

# 2016 Sharing Information on Progress

UN Principles for Responsible Management Education (PRME)



AIM2Flourish



Quantum Leadership



Strategic Innovation Lab



Global Forum Series



WEATHERHEAD  
SCHOOL OF MANAGEMENT  
CASE WESTERN RESERVE  
UNIVERSITY

**PRME**

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

Thank you to everyone who helped in the creation of this report. Your dedicated involvement and contributions are what make this very work possible.

Special thanks to Morgan Bulger for her efforts in assembling and writing for this report. To contact Morgan, you can email her at [Morgan.Bulger@case.edu](mailto:Morgan.Bulger@case.edu).

### A Note to the Reader:

In addition to using this year's report to cover our progress on several sustainability and human rights objectives, our hope is that the report will also be increasingly useful to both external and internal stakeholders. While historically this report has been an opportunity to update our external partners on the progress of the Center and its initiatives, we also hope that the report will be more useful than ever for our internal stakeholders: our faculty, our staff, and, above all, our students. To accomplish this objective, we have engaged current students and alumni, as well as members of the Weatherhead School of Management faculty, and sought their perspectives on the work that we do. Throughout the report, we have included quotes and pictures to help put a face to the opportunities, events and programming here at our school. In this report you will also be able to find contact information for key individuals, departments and centers, as well as directions on how **you can learn more** and how **you can get involved**. Our hope is that this report will provide background on the work we collectively do here at Weatherhead toward responsible management education of sustainability and human rights. We hope to inspire you, and we invite you to get involved.

## Letter of Commitment

Having served as the Dean of the Weatherhead School of Management at Case Western Reserve University for four years now, it has been my pleasure to ensure Weatherhead's commitment to the Principles of Responsible Management Education (PRME). This year, we hope this report will serve as an integrated update of our progress on these principles, as well as our alignment with the UN's 17 Sustainable Development Goals, the 10 Principles of the UN Global Compact, and the UN Global Compact's Communication on Engagement (COE). PRME is core to the mission of our school, and we have integrated the principles into every level of our MBA program, in addition to many of our other graduate, undergraduate and executive education programs. Our faculty and students have been instrumental in aligning our core values with those outlined through PRME, as well as in implementing these values through our curriculum, our programs and events, and our partnerships throughout the global community.



All Weatherhead students have the opportunity to learn and explore the theory and practice of sustainable value, and integrate it into their core curriculum. In 2016, courses with a core focus on sustainability will be offered at every level of education from the undergraduate level to our PhD programs, while every MBA student will partake in the Sustainability for Business Advantage core course. A second elective course for MBA students, focusing on the more personal practice of sustainability leadership, will also be made available for the first time this year.

Our faculty continues to integrate their diverse passions across interest areas of sustainable value, social responsibility, diversity and inclusion, ethical business, and business as an agent of world benefit into their classrooms and their research. A new book, *The New Grand Strategy: Restoring America's Prosperity, Security, and Sustainability in the 21<sup>st</sup> Century*, written by Mark Mykleby and Patrick Doherty of Weatherhead's Strategic Innovation Lab, along with Joel Makower, executive editor of *Greenbiz*, is set to release in June of 2016. Additionally, faculty member Chris Laszlo, PhD, is currently spearheading the Quantum Leadership Project, exploring the ways that reflective practices can catalyze business as an agent of world benefit through personal flourishing.

Weatherhead also works to spread our reach into the global community. Case Western Reserve University and our Fowler Center for Business as an Agent of World Benefit successfully hosted *Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit* in October 2014. We would like to extend our gratitude and appreciation to the UN PRME, the Globally Responsible Leadership Initiative (GRLI), the AACSB, and our other institutional partners for their help and support of the Third Global Forum, our ongoing development of the Fourth Global Forum in June 2017, and their continued work with our Fowler Center.

This report showcases these and other endeavors related to Principles of Responsible Management Education that also address the UN Global Compact and COE, and the UN's 17 Sustainable Development Goals during 2014–2016.

Sincerely,

A handwritten signature in black ink that reads "R. E. Widing". The signature is written in a cursive, flowing style.

Dean Robert E. Widing II, PhD  
Albert J. Weatherhead III Professor of Management, Professor of Design & Innovation

## 17 UN Sustainable Development Goals

Weatherhead is dedicated to creating the sustainability and social prosperity leaders of tomorrow through our integrated scholarship programs and engagement opportunities. In addition to the Principles of Responsible Management Education, we also work to align our work with the 17 UN Sustainable Development Goals, the 10 Principles of the UN Compact, and other guides of sustainability and community well-being. As you read this report, you may notice these icons pictured below a story or update. That icon indicates any initiative, course, or project that we highlighted as moving toward one of these goals.

The 17 Sustainable Development Goals of the UN:



1: No Poverty, 2: Zero Hunger, 3: Good Health and Well-Being, 4: Quality Education, 5: Gender Equality, 6: Clean Water and Sanitation, 7: Affordable and Clean Energy, 8: Decent Work and Economic Growth, 9: Industry, Innovation and Infrastructure, 10: Reduced Inequalities, 11: Sustainable Cities and Communities, 12: Responsible Consumption and Production, 13: Climate Action, 14: Life Below Water, 15: Life on Land, 16: Peace, Justice and Strong Institutions, 17: Partnerships for the Goals.

Be on the lookout for these icons throughout this report for examples of ways the Weatherhead School of Management is contributing to sustainable development.

## 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.

The mission at the Weatherhead School of Management is to develop transformational ideas and outstanding leaders for the advancement of business and society. As Dean Widing says:

“We develop leaders who innovate to create sustainable value, and are good global citizens.”

The idea that business and business leaders can create a positive impact on society is the lifeblood that pulses through every aspect of Weatherhead. From our core curriculum on sustainability for MBA students, to the sustainability and social innovation research conducted by our faculty and PhD students, to the integrated field work conducted by our faculty, students, and interscholastic partners, Weatherhead has embraced sustainability as our pedagogy of practice.

Our students learn to think in terms of systems and design, and to ask good questions that can not only drive innovation but can open doors to new possibilities otherwise unknown. They learn about engaging diverse stakeholders in idea generation and decision making, and learn how business and business leaders can and are acting as agents of world benefit. Our education is values-driven, and our research and field work are fully integrated toward the development of conscious, caring, and creative business leaders. In a time when climate change is certain and economic inequality is at an all-time high, our hope is that these graduating business leaders will go on to live personally fulfilling lives, while creating prosperous and flourishing communities on a healthy and thriving planet.

## Weatherhead Alumni are Sustainability Action Leaders

Graduates of Weatherhead's undergraduate and graduate programs have gone on to make an impact in the sustainable business world. Three exemplary alumni took a few moments to talk about their work and their experiences at Weatherhead.

**Ali Ahmed** | Global Energy and Sustainability Leader at Cisco Systems



Weatherhead Program: Executive MBA, class of 2008

"Leading a sustainability effort is all about leading change. The leadership focus at Weatherhead provided me with a foundational understanding and viewpoint on creating change that I'm applying as I manage Cisco's sustainability efforts."

Have a question for Ali? Send him an email: [AliAhme@cisco.com](mailto:AliAhme@cisco.com)

**Garima Sharma** | Postdoctoral Fellow at Western University's Ivey Business School



Weatherhead Program: PhD in Organizational Behavior, 2013

"I study business sustainability in the hopes of contributing to a rigorous body of knowledge and impacting management practice. A PhD from Weatherhead has equipped me well to strike the rigor-relevance balance. I have not only been trained in the best research skills, but also know how to collaborate with practitioners to co-create knowledge."

Have a question for Garima? Send her an email: [gsharma@ivey.uwo.ca](mailto:gsharma@ivey.uwo.ca)

**Beau Daane** | Director of Sustainable Development at Fairmount Santrol



Weatherhead Program: MBA, class of 2012

"Weatherhead helped me understand my ideal vision for my future career. Specifically, the LEAD class helped me develop the notion of my passion focusing on the 5P's of People, Planet, Prosperity, Passion and Purpose. For over 10 years now, I've worked in the "5P" space in a variety of contexts: foundation, government, nonprofit, academic, consulting and corporate."

Have a question for Beau? Send him an email: [Beau.Daane@fairmountsantrol.com](mailto:Beau.Daane@fairmountsantrol.com)

## NET IMPACT at Weatherhead

Net Impact is a leading nonprofit that empowers a new generation to use their careers to drive transformational change in the workplace and the world. There are over 300 volunteer-led chapters across the globe working for a sustainable future. The Weatherhead chapter is open to students at any level. It creates a like-minded community and provides events and programs that support students who aim to use their business degrees as a force for environmental & social impact.

"This year, our chapter started a Service Corps.

