor in helping businesses thrive in service of a prosperous and sustainable world. Working in partnership with the Fowler Center staff, the Fellows saw this as a vision that might summon yet-unknown talents and energies toward what one fellow characterized as the equivalent of building a cathedral. In a metaphorical sense, the Fellows are exploring how to entice people into experiences that would teach them to dream of, to long for, **a world in which businesses could contribute profitably to a path where humans and all species could flourish on the earth forever.** Creating value for society and nature in a profitable way requires a new orientation inside and out of business, one of Weatherhead’s core strengths. The Fellows are exploring the proposition that spirituality, however we understand it, is essential to that change, and to individual flourishing, and that flourishing individuals are essential for business (or any other institution) to be in service of a sustainable, flourishing world. Through our work and research we have come to share a belief that connecting individuals to the spiritual domain is necessary to generate sustained commitment by their businesses to the vision of the simultaneous flourishing of the enterprise, and of all life.

Can simple accounts help people save?

Weatherhead economics professor tests out the theory in Nepal

It all started with a request from an Italian nongovernmental organization (NGO), Volontari Italiani Solidarietà Paesi Emergenti (VISPE), which sponsors a number of aid programs in developing countries, including Nepal. VISPE got in touch with Silvia Prina, PhD, Assistant Professor of Economics at Weatherhead, to find out whether she would help to create a microcredit program in the area surrounding Pokhara, Nepal’s second largest city. VISPE cooperates with a Nepali NGO called Good Neighbor Service Association (GONESA) that is active in the region.

Story continues on next page

Can simple accounts help people save? (page 2)

Weatherhead economics professor tests out the theory in Nepal

Microcredit is an increasingly popular way of encouraging entrepreneurship among the extremely poor. Essentially, it means extending very small loans to individuals who are unable to obtain more traditional loans. They may not have collateral or any employment history—prerequisites for approaching most banks.

“GONESA and VISPE work with the ultra-poor, and during my visit, I saw that they were doing a good job of it,” Prina says. “I was interested in working with the NGOs, but I made them an alternative proposal: I would begin by making an analysis of the population’s status and needs using a baseline survey at the household level.” The survey would evaluate not just households’ socio-economic status, but also their access to financial services, attitude toward spending and saving, intra-household allocation of resources, level of support from family and friends, and interest in different kinds of lending and savings products. Did they need credit? Would they prefer to have a savings account? A flexible account?

Prina found that the levels of literacy and financial literacy in the area surrounding Pokhara were very low. Yet even the ultra-poor expressed a desire for a saving mechanism in order to meet their everyday needs, cope with emergencies, and ultimately, acquire assets and develop businesses. Prina explains that despite the families’ willingness to start saving, it is very difficult to do so without a trustworthy instrument in place. “So, I proposed, ‘Let’s help them save,’” she says. “Later, when they, and we, learn more, we can give them credit.”

For households in the area served by VISPE and GONESA, income usually comes in small, irregular installments. But household needs arrive all at once, and must be met with lump sums. Families needed a savings device that would allow them easily and safely to make small deposits and large withdrawals. The solution was a savings product that provided a safe and convenient place to store funds while they accumulated. Prina set up a simple village bank. The bank’s employee would come to each village twice a week for a maximum of two hours at a time. Villagers voted on the day and time that the bank employee would visit their community.

Of the seemingly limited window of opportunity, Prina says, “You have to think about what is both convenient for the users and attractive to the bank. You could open the bank every day for eight hours, American-style, but if everyone in the village is already working in the field by 7 a.m., that’s no good to them. Furthermore, the bank will have high operating costs and no customers.” Prina pilot-tested the savings account in two of the communities served by the NGOs. “This first result was striking,” Prina says, “but I wanted to wait and see whether people really participated—would they deposit into their savings account? How much? How many times each week? And, most important, would this savings device increase the assets of the very poor, help them cope with shocks, and provide a pathway out of poverty?”

