



FOWLER CENTER FOR
BUSINESS AS AN AGENT
OF WORLD BENEFIT

Dr. Roger Saillant
Executive Director
Fowler Center for Business as an
Agent of World Benefit
Weatherhead School of Management
Case Western Reserve University

10900 Euclid Avenue
Cleveland, Ohio 44106-7235

Phone 216.368.1721
Fax 216.368.0077

Weatherhead.case.edu/centers/fowler

Communication on Engagement

October 29, 2015

With this letter, the Fowler Center for Business as an Agent of World Benefit of the Weatherhead School of Management at Case Western Reserve University expresses its continued support for the UN Global Compact and renews its ongoing commitment to the initiative and the Ten Principles.

The Fowler Center promotes the UN Global Compact and its principles through its activities both on and off campus. The Fowler Center's primary focus is on for-profit organizations that use their core activities to create value for society and the environment in ways that create even more value for their customers and shareholders. Our primary vehicles for effecting change are Positive Organizational Science and Appreciative Inquiry. We draw on expertise and tools such as design, sustainable value, Appreciative Inquiry, and systems thinking to build and maintain prosperity and flourishing. The Principles for Responsible Management Education are core to the mission of the Weatherhead School of Management, and are integrated into all levels of the MBA program, in addition to many of our graduate and executive education programs. Weatherhead believes business can be one of the most powerful agents of positive change in the world.

Below are summaries of our key projects. Additionally, the Fowler Center continues its dedication to creating teaching case studies that will help broadcast sustainable value success stories to universities around the globe. Our most recent PRME SIP report is attached here for an in-depth view of the activities of the Weatherhead School of Management that align with the UN Global Compact and PRME. Our next PRME SIP report will be available in April 2016.

The Fowler Center's **Global Forum Series** taps into the "whole system of strengths" and uses design tools from the world-renowned Appreciative Inquiry Summit method to enable and inspire individual, team and collective action. In October 2014, we hosted the Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit. This three-day event brought together leading business

executives, management scholars, civil society leaders and government policy makers from around the world to identify and to leverage new solutions that have the potential to change the nature of 21st century society. The Fourth Global Forum, scheduled for June 2017, will showcase extraordinary stories of radical innovation and net positive impact worldwide as part of a global learning challenge to inspire us all to build a better world.

AIM2Flourish celebrates and catalyzes business innovation as part of a global learning challenge. We are inspiring the next generation of business leaders to build a better world by discovering new ways of doing business that are both profitable and progressive: Business as an Agent of World Benefit. AIM2Flourish.com is the world's first student-led global learning platform, showcasing business innovations that uplift humanity. Business students around the world — nearly 1,000 strong — are using Appreciative Inquiry (strength-based interviews) and the UN Sustainable Development Goals as a lens to search out and report on world-changing innovations. We'll celebrate the best-of-the-best in June 2017. We thank Jonas Haertle, UN PRME Secretariat, for his ongoing support and for hosting AIM2Flourish's June 2015 launch at the [Global Forum for Responsible Management Education - 6th PRME Assembly](#).

Quantum Leadership, a forthcoming management book (release date: 2019) from Fowler Center Advisory Board Member and Chairman of IMC Pan Asian Alliance Group Frederick Chavalit Tsao and Fowler Center Faculty Director for Research and Outreach Dr. Chris Laszlo, will feature a digital platform, global practitioner conferences, executive workshops, alliances with like-minded leaders & organizations, blogs, and journal articles.

Our evidence-based approach complements the financial case for sustainability by emphasizing the emotional and relational basis of leadership. Central to our proposition are mindfulness practices that instill a new consciousness of connectedness in leaders and organizations. We show that it is only through such a change in consciousness that businesses can develop profit strategies aimed at healthy environments and increasing wellbeing. Without it, businesses are condemned to continue today's profit strategies that, at best, reduce social harm or their ecological footprint and, at worst, contribute to growing social crises and environmental disaster.

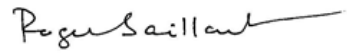
The **Strategic Innovation Lab (SIL)** is aligned with Fowler Center's mission. It seeks to create Appreciative Inquiry platforms for businesses across ten pivotal sectors to co-create and transition to a flourishing economic ecosystem at two levels of the global system: US National and US City/Regional.

The Strategic Innovation Lab's grand strategy logic and framework anchor the Fowler Center's inquiry into the political economy of the transition to a flourishing world. Using an action-learning model, the SIL seeks to catalyze and inform national and regional co-creative processes that result in a decisive, rapid shift away from our dysfunctional present to a flourishing public-private-civil economic ecosystem.

As a member of Case Western Reserve University, we promote the UN Global Compact principles of Human Rights, Labor, the Environment and Anti-Corruption through our university's core values of academic excellence and impact, inclusiveness and diversity, integrity and transparency, and effective stewardship.

We look forward to our growing partnership with the UN Global Compact, PRME, and universities and businesses around the globe to support our shared principles and businesses acting as agents of world benefit, and co-create a flourishing world.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Roger Saillant", with a long, sweeping horizontal line extending to the right.

Dr. Roger Saillant

Executive Director
Fowler Center for Business as an Agent of World Benefit
Weatherhead School of Management
Case Western Reserve University

2014 Sharing Information On Progress

UN Principles for Responsible Management Education (PRME)



SUSTAINABLE CLEVELAND 2019

BUILDING AN ECONOMIC ENGINE TO EMPOWER
A GREEN CITY ON A BLUE LAKE



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**

Our Letter of Commitment

Having joined the Weatherhead School of Management at Case Western Reserve University as Dean in October of 2012, it has been my pleasure to ensure Weatherhead's commitment to the Principles for Responsible Management Education (PRME). The teaching mission of the Weatherhead School of Management is this: We develop leaders who innovate to create sustainable value and are good global citizens. PRME is core to the mission of our school, and are integrated into all levels of the MBA program, in addition to many of our graduate 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.



Every student at Weatherhead has the opportunity to learn and explore the theory and practice of sustainable value, and integrate it into their core curriculum. The PhD in Management track for Designing Sustainable Systems continues to produce PhD level thinkers and leaders, while the new Department of Design & Innovation helps MBA students to create sustainable value through design-inspired innovation.

Our faculty continues to integrate their diverse passions across interest areas of sustainable value, social responsibility, ethical business and business as an agent of world benefit toward a flourishing society into their classrooms and in their research. A new book written by Weatherhead Associate Professor of Organizational Behavior Chris Laszlo, PhD, Executive Director of the Fowler Center for Sustainable Value Roger Saillant, PhD, and Senior Fellows of the Fowler Center, will be published in August of 2014. *Flourishing Enterprise: The New Spirit of Business*, published by Stanford University Press integrates topics of mindfulness practices and emotional intelligence with ideas of sustainability and sustainable value in order to shift the conversation around sustainability toward the ideas of prosperity and flourishing.

Weatherhead also works to extend its reach into the global community. Case Western Reserve University will be hosting the Third Global Forum for Business as an Agent of World Benefit in collaboration with the Academy of Management's ODC Division and the Globally Responsible Leadership Initiative October 15-17, 2014. Additionally, the Fowler Center for Sustainable Value has increased its dedication to creating teaching case studies that will help broadcast sustainable value success stories to universities across the globe.

This report showcases these and other endeavors related to the Principles for Responsible Management Education during 2012-2014.

Sincerely,

A handwritten signature in black ink that reads "R.E. Widing". The signature is fluid and cursive, with a large, stylized "W" and "I".

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

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 develops leaders who innovate to create sustainable value and are good global citizens. While our students emerge with an understanding of how their values and decisions affect communities and the world, it's their understanding of why it matters that separates them from others. Through design thinking and strength-based methods, our pedagogy focuses on the human experience, changing the way managers frame problems, observe interactions and lead organizations to flourish.

Our students learn that problems of practice cannot be resolved by simply analyzing products and processes. They learn to ask themselves, What are the human and enterprise-wide interactions like? It is then that teams and organizations can realize positive change through innovation. And it is only then that society benefits and realizes that sustainability is the most significant human development opportunity of the 21st century.

As Weatherhead fosters sustainable value for business and society through our trans-disciplinary research, design practices and coursework by students, we also use the globe as our classroom, working with businesses as agents of world benefit to create positive change. Such work with all develops leaders who create sustainable value, allowing people to excel, businesses to prosper and society to flourish.

The power of flourishing: Weatherhead graduate finds passion in sustainability



2014 Weatherhead MBA graduate Abe Weiner has taken it upon himself to integrate his passion in sustainability and flourishing into his work throughout his MBA career and beyond. As a student, Weiner began a fellowship with the Mayor's Office of Cleveland through the Environmental Defense Fund, assisting the city in understanding the options for financing energy efficiency projects. Weiner also worked with the Northeast Ohio Public Energy Council to develop a finance program for stakeholders. Today, Weiner still works with commercial buildings to help identify energy efficiency projects and available financing options. During his time at Weatherhead, Weiner developed the financing skills he needs in order to understand

Story continued on next page

The power of flourishing: Weatherhead graduate finds passion in sustainability (page 2)

the complexities and nuances of energy efficiency projects, while being introduced to some of the great thought leaders in sustainability and feeding his passion for sustainable energy solutions. By easing the process of identifying energy efficiency projects and funding options, Weiner is moving organizations through sustainability toward flourishing—the idea that humans and the environment can thrive and prosper on this planet forever. Weatherhead helped Weiner to see that incremental and fundamental changes need to be made across organizations in order to shift our society as a whole toward the ultimate goal of a flourishing and prosperous existence.