We connected with Evergreen Cooperatives, a group of local Businesses based on an economic inclusion model. Local employees gain equity in the company as they work, as part of a long term strategy to elevate people out of poverty. Net Impact sent out four teams of four consultants each to work on market research projects. One team looked at identifying market opportunities for Green City Growers, an industrial scale greenhouse, to diversify its crop selection. The projects helped students boost their resumes, provide needed help to a social impact business, and connect with the local community. Importantly, the projects taught the students how business can be a force for good in the world."

Looking to get involved in Net Impact at Weatherhead?  
Send them an email at [gbsa-netimpact@case.edu](mailto:gbsa-netimpact@case.edu)



Net Impact President  
Dylan Beach  
MBA 2016



The Weatherhead Net Impact team consulting with Green City Growers

## Get Involved! Sustainability Fellowships and Internships

Weatherhead offers students an opportunity to get involved in sustainability beyond traditional sustainability curriculum. Established in 2014 through the gift of Chuck D. and Char A. Fowler, the Fowler Center Fellowships support students in the full-time MBA program with a passion for sustainable value and who demonstrate exceptional ability, allowing them to focus on transformational ideas and business practices. Up to three fellows are accepted per year. To learn more about the fellowship, contact Graduate Admissions at [gradstudies@case.edu](mailto:gradstudies@case.edu).



Tim Krueger  
Fowler Center Fellow  
MBA 2016

"When people ask me why I came to Weatherhead I tell them it was because of the Fowler Center, which is true. The Center's focus on exploring businesses that are primarily concerned with environmentalism and social good, and secondarily focused on making money, is a refreshing inversion to the standard corporate sustainability approach."

Heather Frutig  
Fowler Center Fellow  
MBA 2016



"I feel very fortunate to be a Fowler Fellow. From the beginning, I was thrown into core projects like the 2014 Global Forum and AIM2Flourish, a repository of stories about for-profit organizations that aim to lift up society. These projects overwhelmingly shaped my experience at Weatherhead."



Eliza Somsel  
Fowler Center Fellow  
MBA candidate 2017

"As a Fowler Fellow, I am assisting with project management of the Fourth Global Forum for Business as an Agent of World Benefit that will be held at CWRU in June 2017. This has allowed me to develop management skills, as well as make connections with business leaders and scholars that are champions of business as an agent of world benefit."

Muyiwa Oni  
Fowler Center Fellow  
MBA candidate 2017



"This work has helped deepen my understanding of sustainable value creation and broaden my exposure to the many individual change agents and initiatives that are practicing in this space; from local organizers changing the way municipalities approach business and community development, to impact investing firms affecting sustainable business development on a global scale."



## Sustainability & Flourishing Enterprise Teaching Cases

In addition to the Fowler Center Fellows, all MBA students have the opportunity to get involved in writing teaching cases focused on sustainability and flourishing enterprise. These cases, which illustrate companies that are creating sustainable value, are published, co-branded by Weatherhead and Ivey Publishing, and are available for use by faculty and students at management schools worldwide. 14 cases have been published, with six more currently under Ivey review. Teaching case authors interview company representatives and put their management education to work, thinking strategically about the dilemmas facing a company as it seeks to be a Business as an Agent of World Benefit. Fowler Center Fellow Tim Krueger even traveled to Portugal for his teaching case on sustainable cork production company Amorim, a company that utilizes a regenerative cork harvesting technique to maintain input supply without deforestation. Immersed in the experience, Krueger had the opportunity to learn about this sustainable business as well as the interdependence between this business and the community.

To read a summary on *Amorim: Cork Strikes Back* and other cases, you can check out the Fowler Center's case study library at <http://weatherhead.case.edu/centers/fowler/research/case-studies/> or find our cases on Ivey Publishing's website: [www.iveycases.com](http://www.iveycases.com).

If you are interested in learning more or writing a teaching case, please contact Katherine Gullett at [Katherine.Gullett@case.edu](mailto:Katherine.Gullett@case.edu).

## CWRU Office for Sustainability Internships and Fellowships

While the Fowler Center Fellowships are open to Weatherhead MBA students, and the teaching cases are championed by MBA and PhD students, there are other opportunities to get involved in sustainability on campus that are open to both graduate and undergraduate CWRU students. The university's Office for Sustainability currently employs two graduate student fellows, as well as five undergraduate Green Lab Auditors and nine Sustainability Ambassadors. Green Lab Auditors are trained on environmentally-preferred best practices for laboratory settings, and are tasked with visiting the labs on CWRU's campus to take stock of the lab's current environmental challenges and illuminate potential sustainable solutions. Sustainability Ambassadors are trained in the sustainability projects and programs on campus, as well as a diverse set of sustainability issues and topics, and are then tasked with going out into their communities to present what they have learned. This gives students the opportunity to spread their knowledge, and to solidify their own understanding of sustainability.

To learn more about these opportunities and the Office for Sustainability, check out the website: [www.case.edu/sustainability/office-for-sustainability/](http://www.case.edu/sustainability/office-for-sustainability/)



## Introducing: AIM2Flourish

In addition, we've launched a new major initiative furthering the mission of Business as an Agent of World Benefit that aims to recognize, celebrate and catalyze businesses that are delivering a positive impact on the environment and society. AIM2Flourish promotes the UN's 17 Sustainable Development Goals to the world's next business leaders. Weatherhead's Fowler Center for Business as an Agent of World Benefit is a founding partner, along with the UN Global Compact PRME, Purposeful Networks, Globally Responsible Leadership Initiative, Champlain College's David L. Cooperrider Center for Appreciative Inquiry, and the UN PRME Working Group on the Sustainability Mindset. AIM2Flourish is a student-led initiative, encouraging students to identify and nominate for-profit innovations that are helping to build the world we all want by 2030.



How can you get involved?

There are a few ways you can help us expand this exciting initiative.

1. Nominate a business innovation
2. Become a part of our growing network
3. Incorporate the growing platform into your teaching toolkit

Find all of this (and more) on the website: [www.AIM2Flourish.com](http://www.AIM2Flourish.com), and email [info@AIM2Flourish.com](mailto:info@AIM2Flourish.com) if you have any questions.



## Weatherhead Hosts Ezio Manzini and other Sustainability Speakers

In the spring of 2015, Weatherhead's Fowler Center for Business as an Agent of World Benefit partnered with Weatherhead's Department of Design & Innovation to host sustainable design expert DOTT. Ezio Manzini, from the University of the Arts in London for a research seminar. Manzini spoke on his research journey and the importance of sustainable design. The Sustainability Alliance at Case Western Reserve University also hosted a variety of speakers as a part of their lunchtime Speaker Series including Weatherhead alumnus and sustainability leader Ali Ahmed, recent Weatherhead Organizational Behavior PhD graduate Linda Robson, and systems mapping expert Joe Hsueh. To learn more about the Sustainability Alliance, the speaker series and other events, or to subscribe to the mailing list, you can email [sustainability@case.edu](mailto:sustainability@case.edu).

## Field Work Turned Publication

It has been an exciting couple of years for Weatherhead when it comes to turning our values into action. Weatherhead School of Management DM / PhD candidate Lori Kendall, PhD candidate Lili Bao, and PhD candidate Ignacio Pavez contributed to the Goi Peace Foundation's FUJI Declaration with research on The Business Sector Path Towards a Civilization of Oneness with Diversity. The team's research was conducted under advisor Chris Laszlo, PhD, then Fowler Center Director of Research and Outreach. To check out the publication and other information about the project, you can check out the website [fujideclaration.org](http://fujideclaration.org). PhD candidates Pavez and Kendall are currently working with Laszlo on extending the framework of the "Arc of Interconnectedness," with hopes of presenting the work at an academic conference later this year. To learn more about this work, you can email Pavez at [Ignacio.Pavez@case.edu](mailto:Ignacio.Pavez@case.edu).

## Principle 1: Key Objectives and Challenges

One of our goals over the next two years is to scale up the AIM2Flourish network and initiative. This is both an exciting opportunity and a huge undertaking, and we need everyone's help, input and support. Whether it is nominating a story, becoming a part of the AIM2Flourish network, integrating the business nomination process into your class curriculum, or otherwise spreading the word, we welcome your eyes, ears and voices. We are excited to continue to expand and promote this initiative, and hope that you too will find the platform useful, informative and impactful.

Other major goals include continuing to secure companies to profile for teaching cases, as these cases serve as a learning tool both for the students and faculty that utilize the final product, and for the MBA and PhD students who conduct the interviews behind the cases and work together to write up their stories. Additionally, we will continue to select up to three students to receive the Fowler Center Fellowships every year, and will continue to actively engage our students in meaningful internship opportunities.

We would love to see the number of students engaged in this work expand in the coming years. Interested students can email Katherine Gullett at [Katherine.Gullett@case.edu](mailto:Katherine.Gullett@case.edu).