It turned out that participants in the pilot deposited an average of 1.5 times a week out of two opportunities. They contributed, on average, 160 rupees to their accounts each week. To put that amount in perspective, villagers in the area make around 1,600 rupees per week. In other words, the participants saved an average of 10 percent of their income—a savings rate Americans haven’t achieved for around 20 years. Prina was cheered by these initial results.

Story continues on next page

Can simple accounts help people save? (page 3)

Weatherhead economics professor tests out the theory in Nepal

"The program seemed to be working, so I launched a follow-up survey six months later to see if the treatment group was better off than the control group. You have to take into account people who were offered the account and didn't take up the offer—they are part of the treatment group, too. If you were to consider only the people who took up the account, then you would bias the results by considering only the fraction of the population that is most inclined to save." If, at the end of six months, the level of monetary and non-monetary assets among the treatment group was higher, Prina felt she could tentatively conclude that the savings account had started to promote asset development.

The results? "Positive," says Prina. But she cautions that the pilot sample of two communities was too small to be statistically significant. Therefore, in May, after a household survey was conducted in all communities served by the NGOs, public lotteries were held in each remaining village. The savings account was launched at full scale.



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.

In partnership with True Market Solutions, the Fowler Center for Sustainable Value leads Sustainability Circles recruiting regional organizations representing diverse sectors. Thought leaders mentor participants on embedding sustainable business practices for increased brand equity, new sources of revenue, reduced operation and supply chain costs, managed risks, and increased employee engagement.

Weatherhead's Executive Education programs offer the opportunity to show leaders how concepts such as Emotional Intelligence, *Manage by Designing*, Appreciative Inquiry (AI), and *Sustainable Enterprise* can add significant bottom-line value to their organizations. As the home of these concepts, Weatherhead has led the way in providing managers with the kind of content they need to make a difference—financially, socially, environmentally.



A Spring 2012 Sustainability Circle session addressing green financing and supply chain.

"The Circles linked my business to like-minded professional organizations in Northeast Ohio. Guest speakers shared fresh, implementable information. Their guidance, along with the camaraderie and support of fellow participants, helped turn the idea of becoming a sustainable company into a reality. It is a privilege to be a part of this group, and I'd recommend it to anyone looking for a new competitive edge."

Nicole Mendelsohn
Vice President at Pyramid Air LTD

Fowler Center for Sustainable Value Sustainability Circles

The Sustainability Circles program is designed to support the following outcomes:

- Custom Sustainability Action Plan
- Launch of initial projects
- Strong business case for sustainability
- Completed carbon footprint analysis
- 100% return on investment and significant profit improvement
- New lens through which to view business operations, and fresh approach to behavior change

Concrete steps such as changing light bulbs and composting are important, but Sustainability Circles are designed to change attitudes and behavior, too.

In partnership with True Market Solutions, the Fowler Center works with organizations of all sizes to help them improve their financial performance by fully embracing sustainable business practices. We do this in a way that is affordable and accessible, builds brand equity and revenues, reduces costs and manages risks, engages employees and stakeholders, and builds strong community.

Each Sustainability Circle brings up to 10 organizations into a peer community that meets one day a month for six months, coupled with individualized coaching sessions. Our unique program design incorporates the following elements:

- Knowledge: carefully selected and curated for Circle participants
- Individual coaching: to motivate and guide each participant organization
- Peer learning and support: to maximize creativity and ensure ongoing support
- Local action network: local service providers and experts
- Resources: access to the best software tools, databases, and websites to facilitate embedding sustainable practices
- National network of experts: resources from top experts across a range of sustainability areas



Weatherhead professor shares insights into lending process with local house hunters

Beginning in August 2010, David Clingingsmith, PhD, Assistant Professor of Economics, conducted a series of seminars with Justin Sydnor, PhD, of the University of Wisconsin-Madison School of Business, and Dan Hartley, PhD, of the Federal Reserve Bank of Cleveland. The free evening and weekend seminars addressed the housing market, the basics of mortgages, and the lending process, and were intended to assist interested members of the Cleveland public in their home-buying decisions. As a follow-up to the seminar series, Clingingsmith and co-authors will conduct a research study on house shopping.