Internships and fellowships

Internships at the Fowler Center for Sustainable Value

Weatherhead's Fowler Center employs eight 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 and assisted in the implementation of Sustainability Circles with businesses and nonprofit organizations in Northeast Ohio.

Internships at Case Western Reserve University's Office of Sustainability

Since 2006, Weatherhead MBAs have served in CWRU's Office for Sustainability. Several MBAs are offered sustainability fellowships and other leadership roles on major projects, such as university-wide greenhouse gas emissions inventories and data collection, green labs, and marketing and analysis for annual reports.

Fellowships at the Institute for Sustainable Development

For the past two years, Weatherhead MBAs have been 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 annual themes such as energy efficiency, local foods and sustainable transportation.

New Department of Design & Innovation fosters value creation for society

This past year, Weatherhead launched the Department of Design & Innovation, merging together the faculty from the former Marketing and Policy Studies and Information Systems departments. The unified faculty group, led by new Department Chair and Professor Richard Buchanan, PhD, will focus on two core priorities:

- Creating knowledge for generating novel and valuable products, services and systems
- Developing organizational leaders and entrepreneurs who are skilled in designing innovative, value-creating relationships with customers, stakeholders and society

A first of its kind, the Department of Design & Innovation embraces the university's strategic focus on "forward thinking" that includes an increased emphasis on innovation, technology development and cross-disciplinary activity.

Michael Goldberg, visiting assistant professor in the Department of Design & Innovation, has transformed the way transitioning economies across the globe think about success by encouraging them to "Think like Cleveland." Goldberg's new massive open online course (MOOC) is titled "Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies." He discusses the unique challenges and opportunities available to a transitioning economy like Cleveland, and the benefit of rebuilding a city utilizing the combination of both public and private funding with a focus on innovative and sustainable start-ups. The MOOC exposes Weatherhead's pedagogy and curriculum to students across the globe.

Weatherhead MBAs' sustainability internships

Each year, students in the Weatherhead MBA program take opportunities outside of the classroom to engage in sustainability and apply their education to assist various organizations and gain experience. The Environmental Defense Fund (EDF) selects students to join the internship and fellowship program Climate Corps, where students work for organizations to create and implement sustainable solutions that have a positive economic impact for the companies. In 2013, four MBA students were selected to intern through the EDF, and three more students plan to intern through the program for the 2014 summer. Additionally, three students serve as interns for the Fowler Center for Sustainable Value each academic semester and are given opportunities to create sustainability case studies, as well as contribute to numerous exciting sustainability projects for the center.



One such student, **Soumadeep Guha**, interned at Anderson Dubose through the Environmental Defense Fund during the summer of 2013. Guha spent his summer building up the company's environment management system to find efficiencies and minimize any operations that negatively affect the environment. He assisted the company in meeting existing EPA regulations, and made continuous improvements to the company's portfolio of operations to move the company toward sustainability. Guha also dedicated time to assisting in the creation of Anderson Dubose's Environmental Policy, as well as creating a system of metrics that will be used to help measure the company's progress toward sustainability. Guha additionally worked to improve the company's existing recycling

initiatives to increase participation across the company.



MBA student **Abdel Ladki** also had the opportunity to intern through the Environmental Defense Fund during the summer of 2013, and was able to assist the King County Metro Transit system in Seattle, Washington, to improve their energy efficiency. After conducting research on the transit system's energy use, as well as conducting comparisons of available alternatives and innovations, Ladki proposed a series of changes that can save the transit system, consisting of nearly 1,500 buses, both energy and money. Ladki recommended replacing the existing high-energy-consuming lighting system with energy efficient LED lights—an initiative that could save the company \$40,000, while reducing electricity consumption by 440,000 kilowatt hours per year. Other recommendations

by Ladki include making a series of repairs to the air compressor system's fuel and wash facility, which would result in a five percent energy savings, and upgrades to the transit's bus vacuuming system, saving \$3,000 and 40,000 kilowatt hours.



Additionally, **Shivang Desai**, an MBA student at Weatherhead, joined Cummins, an industrial goods and manufacturing company, during the summer of 2012. Desai also found his internship position through the Environmental Defense Fund, and spent his time with the company seeking ways to maximize the Cummins' energy efficiency in their existing and new facilities. Desai designed a building commissioning process to ensure that all new buildings will meet a certain energy efficiency standard, and also created a metric for measuring energy efficiency of the company's buildings, based on carbon dioxide emissions. Across Cummins' 40 U. S. facilities, Desai's recommendations could save the company over \$5 million in net operating costs per year, while saving 72 million kilowatt

hours of energy, and reducing their greenhouse gas emissions by the equivalent of 51,000 metric tons of carbon dioxide.

In-the-field highlights

In addition to the curriculum of the Department of Design & Innovation, Weatherhead has been working to offer students the opportunity to apply their knowledge outside of the classroom. A variety of projects, practicums and project teams have been offered over the last two years that allow students to integrate the lessons they learn in the classroom to problems and projects in the real business world.

One such project is the Fowler Center's work with the **Goi Peace Foundation in Japan**. The Goi Peace Foundation has engaged the Fowler Center to conduct a research study on the role of business in contributing to the achievement of its new Fuji Declaration. Titled "Awakening the Diving Spark in the Spirit: For a Civilization of Oneness with Diversity on Planet Earth," the Declaration points to the shift in consciousness from materialism-centered sustainability to full-spectrum flourishing. The research is scheduled to be completed by a Doctor of Management (DM) student and two PhD students by December 2014. This research project will ultimately help current students to apply and enhance their knowledge about the value of diversity in business in a global economy, while creating value for the Goi Peace Foundation.

Weatherhead also worked in collaboration with **design firm IDEO** to design a recognition process for companies and individuals that are furthering the notion that business can be an agent of world benefit. First-year MBA students joined Weatherhead PhD students and the Fowler Center for Sustainable Value over a period of 10 months, from May 2012 to March 2013, to actively engage in the IDEO design process and contribute to the design of the recognition process. Students also participated in a two-day final design session with IDEO March 1-2, 2013. Ultimately nine winning concepts were chosen by IDEO that hold the potential to applaud innovative business ideas while fostering and encouraging sustainable business innovations toward flourishing. The challenge that IDEO focused on, using a network of thousands of designers around the world, both young and old, was to answer the question "How might we identify and celebrate businesses that innovate for world benefit—and inspire other companies to do the same?"

Finally, business is a powerful force for change in the world. **Business as an Agent of World Benefit (BAWB)** unites the best in business with the call of our times. At the heart of BAWB is world inquiry—a global search for the many ways that the business sector is putting its people, imagination and assets to work for the benefit of humanity. In support of businesses as agents of world benefit, Weatherhead provides this inspirational video, which highlights a vision of how hundreds of positive innovative stories from around the world could be gathered to excite future managers to follow exemplary pathways in their careers. Such businesses as agents of world benefit would accelerate the world toward a flourishing and prosperous future. Video: <http://www.youtube.com/watch?v=diRLTRJkr98>

Principle 1: Key objectives for the next 24 months

Over the next 24 months our MBA students will continue to research and write teaching cases on companies' current challenges as related to sustainability and flourishing. Additionally, faculty will teach the following courses on the topics of sustainability and flourishing at Weatherhead:

David Cooperrider: Leading Change: Society; MBA Practicum in Sustainable Value and Social Entrepreneurship II; Sustainability and Social Value Creation; Appreciative Inquiry and Strength-Based Change

Chris Laszlo: MBA Institute In Sustainable Value and Social Entrepreneurship I; Sustainability and Social Entrepreneurship: The Biggest Business Opportunity of Our Time

Roger Saillant: Doctor of Management course Designing Sustainable Systems

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 and has named **Sustainable Enterprise** an interdisciplinary initiative. Thirty-one core courses and 26 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.

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, Clarke, Gojo Industries, Great Lakes Brewing Company, True Market Solutions, Vitamix, Tarkett and Beyond Meat.

Defending dissertations in Designing Sustainable Systems

Since the first three candidates in the PhD in Management: Designing Sustainable Systems track defended their dissertations in early 2012, an additional 16 individuals have reached the end of their doctoral journey.

The following is a sampling of the dissertation titles that have been defended since 2012:

- Socio-Cognitive Foundations of Entrepreneurial Venturing
- A Theory of Viral Growth of Social Networking Sites
- Designing Successful Social Ventures: Hands-On Feedback-Seeking Engagement with Stakeholders to Unravel What to Do Next
- Staying Alive: A Theory of In Extremis Leadership
- Factors that Influence Firms' Environmental Performance: An Examination of Large Companies

One of the program's first graduates, Kathleen Buse, PhD, took her dissertation to market by establishing a women in STEM (science, technology, engineering and math) program for Weatherhead's Executive Education department called Leadership Lab for Women in STEM. This six-day, immersive experience—intended for women at all stages in their careers—goes beyond what other leadership development programs can offer because it is grounded in pioneering research from Weatherhead's renowned Organizational Behavior Department.