## 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 efforts of education, research and practice. A number of both core classes and electives 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 named by Forbes as one of the 10 most innovative business school courses.

In addition to the core of sustainability education that every MBA student receives, in 2016 we will see sustainability curriculum offered at every level of Weatherhead education, from undergraduate to PhD. As the birthplace of Appreciate Inquiry, Weatherhead maintains relationships with leading companies in sustainability—such as Fairmount Santrol, Clarke, GOJO Industries and Vitamix.

## Defending Dissertations in the Doctor of Management Program

The following is a sample of the dissertations defended in the Doctor of Management program in this reporting period that relate to the learning goals of PRME and the UN Global Compact.

Dissertation Title	Author	Year
A Theory of Leadership Microfoundations within the Dynamic Capabilities Framework: How technology leaders innovate with human connection	Lori Kendall	2016
Sustainable Value and Eco-Communal Management: Systemic Measures for the Outcome of Renewable Energy Business in Developing, Emerging, and Developed Countries	Yohannes Haile	2016
Team Adaptation and Mindful Boundary Management: The dynamics of internal and external balancing	Heather Grooms	2015
Design Attitude and Social Innovation: Empirical studies of the return on design	Mariana Amatullo	2015
Thriving in Transition: Cognition, social, & behavioral resources for times of change	Victoria Woo	2015
The Collaboration Blueprint: Designing and building effective strategies for innovation and rejuvenative collaboration	Jennifer R. Madden	2015
Factors that Influence Firms' Environmental Performance: An examination of large companies	David Klossner	2014
A Theory of Overload and Equivocality Effects on Learning during Knowledge Transfer within Policy Making Dyads	Adrian Wolfberg	2014

## Snapshot of Sustainability Curriculum at Every Level

Here's a look at what's new and what's powerful in sustainability, flourishing enterprise, and business as an agent of world benefit education at every level of Weatherhead.

At the **undergraduate level**: In Fall of 2016, a new one credit-hour seminar will be available to undergraduate upperclassmen that will fulfill one departmental seminar requirement. The course; Sustainability and Net Positive Impact, will introduce students to the concept of sustainability through an integrated course plan of readings, videos, personal practice, company research projects and persuasive writing assignments. Students are encouraged to learn not only about the role of business as an agent of world benefit, but also about themselves as agents of world benefit. To learn more about the course, contact Morgan Bulger at [Morgan.Bulger@case.edu](mailto:Morgan.Bulger@case.edu).

At the **graduate level**: Starting in the fall of 2015, all Weatherhead MBA students are exposed to sustainability through the now core curriculum course on sustainable value. The course, Sustainability for Business Advantage, introduces MBA students to the "business case" for sustainability, grounded in the understanding that market, environmental and societal forces are converging toward the need for more sustainable business models and business leaders. In addition to this course, interested students will be able to register for a new elective course on the interconnection of personal flourishing, business success, environmental thriving, and societal benefit. This course; Quantum Leadership: Creating Value for You, Business, and the World; builds off the interdependence findings of Quantum Physics, and is heavily based in personal reflective practices. Chris Laszlo, PhD teaches both classes. For more information you can email him at [cpl8@case.edu](mailto:cpl8@case.edu).

At the **executive level**: Every student in the executive Doctor of Management program at Weatherhead is exposed to the concept that business can be an agent of positive change in their first year of the program. The course, Flourishing Enterprise: Creating Sustainable Value for Business and World Benefit, is offered every spring semester, and is just one of 11 sustainability and social responsibility related courses. To learn more about the DM program, email Sue Nartker at [Sue.Nartker@case.edu](mailto:Sue.Nartker@case.edu).

At the **doctoral level**: Every Organizational Behavior PhD student completes two courses directly related to sustainability. The first course, Design for Sustainable Value, introduces the students to the scholarship of sustainability and the major lines of research within the field. The second course is on Appreciative Inquiry and led by David Cooperrider, PhD. In this course, students are integrated into the Weatherhead Masters of Positive Organizational Development (MPOD) cohort for a week to learn about both the method of Appreciative Inquiry as well as the theory and framework behind the action research. To learn more about the Organizational Behavior PhD program, email [org-behavior@case.edu](mailto:org-behavior@case.edu).

## Words of Intention from our Faculty



"Weatherhead's cutting-edge courses on *diversity and inclusion* empower and equip students to become inclusive leaders who bring together and engage diverse talents in harnessing global opportunities and solving complex problems."

Diana Bilimoria, PhD  
KeyBank Professor, Department Chair of Organizational Behavior

"Students often begin without understanding what sustainability has to do with their careers or business success. Over the semester, my hope—and most satisfying moment—is seeing the lightbulb go on in their heads. Sustainability and social entrepreneurship is about finding jobs with greater purpose and acquiring new competencies that will help their future employers be even more successful than they otherwise would. It's about a smarter way to do business."



Chris Laszlo, PhD  
Professor of Organizational Behavior



"In my work as an educator, I strive to inspire others to discover and illuminate their deepest aspirations and realize that image in their work and life. It's a true privilege for me to partner with individuals and organizations to help them discover and articulate the best version of themselves."

Ellen Van Oosten, PhD  
Assistant Professor of Organizational Behavior

"At Weatherhead, we explore the reasons that motivate investors to deploy capital in start-up companies in addition to simply making a profit. These motivations might range from a commitment to supporting women entrepreneurs, environmental impact and local economic development. We challenge our students to dig deeper with investors to explore how important these factors are in their investment decisions and how the concept of impact investing could be encouraged globally."



Michael Goldberg  
Assistant Professor of Design & Innovation

## Principle 2: Key Objectives and Challenges

Weatherhead is pleased to have developed sustainability and social responsibility curriculum for students at every stage, and the school looks forward to continuous improvement. At the MBA level, we look forward to the successful first installment of the course Quantum Leadership: Creating Value for You, Business, and Society. As the course is structured around personal reflective practices, the format is rather innovative compared to many courses at the school. We look forward to introducing this course to the students.

Another goal Weatherhead has over the next two years is to develop more curricula for undergraduate students around sustainability and well-being. The new one credit-hour SAGES course will help us to address this gap in content; however, there are still many opportunities around designing innovative and engaging curriculum for our undergraduate students.

Finally, it is also our goal to continue to offer integrated and exciting curriculum to students of all ages and levels that is both informative and experiential. We feel that our developed coursework is truly furthering the objective of business as an agent of world benefit by allowing students to develop as individuals, identify their passions, explore their true selves and find meaningful work, all the while creating a positive impact on the environment and society.



## Principle 3 | Methods

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

Weatherhead continues to be a think tank for sustainable strength-based methodologies, and is dedicated to putting our research into action, from Appreciative Inquiry, to emotionally and socially intelligent leadership, to diversity and inclusion, to sustainable value. Building on the success of Organizational Behavior's first free massive open online course (MOOC) in 2015 by Richard Boyatzis, PhD, H. R. Horvitz Professor of Family Business, Diana Bilimoria, PhD, KeyBank Professor and Chair of the Organizational Behavior Department, has begun offering a MOOC titled Women in Leadership: Inspiring Positive Change. The course "aims to inspire and empower women and men across the world to engage in purposeful career development and take on leadership for important causes—to lead change with more conviction and confidence—and improve our workplaces and communities for all. By offering this free and open course, Bilimoria is making these ideas available to everyone and anyone. To learn more about the course or to enroll, check out [www.coursera.org/course/womeninleadership](http://www.coursera.org/course/womeninleadership).

Meanwhile, the Fowler Center for Business as an Agent of World Benefit continues to be a resource for sustainability for Weatherhead and Case Western Reserve University more broadly. The Center customizes curriculum to develop student experiences that address sustainability, while also offering fellowships and internships that can bring that experience to life. The Center also hosted Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit in October 2014, and is set to host the Fourth Global Forum in June 2017. The Global Forum Series brings together business and academic leaders and change agents in a format that asks big questions, generates new thinking and celebrates achieved milestones.

The Fourth Global Forum will include AIM2Flourish's inaugural recognition and celebration of student-discovered business innovations that are doing good and doing well. AIM2Flourish celebrates and catalyzes radical innovation, as part of a global learning challenge. We're inspiring the current and next generation of business leaders to build a better world. The Global Forum Series taps into the "whole system of strengths" and uses design tools from the Appreciative Inquiry Summit method to enable and inspire individual, team and collective action. Read on in this section to learn more about the Global Forum Series and how you can get involved.