Cleveland's 'Saturday Free Clinic' project benefits from team learning expertise

Tony Lingham, PhD, Associate Professor of Organizational Behavior at Weatherhead, worked together with students, faculty, and staff from the Case Western Reserve University School of Medicine and Frances Payne Bolton School of Nursing to measure team interactions in a pilot study for a student-led free clinic. The Saturday Free Clinic, opened in 2011 in partnership with a local nonprofit, the Free Clinic, serving the greater Cleveland area. The Saturday Free Clinic helps prepare future doctors and nurses to work with patients as health care partners. Dr. Lingham's study of team interactions helped lay the groundwork for a grant application that garnered \$640,000 from the Josiah Macy, Jr., Foundation for the Schools of Medicine and Nursing. As the Saturday Free Clinic project progresses, Lingham will continue to analyze student team interactions and the interactions of the research advisory team through the use of his Team Learning and Development Inventory. In addition, he will provide team training and coaching for the students and faculty involved.

Weatherhead Executive Education programs: a sample

Weatherhead offers 70 unique programs for business managers, all designed to make them more effective in facing today's pressing business challenges. Enhancing leadership through Emotional Intelligence, creating whole-systems change, learning to think like designers, and finding sources of value in social and environmental issues—more than 3,000 business leaders from nearly 400 companies enroll each year.

Leadership Through Emotional Intelligence

- Appreciative Inquiry: Leveraging Strengths for Transformative, Lasting Change
- Boyatzis on Leadership, Resonance, and Renewal
- Building Leadership Capability Through the Power of Intentional Change
- Career Success Strategies for Women in Leadership
- Cognitive Agility: Reaching New Levels of Openness, Flexibility and Focus
- Communication Strategies for Women in Leadership
- *NEW* Crafting Your Personal Vision
- Creating and Communicating Vision
- *NEW* Cultivating Mindfulness in Others: Using Mindfulness to Develop Employees in the Workspace
- Developing Your Emotional Intelligence: Core Competencies for Great Leadership
- Enterprise Risk Management: Essentials for Financial and Non-Financial
- High Impact Leadership for Women
- *NEW* How to Have Difficult Conversations
- Inclusive Leadership
- *NEW* Influencing at All Levels
- Interpersonal Communication Skills
- Introduction to Trust Building
- Leading, Developing, and Sustaining High-Impact Teams
- Managing Multiple Priorities for Women
- *NEW* Master Facilitator
- Media Relations: Image, Positioning and Crisis Control
- *NEW* Mindful Communication for Powerful Impact
- Negotiation Skills for Women in Leadership
- *NEW* Overcoming Business Obstacles: Innovative Solutions for the 21st Century

Manage by Designing

- *NEW* Beyond Ideation: Commercializing and Sustaining Product Innovations
- Cultivating Creativity and the Practice of Managing Ideas
- Cultivating Creativity: Putting Ideas Into Practice
- *NEW* Driving the Profit Engine through Business Model Innovation
- Innovation by Design: Creating Powerful Customer Experiences and Solutions
- *Manage by Designing: Approaches for Everyday Innovation*
- *NEW* Strategic Decision Making and Execution
- Visual Thinking Managers

Weatherhead Executive Education programs: a sample (page 2)

Weatherhead offers 70 unique programs for business managers, all designed to make them more effective in facing today's pressing business challenges. Enhancing leadership through Emotional Intelligence, creating whole-systems change, learning to think like designers, and finding sources of value in social and environmental issues—more than 3,000 business leaders from nearly 400 companies enroll each year.