Institute for Sustainable Value and Social Entrepreneurship

In spring 2013, students in the Institute for Sustainable Value and Social Entrepreneurship with David Cooperrider, PhD, Fairmount Minerals Professor of Social Entrepreneurship and professor of organizational behavior, planned and facilitated an Appreciative Inquiry Summit for the Weatherhead School of Management entitled: "Inspired By Sustainable Design: Coming Together to Harness Sustainability as an Innovation Engine for Advancing Our Mission, Operations, and Impact as a School." The summit of over 90 participants, who were engaged and invested in the school, used whole-system and design thinking to share in the creation of a vision for the school.

Weatherhead curriculum sample

The following Weatherhead courses represent a sample of our 31 core and 26 elective courses related to initiatives such as the UN PRME and the UN Global Compact.

MBAP 401 Leadership Assessment and 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 expanding their knowledge of leadership skills and abilities, developing an understanding of the ethics and responsibilities of leadership.

MBAC 506 and 507 Marketing, Operations and Supply Chain Management | Instructor: 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.

Econ 468 Environmental Economics | Instructor: Justin Gallagher

Economic models and reasoning provide a valuable lens through which to view many of the most intractable and perplexing environmental problems. The objective of this class is to apply the tools of a typical introductory or intermediate microeconomics course to topics involving the natural environment. That is, we will view environmental topics from the perspective of an economist. Topics that will be covered in this class include: market failure in the case of externalities and public goods provision, management of renewable resources, cost-effective pollution control, and energy use and global climate change. Perhaps the most exciting part of this course is that we will take tools from the classroom and apply them to ongoing environmental questions. Lectures will include guest presentations from professionals who are actively working on environmental challenges.

EDMP 672 Sustainability and Social Value Creation | Instructor: Chris Laszlo

This course is designed to galvanize new visions of business and society, as well as organizational leadership. The course is born of a conviction that the future of human society and the natural world is intimately linked to the future of the world economy, business enterprises, and management education. The course presentations, books, dialogues, and interview projects are organized around three themes: (1) the state of the world and the economics possibilities of our time, (2) the business case for understanding business as an agent of world benefit—how business performance can profit from current and future advances in sustainable design and social entrepreneurship; and (3) tools for becoming a change leader—including the methods of appreciative inquiry and new insights about "strength-based" change emerging from the science of human strengths. The over-arching aim is to provide a powerful introduction to the many facets of sustainable value creation as a complete managerial approach.

Weatherhead curriculum sample (page 2)

MBAP 404 Managing People in 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.

MBAC 508 Strategic Issues and 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 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, political and management science, and discusses timely issue areas, such as corporate social responsibility, creating sustainable value and environmental sustainability.

MIDS 420 Design in Management: Concept and Practices

Instructors: Richard Buchanan, Michael Goldberg, Kipum Lee

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. 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 and Social Entrepreneurship

Instructors: Chris Laszlo, David Cooperrider

The MBA Institute in Sustainability and Social Entrepreneurship involves six credits divided up into two "courses". 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 or 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: C. N. V. 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 covers 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 covers managerial greed and agency costs, ethical considerations, and the design and sustainability of incentive contracts.

Weatherhead curriculum sample (page 3)

ORBH 491 Leadership in Diversity and Inclusion | Instructor: Susan Case

This 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 issue 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 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? 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.

MGMT 464 Business 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: J. B. Silvers

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

EDMP 611 Theory and Practice of Collective Action | Instructor: Mohan Reddy

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 context. Case studies of collective action problems such as waste recycling, technology development and community revitalization are discussed.

BAFI 403 Financial Management | Instructor: C. N. V. Krishnan

This 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.

Weatherhead curriculum sample (page 4)

MPOD 435 Practicum in Appreciative Inquiry and Positive Organizational Development

Instructor: Ron Fry

This course develops participants' consultative skills. Competence in role entry and development, data collection, intervention and evaluation is gained through class exercises and field projects. The focus is on developing a problem-centered approach to intervening in organizations that minimizes reliance on programmed techniques and maximize collaborative innovation and learning between client and consultant.

EDMP 613 Leading Change | Instructor: Richard Boyatzis

Change is an enigma and yet sustained, desirable change (SDC) drives adaptation, growth and life itself. In this course, we will continuously attempt to answer two questions: What is the process of sustained, desirable change? and 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. Leadership and its development will be examined by studying a number of topics and applying them to three major case studies: (1) yourself; (2) practice coaching with compassion; and (3) a major change project. This course will explore questions, such as: Who are effective leaders? How do they think and act? What makes us want to follow them? How are leaders developed? What is the role of emotional and social intelligence? How does a leader's mind, body, heart, and spirit affect their performance?

EMBA 479 Leading Change: Society | Instructor: David Cooperrider

This course explores a proposition: that business, the motor of our society has the opportunity to be a new creative force on the planet, a force that could contribute to the well-being of many. Our exploration and search is for "business as an agent of world benefit" and the questions are many: what does it look like, where is it happening, what are the markets, societal and leadership enablers, and what are the results?

MBAC 517 Management Perspectives and Dialogues | Instructor: Simon Peck

This course serves as a vehicle to exercise critical thinking and integration skills. While much is learned by attending to the various functions of a business, effective management requires that you be able to integrate these to better understand the whole (organization, supply chain, market, industry, etc.). The course addresses that objective in three ways. First, we will bring in teams of senior managers for you to engage in dialogue about issues they have recently addressed, expect to address in the near future and how they function as leaders of their organizations. Next, are several modules that explore a couple of particular perspectives on management—that managers are designers and that businesses play a critical role in shaping a sustainable world. These are viewed as lenses for integrating the skills you are developing in the functional courses. Finally, we will have sessions in which you will practice thinking on your feet about how to approach business problems and situations. These are structured to help you in job interviews and to help you stand out in your early days in new work environment. The goal of this course is pragmatic. You can help by actively engaging with us in a dialogue about which elements work in helping you achieve these objectives and which do not.

MBAP 409 Sustainability and Social Entrepreneurship | Instructor: Chris Laszlo

This course creates a foundational platform featuring key models and managerial tools for building sustainable value and "turning the social and global issues of our day into business opportunities." Case studies of leading mainstream companies are used to analyze how business value is created for a range of social and environmental initiatives. Students will look at sustainability business strategies that reduce risks, drive down costs, create new revenue streams, serve new markets and position companies to take advantage of changing societal expectations. Environmental issues such as climate change are covered along with social issues such as global poverty. Students acquire the competencies required to make effective business decisions based on integrating sustainability into the core of a company's value added activities.

Weatherhead curriculum sample (page 5)

MKMR 421 Marketing Value Creation | Instructor: Casey Newmeyer

Marketing value creation is the process of creating and managing successful brands through continuous innovation. Successful brand innovation and management requires understanding evolving customer needs; creating and delivering the right products, services and experiences; and managing the process to enhance brand equity and customer satisfaction. Through text, readings, cases, high-profile guest lectures and team projects, this engaging class will cover the innovation and branding process from discovery of unmet needs, brand and product development, to brand promotion and advertising and brand equity measurement. A sustainability thread will weave through the course, covering topics such as brand's ecological footprint, product safety, eco-friendly branding, the ethics of advertising, the impact of pricing on consumers and corporate social responsibility. The result of proper sensitivity to customer needs, social concerns and the environment is integral to the process of value creation for customers, companies and society.

MPOD 418 Sustainability for Strategic Advantage | Instructor: Chris Laszlo

Sustainability is introduced as a movement in business to create value by responding to social and environmental problems in ways that meet current needs without reducing future capacity. Students are introduced to systems thinking skills, such as whole system mapping, causal loop modeling, emergent hypotheses, stakeholder analysis and engaging productive dialogues. Emphasis is placed on use of these skills as methods for working with clients to create actionable knowledge, thereby integrating reflection with action to leave the client system stronger.

ORBH 523 Business as an Agent of World Benefit: The Discovery and Design of Positive Institutions Instructor: Chris Laszlo

The relationship between business and society—and the search for mutually beneficial advances between industry and the world's most pressing global issues—has become one of the defining issues of the 21st century. Throughout the world, immense entrepreneurial energy is finding expression, energy whose converging force is in direct proportion to the turbulence, crises, and the call of our times. Factories and buildings are being designed in ways that, surprisingly, give back more clean energy to the world than they use. Bottom-of-the-pyramid strategies and micro-enterprise models are demonstrating how business can eradicate poverty through profitability. Companies are designing products that leave behind no waste—only “food” that becomes input into their biological or technological cycles. And macrowikinomics—everything from telepresence to megacommunity—is rebooting our capacity for human cooperation and global action.

ORBH 565 Research in Gender and Diversity in Organizations | Instructor: Susan Case

This course will provide a full range of feminist research methods exploring relationships between feminism and methodology involving a plurality of perspectives for conducting research and creating knowledge with an emphasis on collecting and interpreting qualitative materials. Particular attention is paid to understanding gender and diversity related phenomenon that occurs in the workplace. Classic feminist research from a variety of historical, societal, economic, interpersonal and organizational paradigms are incorporated.