## The Fowler Center for Business as an Agent of World Benefit

At the Fowler Center, we use a cross-discipline approach to enhance student learning and increase our impact on the world. Through integrated practice engagement and scholarship, Appreciative Inquiry summits and research design, teaching cases, integration with the AIM2Flourish platform, and other exciting cross-functional activities, the Fowler Center remains a prominent force for good. Through intimate, meaningful collaborations with individuals from a diverse range of organizations, the Fowler Center guides managers to embed sustainability into their core business, creating positive change for society and the environment in ways that create even more value for their customers and shareholders. To learn more about the Fowler Center or to ask how you can get involved, check out our website <https://weatherhead.case.edu/centers/fowler/>

### A Chart of Some of the Methods Employed by Weatherhead

Method	Description
Global Forum Series	The Global Forums are gatherings and celebrations where success stories are shared, big questions are asked, and individuals interested in Business as an Agent of World Benefit come together to learn, share, network and grow.
Appreciative Inquiry Summits	Appreciative Inquiry Summits are an opportunity for the Fowler Center to take what we have learned from our research and apply it to specific organizations and communities, to help build sustainability within organizations or communities through strength-based inquiry and a process of inclusive design.
Strategic Innovation Lab	The Strategic Innovation Lab is a center that is actively working to design, test and implement a Grand Strategy for the United States, centered on sustainability. The initiative is both business-led and regionally collaborative.
Teaching Cases	Teaching Cases provide MBA and PhD students an opportunity to explore organizations that are exemplars of sustainable business. These teaching cases are then co-branded and published through Ivey Publishing, and made available for classroom use worldwide.
Appreciative Inquiry and Design	Much of the work done within and alongside the Fowler Center is based on a research method of Appreciative Inquiry and design. Whether this informs a full Appreciative Inquiry summit, or if it is used as the theory and methodology behind our research, Appreciative Inquiry allows us to ask big, strength-based questions that get at the underlying positivity and light within any organization, which can then be built upon and expanded through design.

Action Research	In addition to Appreciative Inquiry, Weatherhead and the Fowler Center also encourage action research, where research we conduct can directly inform organizations, while at the same that research can be illuminated by the field work we conduct.
Journal Articles and Books	At the culmination of this interdisciplinary and integrated research, part of our impact strategy involves the formal publication of our work through journal articles and books. This is important to expand our knowledge base beyond our internal community, and out into the global community of sustainability enthusiasts.
Fowler Center Fellows	The Fowler Center Fellowship program allows students in the full-time MBA program with a passion for sustainable value and who demonstrate exceptional ability, to focus on transformational ideas and business practices.
Partnerships	Our sustainability methodology is made possible by our partnerships with other universities and centers, organizations, and non-governmental organizations like the UN. These partnerships help us expand our reach while increasing our knowledge base.
Curriculum and Teaching	Informed by our methodology is our curriculum and teaching. Our students are the leaves of our school's sustainability tree. We grow them into conscious and caring leaders that, when released from our university, can go on to nourish the world and achieve great things for themselves, for the planet and for society.

### Recent Appreciative Inquiry Summits

Some of our most recent AI summits:

- Sustainable Cleveland 2019 Annual AI Summits
- National Grid AI Summit in Massachusetts
- City of Worcester, Massachusetts, AI Summit, in partnership with National Grid
- National Grid Headquarters in England
- Clarke AI Summit in St. Charles, Illinois
- Fairmount Santrol AI Summit in Cleveland, Ohio
- Tech Valley AI Summit in Albany, New York

“An Appreciative Inquiry Summit is a large group planning, designing or implementation meeting that brings a whole system of internal and external stakeholder together in a concentrated way to work on a task of strategic, and especially creative, value.”

- David Cooperrider



## Integrating Appreciative Inquiry in a Global Forum Approach

Hosted October 15- 17 in 2014, the Third Global Forum for Business as an Agent of World Benefit centered on the theme Flourish and Prosper. The forum featured over 40 speakers, presenters and workshop leaders, including Nobel Peace Prize Winner and former President of Finland Martti Ahtisari, President and CEO of Vitamix Jodi Berg, Co-Founder of B-Corporation Bart Houlihan, and Director of the Corporate Social Responsibility Initiative at Harvard University's Kennedy School, Jane Nelson. Convened by the Fowler Center, the Academy of Management and the Globally Responsible Leadership Initiative, the conference was attended by 600 individuals, including Fortune 500 CEOs, world leaders, entrepreneurs, creative thought leaders and students. The forum included over 20 workshops. Eight mini-design summits encouraged participants to actively participate in an appreciative inquiry approach to sustainability design, working thoroughly and in depth on topics like education, water, energy, health and well-being.



A Panel Discussion of Business Leaders



An Appreciative Inquiry Breakout Session



A Working Group Brainstorms Together



Another Group Reports Out to the Forum





## You're invited!

The Weatherhead School of Management and the Fowler Center will host the Fourth Global Forum for Business as an Agent of World Benefit: Discovering Flourishing Enterprise on the campus of Case Western Reserve University in Cleveland, OH, June 14-16, 2017.

At the Fourth Global Forum, executives, entrepreneurs, and change agents will discover, design, and strategize around their own high priority initiatives.

*"Flourishing enterprise is about people being inspired every day and bringing their whole selves to work; it 's about innovation arising from everywhere; and it 's about realizing remarkable relationship value with stakeholders – customers, employees, communities, and the biosphere – to create unprecedented, enduring business advantage."*  
– David Cooperrider

The forum will take place in a multi-sensory environment influenced by the transformative power of art, music and nature to inspire creativity and authenticity. Participants will work on their initiatives to advance existing priorities at the individual, organizational, and systemic levels. Vibrant Case Western Reserve University Fowler Center projects will provide insights and stimulate action.

Imagine a world in which the primary aim of business is to create wellbeing, happiness, and wholeness.

Be Bold. Be Optimistic. Be Transformational.

For more information, call (800) 958-4438,  
Email [info@globalforumbawb.com](mailto:info@globalforumbawb.com),  
Or visit [www.globalforumbawb.com](http://www.globalforumbawb.com).

### Key Design Areas of the Fourth Global Forum:

- Individual Flourishing
- Organizational Flourishing
- Systemic Flourishing
- Academic Flourishing

## Principle 3: Key Objectives and Challenges

We are actively engaged in the methodology of sustainability, social well-being and Appreciative Inquiry. We have many objectives under this principle over the next two years. We intend to continue to develop engaging teaching cases that provide learning opportunities for our students. We are expanding the AIM2Flourish platform and will engage a wide audience of stakeholders with our Fourth Global Forum. We will also continue to engage with business leaders through our action research and integrated Appreciative Inquiry methodology. In addition, there are many exciting updates on our research and the Strategic Innovation Lab, as you can read more about in the sections that follow. One of the most recent changes was the retirement of the Fowler Center Executive Director and long-time sustainability champion, Roger Saillant, PhD. Transitions and new challenges go hand in hand, and we are grateful for our team and network of partners as we continue on our strategy path forward. For a Q&A with Saillant about his experience at the Fowler Center and his hopes for a sustainable future, see page 33.

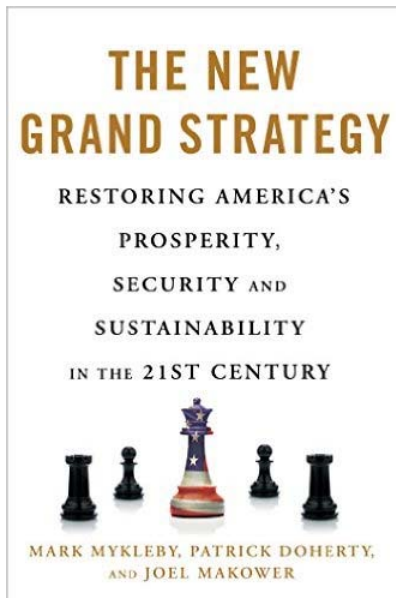
## Principle 4 | Research

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.

Faculty members at the Weatherhead School of Management are committed to innovative teaching and research that will advance the core interdisciplinary initiatives of the school. The research conducted at Weatherhead by our faculty and PhD students drives sustainability and human rights objectives forward through innovative methodology and knowledge sharing and dissemination.

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

### Available June 2016: The New Grand Strategy



Sponsored by the Fowler Center, the Strategic Innovation Lab has opened their doors in fall of 2014 at Weatherhead with the mission of designing and collaboratively implementing a Grand Strategy for the United States. A combined policy and practice view of change, the Grand Strategy puts sustainability at the core of America's future success. A new book written by Strategic Innovation Lab Co-Founders Mark "Puck" Mykleby and Patrick Doherty, along with Executive Editor of Sustainable news source Greenbiz Joel Makower, takes a look at what this Grand Strategy looks like and begins to tell the story of how we can collaboratively create a sustainable future for our country.