Positive Change Through Appreciative Inquiry

- *NEW* Advanced Workshop in Appreciative Inquiry
- Appreciative Inquiry: Leveraging Strengths for Transformative, Lasting Change
- Igniting Positive Change through Appreciative Inquiry
- *NEW* Overcoming Business Obstacles: Innovative Solutions for the 21st Century

Sustainable Value

- *NEW* Advanced Workshop in Appreciative Inquiry
- Appreciative Inquiry: Leveraging Strengths for Transformative, Lasting Change
Change Leadership
- Enhancing the Patient Experience for a Competitive Edge
- Enterprise Risk Management: Essentials for Financial and Non-Financial
Financial Tools for Healthcare Managers
- From Staff Function to Internal Consultant: Practices and Tools for Better
NEW Green Finance Program : Measuring and Mitigating Sustainability Risks
NEW Lean Six Sigma Green Belt Certification
NEW Managing Change in Healthcare
NEW Organizational Agility: Methods for Handling Risks, Obstacles and Uncertainty
- *NEW* Overcoming Business Obstacles: Innovative Solutions for the 21st Century
- Process Improvement for Healthcare: Yellow Belt Training and Certification
Process Improvement for Service Operations: Yellow Belt Training and Certification

Weatherhead Executive Education programs

Weatherhead's executive education programs reached more than 3,000 business leaders from nearly 400 companies enroll each year.

Companies

IBM
P&G
The Dow Chemical Company
Fairmount Minerals
Accenture
Herman Miller
Ford Motor Company
Cisco Systems
Patagonia
Wal-Mart
American Greetings
Boeing
Microsoft
Moen
Timken
Eaton
Sherwin-Williams
Energizer
Symantec
Progressive Insurance
Intel
Clarke Mosquito Control
GoJo
HAVI Global Solutions
Lube Stop
Metlife Insurance

Universities and business schools

Carroll School of Management, Boston College
University of Michigan
IEDC Bled School of Management
Queensland University of Technology
Auburn University
Mendoza Business College, University of Notre Dame
University of Madeira
Pepperdine University
Naval Postgraduate School
Carlow University
Eindhoven University of Technology
Nyenrode Business Universiteit
Montana State University
George Mason University
Penn State University
University of San Diego
Trinity College
University of Massachusetts Dartmouth
University of Redlands
The Wharton School University of Pennsylvania
Saïd Business School, University of Oxford
Rotterdam School of Management, Erasmus University
Rotman School of Management, University of Toronto
Desautels Faculty of Management, McGill University
Kellogg School of Management, Northwestern University
Haas School of Business, University of California at Berkeley
Copenhagen Business School
Goizueta Business School, Emory University

Principle 6 | Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Facilitating whole-systems Appreciative Inquiry summits, hosting design talks and sustainability lectures, researching in the field, consulting, interviewing with NPR, *U.S. News & World Report*, and the *New York Times*—these are just a few of the ways Weatherhead’s faculty and staff encourage business leaders to engage in critical issues related to global social responsibility and sustainability.

Weatherhead also served as Secretariat of the U.S. Network of the United Nations Global Compact 2007-2012, hosting two meetings each year designed to bring leaders together in dialogue related to one of the principles of the Global Compact. Sustainable Cleveland 2019 is another initiative facilitated by Weatherhead faculty.

Who do you trust?

Laszlo named among top 100 trustworthy thinkers

Chris Laszlo, PhD, Associate Professor of Organizational Behavior, claimed the #47 spot on a new list of the “Top 100 Thought Leaders in Trustworthy Business Behavior” according to Trust Across America, a program of communications and publishing firm Next Decade, Inc. The program aims to reestablish public trust in business by calling attention to those individuals and companies that are demonstrating trustworthy behavior. Trust Across America conducted its second annual review of North America’s business leaders and thinkers with input from a panel of judges from academic, corporate, consulting, and other backgrounds. Nominees for recognition were evaluated according to their demonstrated capacity to make the news as change leaders.