MPOD 470 Leading Change from a Complexity Perspective | 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.

Weatherhead curriculum sample (page 6)

MPOD 498 Global Citizenship and Multicultural Organizational Development: International Study Tour Instructor: Ron Fry

This course will broaden perspectives and knowledge of how OD principles and technologies are generated and applied in contexts and cultures outside of North America. Selected literature representing global perspectives on the practice of OD and field experiences will provide support and background for personal experience and reflection on cross-cultural issues in organizing. The primary learning context will be an intense, 10-day study tour to some country outside of North America to provide the participants with opportunities for: 1) comparative studies of OD practices in different cultural settings; 2) in-depth experiences with OD practitioners and students in a different national, regional and cultural context; 3) co-inquiry with non-North American students also involved in developing OD knowledge and skills; and 4) on-site organization visits outside of North America to observe and learn about on-going dynamic change efforts.

New DM/PhD course featuring sustainability, flourish

A new DM and PhD course has been helping Weatherhead students to learn about sustainability and flourishing, and the importance of understanding the interconnectedness of human and natural systems to creating a sustainable and flourishing world. Taught by the Executive Director of the Fowler Center for Sustainable Value, Roger Saillant, the course aims to provide students with a groundbreaking understanding of sustainability and flourishing, and stands as a prime example of Weatherhead's commitment to the UN's Principles for Responsible Management Education.

Principle 2: Key objectives for the next 24 months

The Fowler Center is forming a network in close collaboration with PRME to promote a gathering of information on the many ways that the business sector is putting its people, imagination and assets to work to benefit humanity. The following are key plans we have in place for the next two years:

- We are promoting Business as an Agent of World Benefit on all marketing and social networking platforms.
-
- A book written by the Distinguished Fellows of the Fowler Center will be published in August 2014.
-
- We will host Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit in October 2014.
-
- Faculty and staff associated with the Fowler Center are teaching several courses on sustainability and flourishing.

Principle 3 | Methods

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

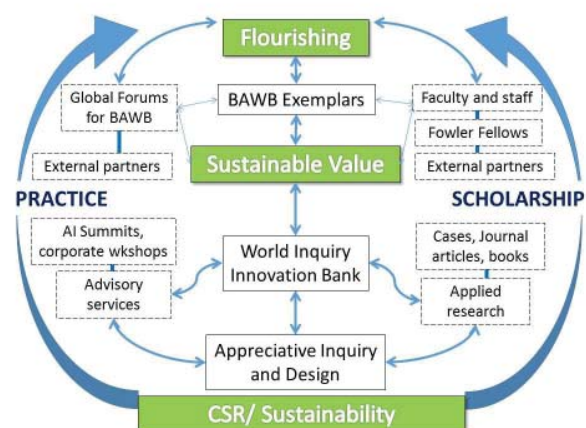
Weatherhead is the originator and foremost thought leader in a number of strength based methodologies such as appreciative inquiry, emotionally and socially intelligent leadership, and sustainable value. We believe in experiential learning and integrated instruction, and, in addition to our various degree programs, we offer over 70 unique programs through Executive Education. Our approach is not limited to the classroom; it enables professionals to create a better world by developing human potential. As a result, we expanded to include massive open online courses (MOOCs) seeking to excite students all over the world about responsible leadership.

In May of 2013, Richard Boyatzis, PhD, Distinguished University Professor, H.R. Horvitz Professor of Family Business and professor of organizational behavior, launched his first free massive open online course titled "Inspiring Leadership through Emotional Intelligence." Embraced early on with 82,000 students signing up to learn about resonant leadership and emotional intelligence, Boyatzis' course has since accumulated nearly 200,000 enrolled students.

Meanwhile, the Fowler Center for Sustainable Value is the hub of Weatherhead's sustainability-related efforts. The center customizes curriculum to develop student experiences that address sustainability. The center will also host the Third Global Forum for Business as an Agent of World Benefit in October 2014. 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.

The Fowler Center for Sustainable Value

The Fowler Center for Sustainable Value is the academic center that bridges the gap between theory and practice for both management practitioners and scholars. Through intimate, meaningful collaborations with individuals from a diverse range of organizations, the Fowler Center guides managers to embed sustainability in their core business, creating positive change for society and the environment in ways that create even more value for their customers and shareholders.



Story continued on next page

The Fowler Center for Sustainable Value (page 2)

The Fowler Center's projects, education programs and corporate products are informed by two core concepts: **appreciative inquiry** and **sustainable value**. The Fowler Center is also moving beyond traditional notions of social responsibility and sustainability to the concept of full-spectrum flourishing. In October 2014, the center will welcome participants from around the world to the **Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit** to be held at Case Western Reserve. Structured like an appreciative inquiry summit, the forum will also feature prominent speakers on topics related to sustainable value.

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. At the core of appreciative inquiry is the idea that by identifying an individual's or organization's strengths and brainstorming new ways to utilize those strengths, greater success and positive change can be created.

The basic outline of the appreciative inquiry method calls for organizations to discover their strengths, dream new ways of utilizing those strengths, and design the processes and projects that can help the organization reach those dreams.

In the spring of 2013, the university applied the appreciative inquiry method to its own Weatherhead MBA program, as a group of students enrolled in the Organizational Behavior Sustainable Value course designed and hosted an appreciative inquiry summit for the program with the help of David Cooperrider. Through the process, ideas were dreamed and designed to help the program make sustainable changes toward a flourishing college and university. The projects and processes designed were then spearheaded by various individual attendees of the summit, and are currently being moved toward implementation by Case Western Reserve's Office for Sustainability.

Sustainable Value

Sustainable value is defined by Associate Professor of Organizational Behavior Chris Laszlo, PhD, 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.

Weatherhead hosts Third Global Forum

Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit will bring together 1,000 CEOs, line managers and functional teams from around the world for a dynamic two-and-a-half day summit that will explore how cutting-edge innovators and forward-thinking leaders are moving beyond traditional notions of social responsibility and sustainability to full-spectrum flourishing and profitability.



Hosted by Weatherhead and the Fowler Center for Sustainable Value October 15-17, 2014, this summit will offer exceptional keynote speakers, including a mix of Fortune 500 CEOs, world leaders, entrepreneurs, creative thinkers and engaging management educators, as well as ground-breaking workshops in a design studio format.

"The Global Forum is an epicenter of innovation. Its focus on turning global and social issues into bona-fide business opportunities is a perfect way to bring executives, young leaders and visionary scholars together," says Patrick Cescau, chairman and CEO of Unilever and co-chair of the first global forum. For more information, visit: <http://globalforumbawb.com/>.

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 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

Additionally, the Fowler Center has dedicated an increasing effort toward creating original case studies for the purpose of teaching, and ultimately for creating a bank of exemplary businesses that have taken sustainable actions and created sustainable solutions toward a flourishing world. To date, the 12 teaching cases listed below have been published by Ivey Publishing and created by the Fowler Center with the help of MBA and PhD student interns:

- Tennant Company: Can "Chemical-Free" Be a Pathway to Competitive Advantage
- Clarke: Transformation for Environmental Sustainability
- Fairmount Minerals
- Viridity Energy: The Challenge and Opportunity for Promoting Clean Energy Solutions
- Sustainability at Tetra Pak: Recycling Post-Consumer Cartons
- La Vaca Independiente: Should a Social Enterprise Adopt a For-Profit Business Model?
- Ecovative Design LLC: A Biological Materials Startup
- Ford Motor Company: New Shades of Green Through Soy Foam
- GOJO Industried: Aiming for Global Sustainability Leadership
- Pyramyd Air: Looking through the Scope of Values
- Taj Hotels: Building Sustainable Livelihoods
- Cisco's Vision: A Smart+Connected World

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 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.

A story from the World Inquiry Great Lakes Brewing Company: "Great Taste - Zero Waste"

Key Ideas

Great Lakes Brewing Company (GLBC) is committed to crafting fresh, flavorful, high-quality beer and food while remaining principle-centered, environmentally respectful and socially conscious. They have incorporated a "zero waste initiative" into day-to-day operations and cut operating costs at the same time. The objective is to make full use of the by-products generated from the brewing process.

Innovation

The ultimate goal of Daniel and Patrick Conway, owners of GLBC, is for their business to mimic nature, where 100% of resources are used in closed-loop ecosystems. The brothers Conway are strong proponents of operating a brewery and restaurant that is environmentally friendly but also capitalizes on saving and income-generating opportunities. To that end, they transform the raw materials used to produce their products into a host of food-generating and energy-saving opportunities.



Great Lakes Brewing Company

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

Not just for cooking, GBLC's vegetable oil is used to power the engine of its shuttle bus, affectionately known as "The Fatty Wagon." Back in the brewery, grains from the brewing process are not discarded but, instead, find a home in a number of interesting places. Some are used in combination with sawdust and paper as a substrate for growing organic shitake and oyster mushrooms, while others go to Zoss the Swiss Baker to produce the cracked barley beer bread, pretzels and pizza shells found on the GLBC menu. Still more brewery grains go to local organic farmers raising livestock for the all-natural beef, pork, chicken and cheeses featured on the menu.