The New Grand Strategy: Restoring America's Prosperity, Security, and Sustainability in the 21<sup>st</sup> Century

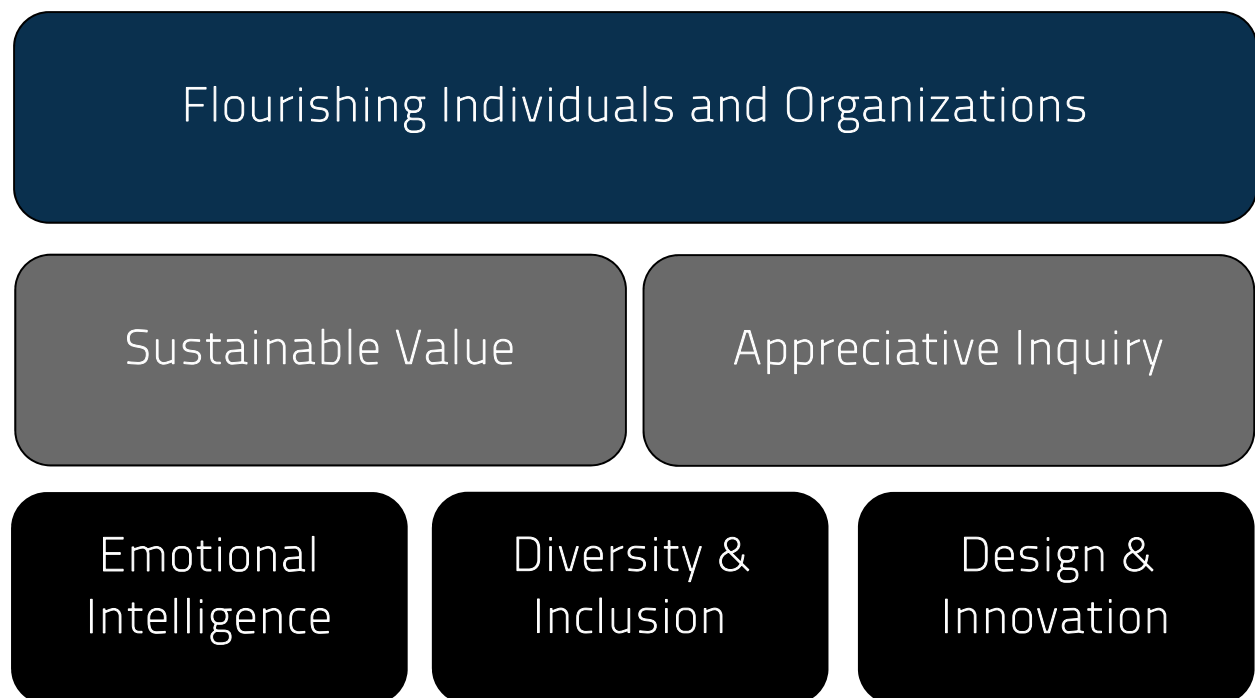
The book is available as of June, 2016. To order your copy today, search the title on Amazon or check out [this link](#).



## The Quantum Leadership Project: A New Research Venture

The Quantum Leadership Project is a joint research effort of the Weatherhead School of Management and the AITIA Institute in Shanghai, China. In February 2016, its authors, Chris Laszlo and Frederick Chavalit Tsao, received an advance contract from Stanford University Press for a spring 2019 book release. Laszlo is a faculty member of Weatherhead and Faculty Executive Director of the Fowler Center for Business as an Agent of World Benefit. Tsao is chairman of the IMC Group and a board member of the Fowler Center. The project asks the following research question: Could changing consciousness hold the key to prosperity and flourishing? Using extensive field research, the authors will explore how changing the narrative about ourselves, others and the world is the most effective way for any business to profitably promote flourishing, turning challenges into opportunities that will move us from surviving to thriving. Their evidence-based approach complements the financial case for sustainability by emphasizing the emotional and relational basis of leadership. Central to their proposition are daily practices—both spiritual and secular—that instill a new consciousness of connectedness in leaders and organizations. The hypothesis is that it is only through such a change in consciousness that businesses can create economic prosperity while contributing to healthy environments and increasing wellbeing. Without it, businesses are condemned to continue today's strategies that, at best, reduce social harm or their ecological footprint and, at worst, contribute to growing social crises and environmental disaster. Over 40 family owned companies and small and medium-sized enterprises (SMEs), both East and West, will provide an intimate first-hand account of a powerful new form of enterprise, illustrated with vibrant stories and extensive data analysis, to describe a business-led transformation toward a world in which people experience wellbeing, companies prosper and nature thrives.

### Weatherhead Strengths in Research



## Academic Publications: A Sample of our Faculty's Work

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

Title	Author(s)	Year	Publication Details
The Influence of Board Diversity, Board Inclusion Policies and Practices, and Board Inclusion Behaviors on Effective Nonprofit Governance Practices	Buse, K., Bernstein, R., Bilimoria, D.	2016	Journal of Business Ethics. (vol. 133, issue 1, pp. 179-191).
Leading From a Strengths-Based Perspective: Toward the Fully Human Organization	Brun, P. H., Cooperrider, D. L.	2015	Crown Custom Publishing.
Sustainability for Strategic Advantage: The Shift to Flourishing	Laszlo, C.	2015	Stanford University Press and Greenleaf Publishing.
Human Capital and Professional Network Effects on Women's (and Men's) Odds of Corporate Board Directorships	Hodigere Balasubramanya, R., Bilimoria, D.	2015	Gender in Management: An International Journal. (vol. 30, issue 7, pp. 523-550).
The Aesthetic Knowledge Problem of Problem-Solving with Design Thinking	Stephens, J.P., Boland, B.	2015	Journal of Management Inquiry, (3 ed. Vol 24, pp. 219-232.)
Emotional Contagion and Proto-organizing in Human Dynamics	Hazy, J., Boyatzis, R.	2015	Frontiers in Psychology, 6
Flourishing Enterprise: The New Spirit of Business	Laszlo, C., Saillant, R., Cooperrider, D. L., Brown, J. S.	2014	Stanford University Press.
Barriers to Women in Science: Examining the Interplay Between Individual Work-Family Desires and Expectations and Gendered Institutional Research Cultures on Women Scientists Desired Futures	Case, S. S., Richley, B. A.	2014	In Ronald Burke & Deborah Major (Ed.), Cheltenham, UK, Edward Elgar: Edward Elgar. (pp. 291-334).
Exploring Transformative Innovation Through a World Inquiry	Bright, D. S., Fry, R., Cooperrider, D. L.	2014	Emerald Publishing (pp. 341-359).
AMLE / Coaching for Change	Van Oosten, E. B., Kram, K.	2014	In Amy Kenworthy (Ed.), Academy of Management Learning and Education. (vol. 13, 2 ed., pp. p. 295-298).
Dividend Loyalists or Conditional Cooperators? Creating Consensus About Cooperation in Multiple Simultaneous Social Dilemmas	McCarter, M., Samek, A., & Sheremeta, R.	2014	Group & Organization Management (vol 39, issue 6, pp. 744-771).
Industrialization and Language in India	Clingingsmith, D.	2014	Journal of Human Resources
Information, Technology, and the Changing Nature of Work	Forman, C., King, L., Lyytinen, K.	2014	Information Systems Research (vol 25, issue 4, pp. 789-795).





## Let's Ask the Researchers: What are you working on, and what impact do you hope to have?



"I study the building of flourishing entrepreneurial relationships between African and African American businesses to foster and sustain global black entrepreneurship and impact the social and economic conditions of black communities in Africa and the United States. Weatherhead is a unique place with a unique kind of education that allows a practitioner like me to become a good scholar and a better practitioner. My education at Weatherhead is helping me to take a critical look at real issues in the world and understand the interrelated problems of practice surrounding them."

**-Shola Ajiboye**, Weatherhead Doctor of Management Student

"I conduct research at the intersection of business and society, especially how businesses can become "agents of world benefit" through methodologies of organizational change that can spark innovation for the societal good. My research interests revolve around the business side of sustainability, hybrid organizations, positive institutions, organizational culture, organizational change, positive organizational scholarship and individual flourishing. Currently, I am developing a construct called "appreciative organizing," which is an effort to advance our understanding of the underlying mechanisms that companies deploy to positively contribute to society."

**-Ignacio Pavez**, Weatherhead Organizational Behavior PhD Student

"AIM2Flourish is a worldwide Appreciative Inquiry into Business as an Agent of World Benefit. It celebrates and catalyzes radical innovation, as part of a world changing opportunity, by linking young leaders and student entrepreneurs with the greatest sustainability, flourishing and profitable innovations on the planet. My vision is that within a couple of years countless stories of net positive business and society innovation have been spread by our students, and that we build something that, in the business and society domain, becomes even more impactful in a global learning sense than a Nobel Prize or a Kennedy Honors."

**-David Cooperrider, PhD**, Weatherhead Professor



"My research area has been focused on how small businesses make decisions, and ultimately, how those decision processes can be improved. In my view, the results of this research may be helpful to the 100 million micro-firms around the world, favorably impacting the sustainability of this huge economic group."