Secretariat of the UN Global Compact, U.S. Network

From 2007 to 2012 Weatherhead served as Secretariat of the United Nations Global Compact US Network, organizing two symposia each year with network members from the public and private sectors. The U.S. Network also hosted webinars for members and facilitated the monthly calls of the U.S. Network Steering Committee.

- **Fall 2010 Symposium:** "Business and the Millennium Development Goals." November 2, 2010, at United States Mission to the United Nations. Sponsored by Levi Strauss & Co.
- **Spring 2011 Symposium:** "A New Framework for Progress and Disclosure." May 3rd, 2011 at Deloitte New York. Sponsored by Deloitte.
- **Fall 2011 Symposium:** "Impact Investing, Social Entrepreneurship and Social Business." November 1, 2011 at Levi Strauss & Co. in San Francisco. Sponsored by Levi Strauss & Co. and Seagate.

Sustainable Cleveland 2019

Cleveland will become a model of sustainability and a leader in the emerging green economy over the next 10 years through the efforts of Sustainable Cleveland 2019. The community-wide work began in August 2009 when nearly 700 people from across greater Cleveland and across the nation gathered at Public Auditorium for the first annual Appreciative Inquiry summit focused on "Building an Economic Engine to Empower a Green City on a Blue Lake." This decade-long effort will support business growth, protect the environment, and create opportunities for individuals to prosper. Weatherhead's David Cooperrider and Ron Fry facilitate the annual summits.

Fowler Center Speaker Series

The Fowler Center for Sustainable Value hosts thought leaders to talk about their experiences in, and on the frontiers of, sustainability and business. Most recently, **Simon Fineman, CEO of Timbmet** spoke about his experiences at one of Britain's leading privately owned hardwood and panel product traders, with sales of approx \$200 million. Fineman shared his personal journey moving from being a sustainability skeptic to environmental advocate and how he recognized new business opportunities and great profits from his new venture, LeHave Forests. LeHave Forests are a demonstration of how agroforestry can preserve woodlands for future generations. Fineman is a strong advocate for the forests products industry taking its environmental responsibilities seriously and is committed to modernizing and improving the supply chain efficiency of the timber trade.

Hal Hamilton of the Sustainable Food Lab spoke to Weatherhead students and faculty and members of the community about how the food industry is embracing sustainability and where opportunities for innovation exist. Hamilton founded and co-directs the global Sustainable Food Lab. He served as the executive director of Sustainability Institute, based in Vermont, and has written numerous columns, journal articles, and book chapters on agricultural policy and change. Hamilton is an adviser to the Clinton Global Initiative and a frequent guest faculty at the MIT Sloan School of Management, the Harvard Business School, the Society for Organizational Learning, and the Tuck School of Business at Dartmouth College.

Fowler Center Celebration: Do good, do well.



In May 2011, an audience of Weatherhead students, faculty, and staff, friends of the school and well-wishers from the community gathered to celebrate philanthropists Char and Chuck Fowler (pictured above) and their \$7.5 million gift to establish the Fowler Center for Sustainable Value at Weatherhead.

Roger Saillant, PhD, executive director of the Fowler Center, praised the Fowlers' commitment to social and environmental issues. "We need more people like Chuck in business. We need more people like Char in philanthropy," said Dr. Saillant.

The Fowler Center leverages interdisciplinary scholarship and practice to help leaders capitalize on new profitable business opportunities to solve the world's growing social and environmental problems. It does so through a three-pronged effort: research, collaboration, and outreach, with an emphasis on value creation for businesses through embracing sustainability.

Since the Fowlers made their 2009 funding commitment, Fowler Center staff have been hard at work building the three facets of this ambitious mission from the ground up.

"[The Fowler Center is] helping to shift paradigms, but culture change doesn't happen overnight. With our commitment to scholarship, networks, and outreach, we are literally trying to change the world."