GLBC is currently partnering with Kentucky Gardens, the community garden that produces vegetables for its Brewpub, to create a passive solar greenhouse. The SunTrap technology takes advantage of the very low-in-the-sky position of the sun during winter to trap solar energy inside the growing space, allowing successful growth of organic produce year round without any supplemental heat or light energy. These herbs and

Story continued on next page

A story from the World Inquiry

Great Lakes Brewing Company: "Great Taste - Zero Waste" (page 2)

vegetables will receive organic fertilizer from the GLBC vermicomposting process in which a portion of its office paper, kitchen scraps, grain and cardboard are fed to worms and the castings of the worms create top-of-the-line organic fertilizer.

Skylights and light sensors have been installed in the Tank Farm and Brewery cooler to bring in cold air during winter months to cool the beer. It allows natural light to minimize use of electricity, while an "air curtain" keeps warm air from escaping when patrons enter or exit.

Impact

GLBC is achieving its commitment to a "triple bottom line," translated as engaging in economic, social and environmental practices that achieve a sustainable, yet profitable, business. By reducing, reusing and recycling, they are implementing efficient energy practices and supporting sustainable urban renewal projects.

Recycling efforts at the GLBC Brewery & Brewpub alone have reduced trash removal fees by 40 percent. Rather than throw away "low fill beers"—bottles of beer not filled to the maximum and therefore unable to go to retail—GLBC used the beer in a number of menu items, such as salad dressings and Stilton Cheddar Cheese Soup. Air quality has improved with the use of the vegetable-oil powered Fatty Wagon, which reduces soot production by 40 percent from that of diesel fuel.

Inspiration

GLBC sees itself as environmentally respectful and socially conscious with a commitment to crafting fresh, flavorful, high-quality beer and food for the enjoyment of its customers. Their slogan changes natural resource use from "Take, Make, Waste" to "Take, Make, Remake."

From its earliest beginnings, GLBC made an unwavering commitment to corporate social responsibility. The Conways set up shop in a neighborhood that was once the heart of Cleveland's brewing industry and became the first microbrewery in the state of Ohio.

"From the beginning, we incorporated the techniques of brewing used by European brewers in our own craft brewing process," explains co-owner Patrick Conway. "We were determined to use only the freshest ingredients, no preservatives and chemicals. We also refused to succumb to pasteurization, which ultimately compromises flavor."

Principle 3: Key objectives for the next 24 months

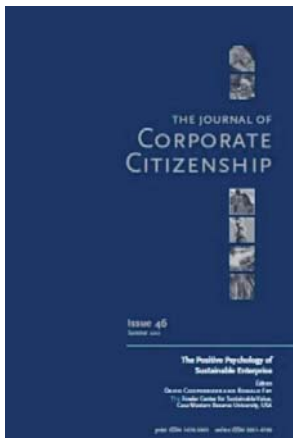
Having our MBA students teach case projects will allow for them to gain an inside look at a company through interviews with company leadership and to think critically about the challenges and opportunities that face that company.

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. 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.



Fairmount Minerals Professor of Social Entrepreneurship and Professor of Organizational Behavior David Cooperrider, PhD, and Ron Fry, PhD, also a professor of organizational behavior at Weatherhead, co-authored and co-edited the *Journal of Corporate Citizenship* Issue 46, "The Positive Psychology of Sustainable Enterprise."



Richard Buchanan, PhD, department chair and professor of Design & Innovation, is a co-editor of *Design Issues*, a leading academic journal from MIT Press.

Academic publications: a sample of our faculty's work

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.

Bergeron, D., Shipp, A. J., Rosen, B., Furst, S. (2013) Organizational Citizenship Behavior and Career Outcomes: The Cost of Being a "Good Citizen." **Journal of Management**.

Bernstein, R. S., Bilimoria, D. (2013) Diversity Perspectives and Minority Nonprofit Board Member Inclusion (vol. 32, issue 7, pp. 636-653). **Equality, Diversity and Inclusion: An International Journal**.

Bilimoria, D., Liang, X. f., Carter, S., Turrell, J. (2013) In Ronald Burke, Susan Vinnicombe, Lynda Moore, & Stacey Blake Beard (Ed.), **Faculty at Early, Middle, and Late Career Stages: Gender Effects** (pp. 304-325). North Hampton, MA: Edward Elgar.

Boyatzis, R. E., Smith, M. L., Beveridge, A. J. (2013) Coaching with compassion: Inspiring health, well-being and development in organizations (vol. 49, issue 2, pp. 153-178). **Journal of Applied Behavioral Science**.

Boyatzis, R. E., Smith, M. L., Van Oosten, E. B., Woolford, L. (2013) Developing resonant leaders through emotional intelligence, vision and coaching (vol. 42, pp. 17-24). **Organizational Dynamics**.

Bright, D. S., Fry, R., Cooperrider, D. L. (2014) **Exploring Transformative Innovation Through a World Inquiry** (pp. 341-359). Emerald Publishing

Bright, D. S., Powley, E. H., Fry, R., Barrett, F. J. (2014). In Zandee, D., Cooperrider, D. L., Avital, M. (Eds.) (Ed.), **The Generative Potential of Cynical Conversations** (pp. 136-157). Emerald Publishing:

Braun, K., Tietz, W. (2014) **Managerial Accounting**, 4e (4th edition ed., pp. 925). Upper Saddle River, NJ: Pearson Prentice Hall.

Buse, K. R., Bilimoria, D., Perelli, S. (2013) Why They Stay: Women Persisting in US Engineering Careers (vol. 18, issue 2, pp. 139-154). **Career Development International**.

Case, S. S., Smith, J. G. (2014) In H. K. Hansen & A. Stachowicz-Stanusch (Ed.), Applying a Religious Lens to Ethical Decision-Making: My Ten Commandments of Character for the Workplace Exercise (pp. 181-210). NY: Business Expert Press, **PRME Book Collection**.

Case, S. S., Richley, B. A. (2014). In Ronald Burke & Deborah Major (Ed.), **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** (pp. 291-334). Cheltenham, UK, Edward Elgar: Edward Elgar.

Case, S. S., Smith, J. G. (2013). In W. Aman & A. Stachowicz-Stanusch (Ed.), **The Genesis of Integrity: Values and Virtues Illuminated in Judaism, Christianity, and Islam** (pp. 307-344). Hampshire, England, Palgrave Macmillan: Palgrave MacMillan.

Case, S. S., Richley, B. A. (2013). In Jeremy Jacobs (Ed.), **Gendered Institutional Research Cultures in Science: The Post-Doc Transition for Women Scientists** (vol. 16, issue 3, pp. 327-349). **Jeremy Jacobs: Community, Work, and Family**.

Clingingsmith, D. (2014) Industrialization and Language in India **Journal of Human Resources**.

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

Cooperrider, D. L., Zandee, D., Godwin, L., Avital, M., Boland, B. (2013). **Organizational Generativity: The Appreciative Inquiry Summit and a Scholarship of Transformation** (vol. 4, pp. 1-478). Bingley, UK: Emerald Press.

Cooperrider, D. L., Sherman, D., Woychick, E. (2013). **Strategic Convening for Generative Impact: Enabling Systemic Change in Complex Environments** (vol. 4, pp. 32). Bingley, UK:

Cooperrider, D. L. (2013). **The Spark, The Flame and The Torch: The Positive Arc of Systemic Strengths in the Appreciative Inquiry Design Summit** (vol. 4, pp. 40). Bingley, UK:

Cooperrider, D. L., Zandee, D., Godwin, L., Avital, M., Boland, B. (2013). **Preface to Organizational Generativity** (vol. 4, pp. 8). Bingley, UK: Emerald Press.

Cooperrider, D. L. (2013). **A Contemporary Commentary on Appreciative Inquiry Into Organizational Life** (vol. 4, pp. 40). Bingley, UK: Emerald Press.

Cooperrider, D. L. (2013). **The Vertigo of New Vision: Business as an Agent of World Benefit** (pp. 12). Axiom Publishing.

Cooperrider, D. L., Fry, R. (2013). In David Cooperrider and Ronald Fry (Ed.), **The Positive Psychology of Sustainability** (vol. 46,). London: **Journal of Corporate Citizenship**.

Cooperrider, D. L., Fry, R. (2013). In David L Cooperrider & Ronald E Fry (Ed.), **Mirror Flourishing and the Positive Psychology of Sustainability+** (issue 46, pp. 3-12). Sheffield: **Journal of Corporate Citizenship**.

Cooperrider, D. L., Mcquaid, M. (2013). **The Positive Arc of Systemic Strengths: How Appreciative Inquiry and Sustainable Designing Can Bring Out the Best in Human Systems** (vol. 46, pp. 32). London: **Journal of Corporate Citizenship**.

Feldman, S. P. (2013). **Trouble in the Middle: American-Chinese Business Relations, Culture, Conflict, and Ethics** (pp. 505). Routledge Publishing.