**-Phillip Farr**, Weatherhead Doctor of Management Student



"My research entitled "Collaboration among Nonprofit Organizations: Factors that Affect Contribution to Education in Egypt" aims at exploring the factors that might help nonprofits collaborate and use their common experience to achieve impact of their contribution to education in rural and remote areas. The study as a whole was looking for the elements of sustainability in which nonprofits can use their common potentialities to realize the required impact of their contribution. In addition, interaction with local entities would add a new dimension of sustainability in activating the role of people in local communities."



-**Magdy Amen**, Weatherhead Doctor of Management Student

"Right now I'm working on the Quantum Leadership project. The Quantum Leadership research project explores daily practices—both spiritual and secular—that increase our consciousness of connectedness. The hypothesis is that such practices help to cultivate broader perception and greater awareness of our connection to self and others, which in turn lead to leadership behaviors that favor social responsibility in business. Stanford University Press has already extended an advance contract for this research to be published in early 2019. Our goal is to advance the scholarship and practice of business as an agent of world benefit. By increasing authenticity, creativity and collaboration in organizations, Quantum Leadership inspires and engages employees, helps to meet new expectations of Millennials who want greater meaning and wholeness in their lives, while addressing the many social and global challenges facing future generations."

-**Chris Laszlo, PhD**, Weatherhead Professor

"My emphasis is personal sustainability relative to its impact on global sustainability. I'm also applying prior research using personal ecological foot-printing as a tool for my research. I am researching what would make people change their personal sustainability behavior. And if they are willing to change their behavior what would make them change. I ultimately want to find the easy changes that people are willing to make and inform government, business and global civil society leadership. I want to find the easy consumer changes that both can agree on. I also want to create a website for educators, segmented by age categories so that people of all ages can make the changes that are age appropriate for themselves. I hope to influence intergenerational value systems to be more sustainable. The overall goal of my research is to mitigate climate change and the degradation of the planet. Help the planet and preserve it for humanity and future generations."

-**John O'Connor**, Weatherhead Doctor of Management student

## Principle 4: Key Objectives and Challenges

Our faculty and PhD students have been contributing to research that informs our understanding of sustainable business and the ways in which business can act as agents of world benefit for the environment and society. Of course it is always a challenge to carve out time to work on your own research amidst numerous other expectations and objectives; however, we are optimistic that our research integrated with practice and teaching will continue to make an impact.



## 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.

Through our partnerships with organizations, the Fowler Center for Business as an Agent of World Benefit has expanded both our knowledge base and our impact. Our partnerships help us to spread our reach further, while also opening our eyes to new perspectives and new sustainable solutions.

Weatherhead Executive Education offers over 70 unique programs to show leaders how concepts such as emotional intelligence, manage by designing, Appreciative Inquiry and sustainable enterprise can add significant bottom-line value to their organizations. As Weatherhead is the originator of these strength-based concepts, Executive Education works with professionals representing over 800 organizations, providing managers with the kind of content they need to make a difference—financially, socially and environmentally.

## Faculty and Students Partnering in the Community

There is a culture of community partnership that emanates from the core of Weatherhead’s work. In addition to the formal partnering that Weatherhead’s curriculum, research and practice creates, individual students, faculty and staff have found ways to go above and beyond to get involved and give back to the community.

Doctor of Management student **John O’Connor** has done community work through a number of NGOs including the Earth Day Network and the Cleveland Museum of Natural History.

Another Doctor of Management student, **Karl Shaikh**, volunteers his time as chair of the Parents Education Network. “We work closely with students, parents and teachers helping them to be better prepared for Learning Differences and using these learning differences to propel them toward success” – Karl Shaikh. You can learn more about Shaikh’s organization at [Parentseducationnetwork.org](http://Parentseducationnetwork.org)

**Roger Salliant, PhD**, executive director of the Fowler Center through April 2016, is also personally involved in the community. Roger serves as the chairman of the board for the Cloud Institute for sustainability education for K-12 students. He is a founding member and now advisor of The Academy for Systemic Change, a global sustainable systems initiative. Roger is also the treasurer of the Society of Organizational Learning, an intentional learning community for positive change.

**Corinne Coen, PhD**, associate professor of organizational behavior, has worked with the Big Brothers Big Sisters of America organization for more than 10 years. Says Corinne: “This kind of mentorship program offers an opportunity to learn about the people who live close to us and yet face enormous disadvantages. Although these programs work by helping only one kid or one family at a time, the depth or strength of these relationships can permanently change the trajectory of a life.”



## Weatherhead Executive Education Programs: A Sample

Weatherhead offers more than 70 programs for business and nonprofit managers, all designed to make them more effective in facing today's pressing business challenges. Enhancing leadership through Emotional Intelligence, creating whole-system change, learning to think like designers, and finding sources of value in social and environmental issues—business leaders from over 800 organizations enrolled in the past two years.

### Appreciative Inquiry

In addition to an AI Certificate in Positive Business and Society Change, Executive Education also offers the following programs on Appreciative Inquiry:

- Appreciative Inquiry: Leveraging Strengths for Transformative, Lasting Change
- Advanced Workshop on Appreciative Inquiry
- Appreciative Leadership
- Igniting Positive Change through Appreciative Inquiry

### Design and Innovation

In addition to a Designing Solutions for Innovation and Strategy Certificate, Executive Education also offers the following programs on Design and Innovation:

- Manage by Designing: Approaches for Everyday Innovation
- Building Creative Culture for Sustainable Innovation
- Cultivating Creativity and the Practice of Managing Ideas
- Competitive Strategy through Business Model Design

### Women in Leadership

Executive Education offers a Women in Leadership Certificate, as well as the following programs:

- High Impact Leadership for Women
- Self Awareness for Women in Leadership
- Career Success Strategies for Women in Leadership
- Women & Organizational Politics: Developing Power and Influence

### Emotional Intelligence

To earn the Emotionally Intelligent Leader Certificate or the Weatherhead Executive Coaching Certificate, the following programs are available as a part of a larger curriculum:

- Building Leadership Capacity through the Power of Intentional Change
- Leading with Greater Self-Awareness
- Managing Your Mind First: The Promise of Mindfulness in an Uncertain Time
- Resilience: Thriving through Uncertainty and Change



## A Sample of our Executive Education Partners

### Organizations

AARP Foundation  
Adoption Network Cleveland  
Akron Children’s Hospital  
Alcoa Inc.  
American Greetings Corp.  
American Red Cross  
Bayer Corp.  
Cisco Systems Inc.  
Clarke  
Cliffs Natural Resources Inc.  
Dominion East Ohio  
Eaton Corp.  
Fairmount Santrol  
Ford Motor Company  
GOJO Industries Inc.  
KeyBank  
Macy’s  
Microsoft Corp.  
Nationwide Insurance  
Nestle  
Paypal  
Swagelok Company

### Universities and Business Schools

Champlain College  
Cleveland State University  
Columbia University  
Copenhagen Business School  
Georgia State University  
Kenyon College  
Kyung Hee University  
Macquarie Graduate School of Management  
Mount Ida College  
Northwestern University  
Oberlin College  
Ohio State University  
University of Akron  
University of British Columbia  
University of Pennsylvania  
University of South Florida  
University of Swat  
University of Texas  
University of Utah  
University of Virginia  
University of Wisconsin  
Vanderbilt University

To learn more about the Executive Education Programs at Weatherhead, check out the website: <https://weatherhead.case.edu/executive-education/>

## Sustainable Cleveland 2019

Every year since 2009, the City of Cleveland has hosted a large Appreciative Inquiry summit for the city, to foster and create a “Green City on a Blue Lake” by 2019. The Appreciative Inquiry Summits were designed and facilitated by Weatherhead professors and researchers David Cooperrider, PhD, and Ron Fry, PhD, Every year working groups form and are revitalized around topics and projects that continue to be worked on after the summit ends. The theme of the 2015 summit was clean water, and summit speakers included the Founder of Chicago economic development organization, Blacks in Green, Naomi Davis, as well as waterway expert Marcus Eriksen, PhD. Individuals, institutions, businesses and nonprofits were also awarded at the summit for their dedication and innovation toward sustainability.