Notable figures—Barbara Snyder, president of Case Western Reserve University; David Cooperrider, PhD, Fairmount Minerals Professor in Social Entrepreneurship and Professor of Organizational Behavior; and keynote speaker Peter Senge, PhD, Senior Lecturer in Leadership and Sustainability at MIT's Sloan School of Management—came together to endorse the center's work and praise its benefactors.

Dr. Senge, a recent addition to the Fowler Center advisory board, spoke about how business leadership can and must lead the way for society by deciding to make sustainability a priority while enhancing profit.

A prime example is Fairmount Minerals itself, a large industrial sand company that includes environmental and social sustainability in its mission statement. Chuck Fowler, a graduate of the Weatherhead Executive MBA program, addressed the assembly with characteristic brevity, speaking to the importance of the center's mandate to "build the road map companies need to use" to achieve sustainable growth in harmony with their communities and the planet.

Weatherhead Green Team

The Weatherhead Green Team is made up of more than 30 Weatherhead faculty, staff, and students. The team has launched three major projects since 2011:



1. A waste sort of the waste from one day's operations at the Peter B. Lewis building. This brief analysis shows that on a typical day, almost half (48%) of PBL's trash could have been recycled or composted. This waste sort included faculty, staff, and students and helped raise awareness of what materials can be recycled and composted. Results of the waste sort are being used in the school's internal marketing and communications to promote recycling and composting, like recycling bin labeling in the building (pictured).

2. The "Burn Calories Not Coal" campaign encourages faculty, staff, and students to take the stairs instead of the elevators in the building. Signs at the elevators and stairs encourage people to locate and use the stairs, with slogans such as, "Love your heart, take the stairs," and provide notes about how much energy is saved by avoiding the elevators.
3. A pilot of departmental composting is also underway, in the Fowler Center for Sustainable Value and in the Information Systems department. Small compost bins are placed in the kitchenettes with instructional signage about what to collect in the bins. All materials are collected and integrated into the university-wide composting stream, which goes to Case Western Reserve's farm in Hunting Valley and a commercial composter.

Finally, Weatherhead's Green Team worked with a student consulting team from the master's in Positive Organizational Development (MPOD) to evaluate the most effective ways to organize the team and structure projects.

The Sierra Club names Case Western a "Cool School"

Each year, the Sierra Club, an environmental nonprofit, puts together a list of one hundred "cool schools"—colleges and universities striving to be sensitive to their environmental impact. In the 2010 ranking, Case Western Reserve came in at #74. The Sierra Club explains the research methodology behind the rankings: The organization sent detailed questionnaires on campus sustainability efforts to nine hundred colleges and universities across the U.S., receiving close to 200 responses. The 10 categories in which the colleges and universities could earn points were: energy supply, efficiency, food, academics, purchasing, transportation, waste management, administration, financial investments, and "a catch-all section titled 'other initiatives.'"

Conclusion

Weatherhead has embraced the principles and intent of the PRME program. We find the spirit and action of the principles throughout Weatherhead's culture of looking for opportunities to do well by doing good. The PRME principles are a strong theme in what we do, what we research, and what we teach, as highlighted within this report.

Weatherhead plays an influential role, helping to guide campus-wide efforts at embedding sustainability, including revamping the purchasing policies and practices of Case Western Reserve. Weatherhead is also working to attract and connect more students with businesses seeking solutions for sustainable value creation and for sustainable design.

Our incoming first-year MBAs will have more opportunities than ever before to engage in sustainability-related learning. Starting in the fall semester, the Fowler Center for Sustainable Value will sponsor a day-long interactive seminar each semester on sustainability for all first-year MBAs. First- and second-year MBAs will be enlisted to help write sustainable value case studies showing how companies apply sustainability, design, and ethics-driven leadership to create bottom-line advantage.

The principles of the UN PRME exemplify Weatherhead's values, and as our programs create more and more positive impact each year, we look forward to seeing our students gain even more capacity for lifelong learning and leadership amid a dynamic global context of social and environmental opportunities.