Fry, R., Sharma, G. (2013). In Henn, Rebecca and Hoffman, Andrew (Eds.) (Ed.), **Generativity: Reconceptualizing the Benefits of Green Buildings** (pp. 239-259). Cambridge, MA: MIT Press.

Fry, R., Verma, N., Seb, W. O. (2013). In Neena Verma, Ronald Fry & Zeb Waturuocha (Ed.), **India and Appreciative Inquiry: A Generative Connection** (vol. 15, issue 1, pp. 4-7). London: **AI Practitioner**.

O'Neil, D. A., Hopkins, M. M., Bilimoria, D. (2013) In Wendy Patton (Ed.), **Patterns and Paradoxes in Women's Careers** (pp. 63-80). Rotterdam : Sense Publishers.

Overbeke, K. K., Bilimoria, D., Perelli, S. (2013) **The Dearth of Daughter Successors in Family Businesses: Gendered Norms, Blindness to Possibility, and Invisibility** (vol. 4 , pp. 201-212). **Journal of Family Business Strategy**.

Richley, B. A., Cooperrider, D. L. (2013) **The Generative Diffusion of Innovation**. (vol. 4, pp. 361-376). Emerald Group Publishing Limited.

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

Stephens, J., Heaphy, E., Carmeli, A., Spreitzer, G., Dutton, J. (2013). In Ron Fry & David Bright (Ed.), Relationship quality and virtuousness: Emotional carrying capacity as a source of individual and team resilience (vol. 49, issue 1, pp. 13-41). Arlington, VA: Journal of Applied Behavioral Science.

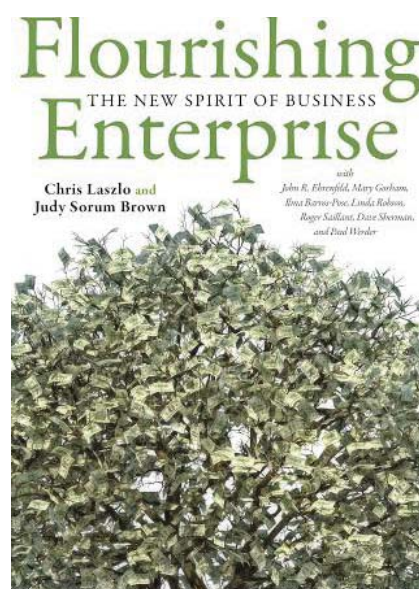
Subriana, M., Cooperrider, D. L. (2013) APPRECIATIVE INQUIRY An innovative approach to personal and organizational transformation—Inspiration to design our best future. Barcelona: Kairos Publishers.

New book explores flourishing as sustainability's missing link

Written by Weatherhead Professor Chris Laszlo and Judy Sorum Brown with input and assistance from a variety of contributors, including the Executive Director of the Fowler Center for Sustainable Value Roger Saillant, *Flourishing Enterprise: The New Spirit of Business* hopes to move the conversation around sustainability into a new chapter.

Flourishing, as a concept, is about the aspiration that future generations of man will not only survive on this planet, but will be able to flourish, in a flourishing environment, and with a flourishing economy. The book seeks to introduce the idea of flourishing as sustainability's missing link, as well as discuss the roles of emotional intelligence, and spiritual health along with ethical sustainable business.

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. Stanford University Press is scheduled to release this book in August 2014.



Shale gas: At the intersection of economics + engineering

CWRU professors collaborate to explore the impact of shale gas

When, in early 2011, Matthew Sobel, PhD, and Xiangwu “David” Zeng, PhD, decided to collaborate on a project related to shale gas development, they could find hardly any information on it in scholarly publications. “There were a few articles in the popular press. Not a tremendous number. And there was next to nothing in the research literature,” Sobel recalls. By the time they launched their project in the fall of that year, however, things had changed. There was daily media coverage of the issue. Industry spokespeople talked optimistically about job creation. On the other hand, environmental groups warned of water and air pollution. The popular radio program *This American Life* devoted a whole show—“Game Changer”—to the phenomenon.

Technical terms like “horizontal drilling” and “hydraulic fracturing” (“fracking” for short) became household words. And suddenly, rock formations like Ohio’s Utica and Marcellus shale became of interest to more than just geologists.

He and Zeng had decided to collaborate after the Great Lakes Energy Institute (GLEI) and the Weatherhead School of Management’s Fowler Center for Sustainable Value put out a call for proposals to stimulate collaboration among Case Western Reserve University faculty in different schools.

Sobel is the William E. Umstattd Professor of Industrial Economics and acting chair of the Economics Department in addition to his faculty appointment in operations. (He also has an appointment in CWRU’s Department of Electrical Engineering and Computer Science.) He is fascinated by the effects of timing and risk on decision making. An example, post-Katrina and -Sandy, might be preparing coastal cities to withstand hurricanes. Burying power lines and erecting storm barriers are expensive proposals. But they might cost less than rebuilding after a natural disaster—or disasters—down the line. How does a city decide whether mitigating the risk of extensive storm damage is worth the expense?

Environmental issues, with their comparatively long time scales and uncertain outcomes, provide ready fodder for Sobel’s core research interests. “Mitigating climate change is a subject that can be looked at in this context,” he says. “So is shale gas.”

Sobel decided to concentrate his efforts on describing the areas in which the economic impact of shale gas development would be felt. Using seed money awarded by GLEI and the Fowler Center, Sobel hired three undergraduate assistants to research effects on real estate, public health and infrastructure.

But in contrast to what he describes as a “landslide” of information in newspapers and magazines, on the radio and online, impartial scientific data about shale gas extraction remained scarce.

“What information there was was restricted: It was typically paid for by the industry, and one consequence was that it focused on criteria favorable to the industry,” he says. “Secondly, it used only readily available public data. That boiled down to jobs and taxes paid. Even at a glance, one could tell there were other kinds of economic impacts.”

And Sobel wanted to determine what the spectrum of impacts might be. Some of them would presumably be positive, as out-of-town workers booked hotel rooms, ate at restaurants, and filled up at gas stations in shale-rich rural areas. Other impacts—for example, on real estate value, on infrastructure, on the environment or on public health—might be deleterious. All, however, are quantifiable.

“Thirty years ago, it would have been an exercise in whimsy to say that when streams get polluted, there’s an economic impact to that. Even if people saw the impact, they didn’t have any idea of how to measure it.

Story continued on next page

Shale gas: At the intersection of economics + engineering (page 2)

CWRU professors collaborate to explore the impact of shale gas

And that's changed," he says. "Do the aggregate winnings outstrip the aggregate losses? This is an empirical matter." In other words, evaluating the total economic benefits and drawbacks of shale gas development is not a matter of opinion. It is a matter of measurement. But what, exactly, do you measure? Sobel wanted to help answer that question.

The repercussions of shale gas-related activities can be complex, and the winners and losers aren't always obvious. Take infrastructure. "If you've ever seen the places where shale gas is extracted, and you've seen them while fracking was occurring, there are prodigiously large trucks typically on very narrow roads that were not constructed to carry that kind of traffic," Sobel says.

A keen long-distance cyclist, he has seen this firsthand while navigating the wooded hills and rolling farmland of Northeast Ohio.

Evaluating the total economic benefits
and drawbacks of shale gas development
is not a matter of opinion.
It is a matter of measurement.

So who pays to restore the roads after a well site is closed down? In some states, oil and gas companies put up a bond with the state for road repair, and the state makes grants to counties from that bond.

"But how they use those grants is up to the county," Sobel cautions. "Townships, villages and municipalities often make the road repairs."

If those smaller units of government do not receive sufficient funding from the county, road maintenance can suffer. (In Ohio, counties and municipalities agree on a predetermined distribution formula for what's known as the Local Government Fund, which minimizes the risk that a village, township or municipality is left holding the bag for infrastructure repair, says Wendy Patton, senior project director at Policy Matters Ohio.)

Even job creation can have a flip side.

"Proponents of fracking say, 'How can this be bad? Welders are making a hundred dollars an hour!'" says Sobel. "But say you live in Carroll County and run a farm machinery repair business. Or just a farm where you have machinery to repair. Can you match the wages welders are paid by the industry?"

While shale gas development may save one person's business, it might drive another person out of business.

Things get even more complicated when you look beyond state borders. A recent study by Cleveland State University found that while the money spent in shale-rich counties in Ohio has increased considerably since the natural gas boom started, the hoped-for jobs haven't materialized. This may indicate that the workers hired to operate drilling rigs are from outside of Ohio. Energy companies do bring experienced drillers from states like Oklahoma or Texas, where oil and gas exploration are a way of life, to run their operations elsewhere. But of course, these workers don't stay.

"You could have hundreds of workers suddenly coming to your village. Land leases, corporate leases, lots of cash. And then when the work is done, people leave. Boom and bust," Zeng explains.

Story continued on next page

Shale gas: At the intersection of economics + engineering (page 3)

CWRU professors collaborate to explore the impact of shale gas

This may be dismaying to public officials like Ohio Governor John Kasich, whose priority, naturally, is to keep Ohioans employed. But Sobel points out that out-of-state workers need jobs, too. Not only that, but workers flow both ways.