You are invited! 8<sup>th</sup> Annual Cleveland Sustainability Summit  
September 21-22, 2016



For the most up to the date information about the summit or to get involved, check out the website: [www.sustainablecleveland.org/annual-summits/2016-2/](http://www.sustainablecleveland.org/annual-summits/2016-2/)

## Principle 5: Key Objectives and Challenges

We continue to foster connections and partnerships with organizations, universities, and other institutional, organizational and individual stakeholders that can help us build our knowledge base and expand our impact. From our partnership with UN PRME on our initiatives like the Global Forum Series and AIM2Flourish, to the networks we forge through our Executive Education program and the collaborations fostered by the Strategic Innovation Lab, partnerships are part of what makes our work possible. One of our partnership objectives for the next two years is to continue to build these networks in order to promote and expand the AIM2Flourish platform and host the Fourth Global Forum. Additionally, we are interested in forging partnerships that could lead to a greater number of internship and fellowship opportunities for our students. There is also an opportunity to build connections and partnerships with the local community. Partnering with community organizations in Cleveland and the surrounding neighborhoods could provide students an opportunity to get involved in sustainability and social justice work, while also addressing the issues of inequality and environmental degradation right here at home. The student-run Net Impact organization has fostered some of these partnerships. This is an opportunity for our management school to continue to contribute to the local community.



## 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—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.

A significant initiative facilitated at Weatherhead is the Strategic Innovation Lab, which is moving the national conversation forward toward sustainability. Through the engagement of regional networks of organizations and national business leaders, the Strategic Innovation Lab is designing and implementing the U.S. Grand Strategy in a way that both embraces sustainability and moves it into a conversational space of national policy.

## The Strategic Innovation Lab

The Strategic Innovation Lab (SIL) works across the university, the region and the country in five main program areas:

**Strategic Research & Planning:** What are the great challenges and opportunities facing the country? How can companies and citizens alike move beyond the challenges and capture the opportunities of the 21st century? SIL conducts the necessary research and planning to answer these pressing strategic questions. Their new book, **The New Grand Strategy: Restoring America's Prosperity, Security and Sustainability in the 21st Century**, showcases this research.

**Sustainable Growth for Northeastern Ohio:** NEO's BioEnterprise campaign made our region a recognized leader in biosciences. Northeastern Ohio is now poised to lead three additional 21st century revolutions: in materials, housing and mobility. Working with regional stakeholders across all sectors, this project seeks to unlock the jobs, investment and talent the region needs to diversify and grow in the coming decades. With pilot projects from the Cuyahoga Clean Energy Finance Hub to urban design and impact investing in Cleveland's Glenville neighborhood, this project is part of the MetroLab Network, a White House initiative to drive growth and innovation.

**Advanced Materials Development Group:** We believe that climate change is a pressing strategic challenge *and* that oil and gas are not going to stay in the ground. Instead of burning hydrocarbons, however, the world needs to build with them and retire older, higher-CO2-emitting materials. Northeastern Ohio is the nation's leading producer of polymer products with extraordinary resources to lead this necessary revolution. Working with world-class scientists, engineers, architects and companies, we're unlocking the polymer's role in a sustainable and non-toxic global economy. Partners include MIT, Stanford, University of Delaware and Tuskegee University.

**Economic Strategy Task Force:** In partnership with McKinsey & Co., the Economic Strategy Task Force will develop and implement a business-led strategy for sustainable economic growth in the 21st century. Major corporations from GE and Walmart to Shell and Ford Motor Company, and even Dow and Dupont are adopting new business models based on the changed landscape of the 21st century and the imperative to adopt a new economics of sustainability. Implementation is slowed by 20th century policy and insufficient long-term investment that is suppressing demand. Utilizing Appreciative Inquiry's ability to forge breakthrough consensus and McKinsey's analytical power, this project will drive a new consensus on America's economic future and mobilize private capital to accelerate sustainable growth.

**Economic Improvements Group:** Institutional investors and asset managers need long-term investments and are finding little that meets their fiduciary obligations. Trillions of dollars need to move into the infrastructure and capital equipment that will make America sustainable. Over the last 70 years, the Federal Government played the role of national improvements bank, but today that 20th century political consensus is dead. With investors hungry for new investment hypotheses that can deliver long-term results, this project is creating a business plan for a new kind of financial group that can drive long-term capital into a new investment hypothesis for America, with pilot projects in Northeastern Ohio and other regions around the country.

To learn more, email [SILab@case.edu](mailto:SILab@case.edu)





## The Case Western Reserve University Conversation

Weatherhead is fortunate to be a part of a thriving and engaged community of sustainability enthusiasts. In addition to Weatherhead's partnership with the City of Cleveland to help design and facilitate their annual sustainability summits, Weatherhead is also a part of the sustainability network within Case Western Reserve University. The conversation of improving the sustainability of CWRU's campus, as well as educating and engaging all students around the topics of sustainability, is something that Weatherhead and the Fowler Center are very much a part of. Let's take a look at the top 10 things you should know about sustainability at CWRU. To learn more about the Office for Sustainability, you can email Director Stephanie Corbett at [ssc72@case.edu](mailto:ssc72@case.edu).

### Top 10 Sustainable CWRU facts:

1. CWRU is aiming to be climate neutral, a big hairy audacious goal, and we have a Climate Action Plan guiding our way. Check that out here: <http://www.case.edu/sustainability/what-were-doing/cap/>
2. The campus recycled over 494 tons of material in 2014—the equivalent of 66 elephants or 247 cars.
3. CWRU is one of the greenest 300 college and universities in the country, according to the Princeton Review's Green Guide.
4. There are currently 35 water bottle filling stations on campus—mostly paired with water fountains—and more are added each year.
5. There are over 130 bike racks on campus.
6. The 100 kW wind turbine outside of Veale and the 60 kW solar array on top of the Adelbert Gym building produce approximately the same amount of energy each year.
7. The university spends over \$20 million each year on utilities that keep the lights on, heat and cool our buildings, and run lab equipment. Students and employees can truly help reduce this spending and energy use by doing simple things like turning off lights and equipment when leaving the room.
8. In 2015, CWRU participated for the first time in Campus Conservation Nationals, a national residence hall energy contest that pitted the Southside, Northside and Northwest part of campus against each other. Southside won by a landslide.
9. By eating at the Bon Appetit dining halls and restaurants, our campus supports local farmers and food producers. In 2014, Bon Appetit spent nearly \$2 million in the local food economy (within 150 miles)—which is good for the environment and good for local jobs.
10. The University Farm produces food that is eaten not only by our students and staff in the Bon Appetit dining halls, but also by animals at the Cleveland Metroparks Zoo.

### CWRU's Student Sustainability Council invites students to get involved:

Student Sustainability Council (SSC) is a group of students dedicated to informing the campus about sustainable practices, facilitating sustainable behaviors, and planning and implementing environmentally restorative projects. There are around 35 members total, with wide-ranging interests and academic majors. Recent projects of the group include RecycleMania, creating a pollinator garden, designing an ethical grid energy plan, encouraging fossil fuel divestment, facilitating the Farm Harvest Festival, stream and beach cleanups, as well as a variety of other programs, initiatives and events. To get involved in SSC, email [sscexec@case.edu](mailto:sscexec@case.edu).



## Sustaining the Conversation: Q & A with Roger Saillant

Roger Saillant, PhD, retired from the position of Executive Director of the Fowler Center for Business as an Agent of World Benefit, in April 2016, after six and a half years with the Weatherhead School of Management. Everyone here at the Fowler Center is grateful to Roger for his years of dedicated work toward sustainability and business as an agent of world benefit. Fowler Center Fellow Tim Krueger had a chance to sit down with Roger to discuss his time at Weatherhead, the sustainability conversation, and his hopes for the future.

**Tim: What drew you to Weatherhead and Case Western Reserve University?**

**Roger:** I've always believed that people without voice should have an opportunity to be heard. That includes future generations, it includes the less privileged, it includes whole societies. While I was at Ford I had a chance to launch plants all over the world. My role there was to create high performing organizations and I was particularly intrigued with what was happening in Cleveland because of the AI (Appreciative Inquiry) process. I began doing something similar to AI in the early 80's. We tried to have very large gatherings of everyone involved in the plants not to top-down direct them but to bottom-up learn and co-create images and practices for the future. That's what made the plants work. I did not know until much later about AI, which is certainly one of the reasons I came to Case Western Reserve; to learn more about AI.

**Tim: What has been the most challenging part of directing the Fowler Center?**

**Roger:** Informing without forcing. Informing people about the Center without forcing them to accept it. I wanted to create awareness about what the Center stood for, and what the ideals embedded in the vision of Chuck Fowler and David Cooperrider meant in practice. I wanted to articulate the vision and purpose to the Deans in a way that would lead to self-enlistment among faculty, administrators, Clevelanders, in the community and the world. This is about inspiring people to enlist in and subscribe to the ideas of the Center.

**Tim: You have been at Weatherhead for about seven years. How has the conversation about environmental sustainability changed in that time?**

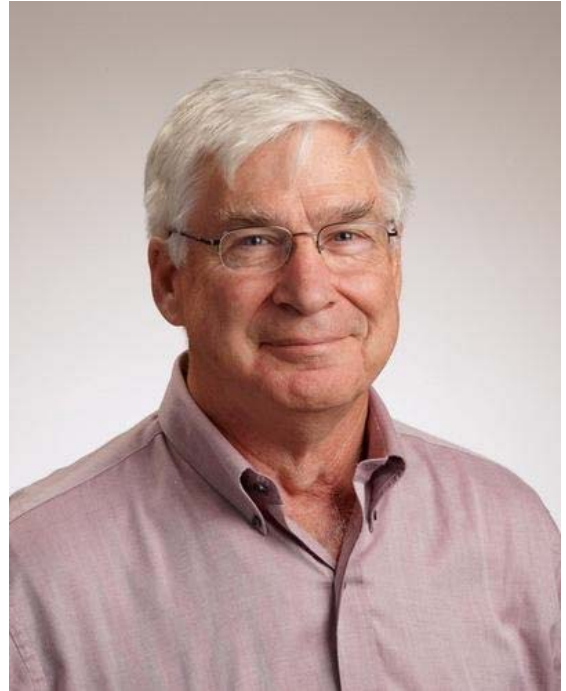
**Roger:** Moving from sustainability to words like flourish and thriving. Moving from something highly left-brained to something more left and right brained that has an emotional quality. That's happened in the last 10 years. Sustainability has also been more widely assimilated. It lives in our vocabulary. The idea of moving from a renegade movement called environmentalism to something that is more thematically central to people's thinking from a social and cultural perspective, is something that has massively changed. I think people are beginning to look at sustainability from an opportunity perspective rather than a grudging obedience perspective. We have moved from legalistic terminology to more of an emotional commitment terminology. People aren't being subordinated to laws—they are embracing more sophisticated legal actions and policies much less resistively. The AIM2Flourish project aims to influence future generations of leaders to see businesses as more than economic opportunities, but see them as transformative agents. It accomplishes this by putting younger people in contact with senior leaders who are already operating out of the new paradigm of businesses as agents of world benefit.

**Tim: What's next for the Fowler Center?**

**Roger:** Always at its core will be Appreciative Inquiry and Business as an Agent of World Benefit. The AI approach is deeply embedded in the philanthropic intent of Char and Chuck Fowler, and is intellectually driven by David Cooperrider and Ron Fry. The future is just continuing to expand and influence, and building the brand. We've just attracted three more students as Fowler Fellows. The AI interview process, the idea of bringing the whole system into a conversation, and aligning different perspectives toward one goal, are powerful transformative activities that distinguish this Center. I was very fortunate to have been here for as long as I was and to be engaged with the faculty, staff and students of the Weatherhead School of Management. It certainly has impacted my growth, and has been a lot of fun to see things emerge as they have.

**Tim: You are always laughing—what's your secret?**

**Roger:** I think I'm just inwardly centered. Life is fun.



## Principle 6: Key Objectives and Challenges

Our key objective toward sustaining the conversation, both within Weatherhead and around Weatherhead, is to continue to foster connections with others at the university and beyond. It is through these relationships that we can continue to foster dialogue around sustainability and flourishing enterprise, and engage our students in this work while contributing to the conversation on a larger platform. One of the challenges of this objective is a challenge that can be seen in any organization. Truly breaking down the barriers between departments and between institutions is hard work. We feel that we have been successful in implementing this systems approach in our practice, and it will continue to be a practice in the next two years. Our work on AIM2Flourish and the Global Forum Series has aided us immensely in reaching out to a broader audience and furthering the conversation around sustainability, and we hope that these platforms will help us to continue to connect with other departments, schools, institutions, and organizations on these important topics.

## The Fowler Center Welcomes Chris Laszlo as new Faculty Executive Director

Beginning May 1, 2016 Chris Laszlo, PhD, professor of organizational behavior, became the new faculty executive director of the Fowler Center for Business as an Agent of World Benefit within the Weatherhead School of Management. Laszlo was also appointed to the Char and Chuck Fowler Professorship in Business as an Agent of World Benefit in June 2016.

"We are excited about Chris ' s elevated leadership in a center that represents the heart of Weatherhead and look forward to all of the good things to come from his direction in the Fowler Center," says Rob Widing, Dean and Albert J. Weatherhead, III Professor of Management at Weatherhead.

Char and Chuck Fowler ' s vision for the center, to showcase the critical role business plays in world betterment through its impact on people, planet and prosperity, has been advanced through this appointment. Laszlo succeeds Roger Saillant, who served as the executive director of the Fowler Center from 2009 until April of this year.

"Roger led the Fowler Center through a season of tremendous growth and excitement, directing the Third Global Forum, helping to launch AIM2Flourish and the Strategic Innovation Lab, and sustaining a thriving team of advisory board members, faculty, staff, and volunteers toward the powerful goal of using business as an agent of world benefit," Widing says. "We are grateful for Saillant ' s service to Weatherhead and the Fowler Center." Katherine Gullett, operations manager working with Roger Saillant, will now assume the responsibilities of senior director in the new structure.

As one of the originators of the concept of sustainable value and as co-founder of Sustainable Value Partners LLC, Laszlo brings a wealth of experience and passion to his role in the Fowler Center. Laszlo first joined Weatherhead in 2007. Prior to his initial appointment at Weatherhead, Laszlo served for nearly ten years as an executive at Lafarge and as a consultant on strategy to global industry leaders for five years before that at Deloitte Touche.

Laszlo is the author of five books, including *Flourishing Enterprise: The New Spirit of Business*, *Embedded Sustainability: the Next Big Competitive Advantage*, and *Sustainable Value: How the World ' s Leading Companies Are Doing Well by Doing Good*. His current research project explores the emotional and relational basis for leadership and the necessity for a "new consciousness of connectedness in leaders and organizations." The forthcoming management book, *Quantum Leadership*, co-authored by Laszlo and Fowler Center Advisory Board Member Frederick Chavalit Tsao, has an advance contract with Stanford University Press and is scheduled for 2019 release.

The Fowler Center ' s work has grown in recent years due to the tremendous efforts of a team of faculty and staff members, including Laszlo, who has served as the faculty director for research and outreach since 2012.

## Aligning with the 10 Principles of the UN Global Compact

In addition to our alignment with the UN's Principles for Responsible Management Education, we also align our work with the 10 Principles of the UN Global Compact. These principles act as a list of best practices and ideological rules of doing business that actively support and protect human rights. Supporting and protecting global human rights is very important to us, and we continue to strive toward having a greater impact in this area of world benefit. The principles fall into four major categories of impact; human rights, labour, environment and anti-corruption. Check out the principles below:

### Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

### Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labour;

**Principle 5:** the effective abolition of child labour; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

### Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

To learn more about these principles and the UN Global Compact, check out [www.unglobalcompact.org](http://www.unglobalcompact.org)

## Conclusion

Weatherhead continues to incorporate the Principles for Responsible Management Education (PRME) and the 10 principles of the UN Global Compact into every program at our school. The principles align with our teaching mission, and are integrated into the core of our curriculum, research, programs and outreach.

As each year passes, Weatherhead innovates and designs programming that can help further the idea of business as an agent of world benefit, all the while fostering students to become the business leaders of change and positive global impact.

With the support of the PRME network in developing the AIM2Flourish initiative, Weatherhead will continue to create opportunities for students and faculty to learn, engage and create knowledge that will contribute to making a prosperous and flourishing society. The UN PRME aligns with and exemplifies Weatherhead's values of doing good—and has provided benchmarks of achievement by which we can be measured. We take pride in our commitment to the Principles of Responsible Management Education, and as is reflected in our programs, pedagogy and mission itself, remain focused on developing transformational ideas and outstanding leaders for the advancement of business and society. As thought leaders and advocates for a flourishing society, Weatherhead will continue to expand its advocacy, reach and impact across the world.

In summary, a sampling of our future plans includes:

- Scaling up the AIM2Flourish network globally and supporting the SDG's.
- Continuing to secure companies to profile for teaching cases.
- Selecting up to three MBA students annually to receive Fowler Center Fellowships.
- Continuing to actively engage our students in meaningful sustainability internships.
- Teaching the first Quantum Leadership: Creating Value for You, Business, and Society course for MBA students.
- Teaching a new undergraduate-level seminar course on sustainability.
- Continuing to offer integrated and exciting curriculum at all levels of education to present the idea of business as an agent of world benefit.
- Engaging a wide audience of stakeholders at the Fourth Global Forum.
- Continuing to expand the work of the Strategic Innovation Lab.
- Continuing to foster connections across CWRU and beyond.
- Expanding our collaboration and impact in the surrounding community.

Any questions or comments regarding Weatherhead's commitment to the UN PRME or any of the information provided in this document can be directed to:

Katherine Gullett  
Senior Director  
Fowler Center for Business as an Agent of World Benefit  
Weatherhead School of Management at Case Western Reserve University  
[Katherine.Gullett@case.edu](mailto:Katherine.Gullett@case.edu)  
(216) 368-4795