"On a personal level, I have relatives who have been hit very hard by the recession, and who are sleeping in truck beds in North Dakota working in this industry so that they can feed their families," he says.

So, does an influx of highly paid workers that disappears just as suddenly benefit a community overall? Does increased revenue for local businesses compensate for damage to infrastructure?

"What are the economic impacts of health effects? Anecdotes [about health effects] are legion, and epidemiological studies will likely emerge in the near future," Sobel continues. "From the scholarly point of view, my goal was to delineate the range of impacts, some positive, and some negative."

Asked what his research specialty is, Zeng deadpans, "I study rocks and dirt."

The "dirt" in question is more exotic than it sounds. Zeng, who is the Frank H. Neff Professor and chair of civil engineering at CWRU, is on the advisory panel for the Mars Curiosity Rover. Previous projects have included involvement in NASA's plans for a permanent lunar study station. The project was canceled, but Zeng still has jars of simulated lunar dust on his office bookshelves.

Closer to home, Zeng also studies earthquakes to design buildings that will survive them. These are big earthquakes, not the minor temblors in Youngstown, Ohio, that were caused by the disposal of fracking wastewater in injection wells. Though these incidents left residents shaken—literally—Zeng says they caused no real damage.

In his collaborative study with Sobel, Zeng's focus was the technology of shale gas development. (He also looked at the effects of development on rural communities.)

"I got into shale gas research three or four years ago. My background is in geotechnical engineering, and in our department we have environmental engineering, so water pollution is a major issue related to shale gas that we wanted to look at," Zeng says.

Hydraulic fracturing involves pumping millions of gallons of water laced with chemicals thousands of feet underground. The chemical cocktail changes the water's viscosity so that it can squeeze into tiny cracks in the shale, fracturing it.

Another additive is sand, something that, as a self-proclaimed specialist in "dirt," Zeng knows quite a lot about.

If you think all sand is alike, think again. The sand used in fracking must be strong enough to hold open the cracks in the shale while the oil, gas and water flow out of the well. If the sand is not strong enough, it will be pulverized as the cracks in the rock close again.

"But sand creates damage to pipelines. Because there's corrosion under high pressure and high velocity, the sand will rust your pipes and go into your high-pressure pumps," says Zeng. Cracks in the concrete casing around pipes, pipe ruptures, and accidents can result in water contamination, Zeng explains. "So far

Story continued on next page

Shale gas: At the intersection of economics + engineering (page 4)

CWRU professors collaborate to explore the impact of shale gas

hardly any cases have occurred, but on the other hand, all it takes is just one terrible incident like Deepwater Horizon, and the whole operation could be stopped."

Zeng says companies are working on alternative methods of hydraulic fracturing that use less water, or even no water. One candidate for a replacement is carbon dioxide. "But using a gas has its own problems," Zeng explains. "Gases escape much more easily than water."

And the economics are just as complex. Methane leakage is a case in point. "It leaks from well heads during fracking activities, but it also leaks from the many miles of pipes involved," says Sobel. "The industry says, 'We don't want to lose that methane, because it's worth money.' But is it worth enough to install and maintain devices to capture the methane?"

"It's always a cost issue," Zeng agrees. "Economics plays a very important part—if they can make money, they'll do it. If not, they will not do it."

Sobel and Zeng shared their research in a set of teaching materials and served twice on panels organized by the Shaker Heights Unitarian Church, providing their scholarly perspective to the public. Additionally, Zeng (along with Gary Previts, PhD, CPA, Distinguished University Professor and E. Mandell de Windt Professor of Leadership and Enterprise Development) served on the steering committee for a June 2013 conference at CWRU, Shale Gas: Promises and Challenges. The speakers' affiliations were "one-third industry, one-third academic, and one-third other organizations, for a balanced view," Zeng says.

Faculty from diverse disciplines are in the early stages of planning a center for shale gas research at CWRU.

"I think this is such an important topic that we cannot completely remain outside of it," says Zeng. In addition to issues of energy security and independence, Zeng says, shale gas will influence manufacturing, the petrochemical industry, and rural communities both in Ohio and across the country.

"Shale gas is an important part of the energy picture for Ohio, the U.S. and the globe—it has impacts in everything," Sobel agrees. A non-partisan research center could help policymakers and the public think through the complex trade-offs inherent in developing the resource.

"Of course, industry and the current state government are very pro-fracking, and environmental groups and some communities are very concerned. Both are understandable," Zeng says. "The purpose of business is to create jobs and make money, and the government wants revenue. But if anything happens, communities will be impacted."

Sobel notes that "rigid opposition on both sides discourages the search for a middle ground." The evidence for his statement is everywhere. Cities ban fracking within their borders and energy companies sue to overturn the resolutions. Signs urging opposing viewpoints spring up on rural lawns and attest to disagreement that exists even between neighbors. Even Hollywood weighed in with *Promised Land*, a feature film starring Matt Damon.

As shale gas is presented as an economic opportunity in communities across the globe, Sobel and Zeng's findings of the importance of measuring the complexities of the issues surrounding fracking are critical to apply in evaluating the sustainability of the opportunity. The considerations found in both Sobel and Zeng's research can help global communities identify when and where the environmental and social concerns of fracking are outweighed by economic opportunities and social benefit to the surrounding community and beyond. These insights should be considered no matter where in the world fracking occurs.

Shale gas: At the intersection of economics + engineering (page 5)

CWRU professors collaborate to explore the impact of shale gas

"Both sides have legitimate viewpoints, and as a university we are kind of an independent stakeholder in this," Zeng says. "We can be the one to step back a little bit, to look at this more objectively, to say, 'OK, what are the real opportunities and the real challenges? And how do we address them? If this is going to move forward, how do we do it the right way?' At the same time we can help create new technology, improve safety, improve efficiency, and reduce cost, so we can maximize the benefit and reduce the risk, or minimize it."

.....

Principle 4: Key objectives for the next 24 months

Research examples at the Fowler Center over the next two years will include:

- Mining the World Inquiry Bank for segments, trends and similarities among examples of business as an agent of world benefit
- MBA student-written teaching cases
- The Distinguished Fellows' upcoming book *Flourishing Enterprise*
- Potential research topics for the next Distinguished Fellows' book are a field guide for *Flourishing Enterprise*, the consciousness of connectedness and what it means for business, and instinct.

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 has led **Sustainability Circles** recruiting regional organizations representing diverse sectors over the past two years. Thought leaders have mentored 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 **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 nearly 3,000 professionals each year who represent over 600 businesses, providing managers with the kind of content they need to make a difference—financially, socially, environmentally.



Photos above taken from a spring 2013 Sustainability Circle session.

"The sustainability circles allow a variety of different sized organizations, who would not ordinarily meet, to come together and share best practices."

Jessica White
Sustainability officer
Key Bank

Fowler Center for Sustainable Value Sustainability Circles

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

- Custom Sustainability Action Plan
- Launch of initial projects
- Strong business case for sustainability
- Completed carbon footprint analysis
- 100 percent 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 were designed to change attitudes and behavior, too.

In partnership with True Market Solutions, the Fowler Center worked with organizations of all sizes to help them improve their financial performance by fully embracing sustainable business practices. We did 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 brought up to 10 organizations into a peer community that met one day a month for six months, coupled with individualized coaching sessions. Our unique program design incorporated 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



Fowler Center for Sustainable Value contributes to worldwide movement toward sustainability and flourishing

Through a series of multi-year and multi-strategy programs and events, the Fowler Center for Sustainable Value is advancing the movement to further initiatives in sustainability, and to move from sustainability to flourishing.

In October 2014, Weatherhead is scheduled to host a Global Forum on the topic of sustainability titled "Flourish and Prosper: The Third Global Forum for Business as an Agent of World Benefit," in partnership with the Academy of Management and the Globally Responsible Leadership Initiative. Business leaders and thought leaders from across the globe will be brought together to interact, learn and co-design toward a flourishing and prosperous world. The event will consist of three days of interactive workshops, panel discussions, a variety of speakers and structured group discussions. For more information, visit <http://globalforumbawb.com/>.

In addition to the Global Forum, Weatherhead also contributed to a global prizing process with the help of design firm IDEO. Students in the MBA program, as well as PhD students, joined forces with the Fowler Center and contributors from across the globe to brainstorm and design potential processes for recognizing businesses and individuals who were successful in furthering the objective of establishing business as an agent of world benefit.

Furthermore, the Fowler Center has been increasing its effort toward the creation of original case studies that demonstrate businesses that are achieving success through sustainability. These case studies can be used by professors and teachers at any university or school worldwide to give real world examples of sustainable business. The ultimate goal is to create a bank of cases of sustainable business representing businesses in every country in the world and accessible by every university and school. By creating these cases, the Fowler Center hopes to educate individuals on the realities of sustainability and flourishing in business, while engaging other universities to do the same.

Doctoral candidate Kip Lee delivers TED Talk on design thinking

The 2013 TEDxCLE event brought together 15 innovative Cleveland thought leaders, including Weatherhead's own Kipum ("Kip") Lee. Lee is currently a doctoral candidate in the newly formed Department of Design & Innovation and teaches the graduate-level course Identifying Design Opportunities. Lee also co-teaches Design in Management: Concept and Practices to MBA and engineering students.

Lee's presentation, titled "Master Builders of the 21st Century," pinpointed the significance of master builders—people who are adept at both design and design thinking. Using examples from his own work and experiences, Lee provided insights into how master builders are able to think about design pluralistically while making connections at the same time.

The TEDxCLE event provided Lee with an opportunity to connect his research and work at Weatherhead with the broader community; sharing his knowledge and insights from the Department of Design & Innovation with Cleveland and the world at large.

Lee's talk can be found here: <http://www.tedxcle.com/kipum-lee/>.



The grass goes greener: How the dairy industry reimagined its future with appreciative inquiry

In 2008, Weatherhead Professor David Cooperrider led an appreciative inquiry (AI) process for the U.S. Dairy Industry in partnership with the USDA and the Innovations Center. Through the process, the team helped to identify efficiencies that could greatly reduce greenhouse gas emissions, while innovating toward sustainability in other ways as well. The Innovation Center's 2012 Sustainability Report provided updates for the projects that had been introduced by the Dairy Industry since the time of the summit. According to the report, greenhouse gas emissions were reduced by the equivalent of more than 1.4 million metric tons of carbon dioxide via the projects designed during the 2008 AI Summit. Beyond greenhouse gas emissions, the AI Summit also helped to bring together diverse players of the U.S. Dairy Industry, and unite various efforts toward sustainability. In April of 2013 the USDA and the Innovations Center renewed their partnership, along with hosting the second annual U. S. Dairy Sustainability Awards.

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-systems change, learning to think like designers, and finding sources of value in social and environmental issues—nearly 3,000 business leaders from 640 organizations enrolled last year.

Leadership through Emotional Intelligence

- Boyatzis on Leadership, Resonance, and Renewal
- Building Leadership Capability through the Power of Intentional Change
- Developing Your Emotional Intelligence: Core Competencies for Great Leadership
- Crafting Your Leadership Vision
- Inclusive Leadership
- Coaching for Intentional Development

Mindfulness for Enhanced Performance

- The Power of Mindfulness @ Work
- Mindful Practices for Leading Others
- Micro-Actions: Mindful Communication for Powerful Impact
- Cognitive Agility

Women in Leadership

- High Impact Leadership for Women
- Managing Multiple Priorities for Women
- Women and Organizational Politics: Developing Power and Influence

Positive Change through Appreciative Inquiry

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

Design and Innovation

- Enhancing the Customer Experience through Service Innovation Design
- Creating Strategic Design Capability in Your Organization
- Manage by Designing: Approaches for Everyday Innovation
- Visual Thinking for Managers
- Strategic Decision Making and Execution
- Driving the Profit Engine through Business Model Innovation
- Innovation by Design: Creating Powerful Customer Experiences and Solutions

Operational Excellence

- Change Leadership
- Internal Change Consultant: Designing Successful Change Interventions
- Lean Six Sigma Green Belt Certification
- Organizational Agility: Methods for Handling Risks, Obstacles and Uncertainty
- Process Improvement for Service Operations: Yellow Belt Training and Certification

Weatherhead Executive Education programs: a sample (page 2)

For Healthcare Professionals

- Financial Tools for Healthcare Managers
- Engaging Physicians and Healthcare Professionals: Tools for Organizational Success
- Managing Change in Healthcare
- Enhancing the Patient Experience for a Competitive Edge

Weatherhead’s executive education programs reached more than 3,000 business leaders from 640 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
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 5: Key objectives for the next 24 months

Over the next two years, it is our intent to have David Cooperrider, Chris Laszlo, Ron Fry and Roger Saillant continuing to consult with companies around the world that are in the latter stages of the shift from sustainability to flourishing and who are pursuing business as an agent of world benefit.

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.

A significant initiative facilitated by Weatherhead faculty members is **Sustainable Cleveland 2019**—the mayor’s 10-year campaign of making Cleveland a more sustainable and flourishing city. We have also hosted a number of guest speakers and thought leaders over the past two years who have delved into concepts surrounding sustainability, innovation and creating sustainable value through intrapreneurship, entrepreneurship and social entrepreneurship as good global citizens.

Lake Erie Crescent: a collaboration to assess industrial resources

The Lake Erie Crescent (LEC) is an idea based on the need for a new American strategy as described by Patrick Doherty of The New America Foundation. The Fowler Center and the Weatherhead School of Management have begun a collaboration with Oberlin College, Michigan State University and The University of Toledo to do a coarse-grained assessment of the regional industrial ecosystem that stretches along Lake Erie to offer a baseline analysis of what industrial resources are already available. The regional actors want to assess where economic opportunities lie and what an industrial transition in the manufacturing sector might look like beginning with an inventory of current infrastructure and assets.

The team will assemble existing data, create a novel “industrial ecology-planning-economic development baseline” that would become part of the preparatory package for a proposed large, several day Regional Summit. This summit will be conducted using David Cooperrider and Ron Fry’s appreciative inquiry process. Ultimately, the whole process will be researched by students with faculty guidance, and used to attract large investments using a “less risk umbrella” financial instrument, in order to turn the region into a fertile and flourishing complex network of businesses.

Business Alliance meeting shares positive business stories

In March of 2013, the first Business Alliance meeting was held in Santa Barbara with attendees from nearly 50 businesses and related centers including Net Impact and the Young Presidents' Organization. Joining the Fowler Center's Executive Director Roger Saillant in attending the meeting were Weatherhead Professor David Cooperrider and Michelle Hunt, a member of the very active and diverse board that supports the center. Hunt started the company DreamMakers and is internationally known for her work as a change catalyst and "thinking partner" to leaders of organizations and communities on leadership development, organizational transformation, and organizational effectiveness. The purpose of the Business Alliance is to amplify and share the new positive stories of business. The convening power of appreciative inquiry led by David Cooperrider has been critical in bringing this group together, focusing the energy and defining possible outcomes. A second meeting is scheduled for Cleveland in October of 2014.

Sustainable Cleveland 2019

Over the past two years, two Appreciative Inquiry Sustainability Summits have been held as a part of Sustainable Cleveland 2019—the mayor's 10-year campaign of making Cleveland a more sustainable and flourishing city. Every year hundreds of stakeholders are gathered for an appreciative inquiry design summit where ideas are channeled into work groups to be implemented after the summit. Every summit also revolves around a focus topic. 2012 marked the year of Local Foods for Cleveland, and 2013 the year of Advanced and Renewable Resources. 2014 is set to be the year of Zero Waste, in which summit attendees and work groups will focus their energy on bringing Cleveland closer to being a zero waste city.



Fowler Center Speaker Series



Andrew Winston speaking at the Appreciative Inquiry Summit in April 2013.

The Fowler Center for Sustainable Value hosts thought leaders to talk about their experiences in, and on the frontiers of, sustainability and business. **Andrew Winston** spoke at Weatherhead's Appreciative Inquiry Summit in April 2013. **Founder of Winston Eco-Strategies**, Winston is a globally recognized expert on green business strategy. Appearing regularly in major media such as *The Wall Street Journal*, *Time*, *BusinessWeek*, *New York Times* and *CNBC*, Winston has advised some of the world's leading companies, including Bank of America, Bayer, Boeing, Bridgestone, HP, Johnson & Johnson and Pepsi. Winston spoke to summit attendees about sustainable value and radical innovation.

Doctor of Management students in January 2013, and then again to the CWRU community in February 2014. Ehrenfeld currently serves as **executive director of the International Society for Industrial Ecology**. He retired in 2000 as the director of the MIT Program on Technology, Business, and Environment, an interdisciplinary educational, research and policy program. He holds a post as senior research scholar at the Yale School of Forestry and Environmental Studies. John is a Fowler Center Senior Fellow and a scholar. His lecture focused on understanding the differences between "being" and "having" and the need to move away from "having" in our society.

Jaimie Cloud spoke to the Doctor of Management class "Designing Sustainable Systems Toward Flourishing" in January 2014. Cloud is the **founder and president of the Cloud Institute for Sustainability Education** in New York City, and pioneer in the field of Education for Sustainability (EfS). Writing and publishing extensively, she also consults, coaches and teaches in schools around the country and in other parts of the world. Cloud has developed exemplary curriculum units and full courses of study, and has produced a set of EfS Standards and Performance Indicators that schools are using to innovate their own curricula to educate for sustainability. She is chair of Communities for Learning, Inc., a member of the Advisory Committee of The Buckminster Fuller Institute, on the advisory board of The Future We Want, and serves on the Editorial Board of the *International Journal of Education for Sustainable Development*.

Other events

Over the past two years, Weatherhead has hosted a variety of events conducted by students, faculty and/or staff. Below is a sampling of some of the events open to Weatherhead MBA students that are relevant to the UN Principles of Responsible Management Education:

- Spiral Dynamics and the Cultural Evolution of Organizations, a talk by Dr. Bruce L. Gibb (July 2012)
- Organizational Development – Sustainable Value Connection (August 2012)
- Appreciative Inquiry and the Design of Positive Institutions (August 2012)
- David Suzuki wins 2012 Inamori Ethics Prize (September 2012)
- Sustainable Business Practices and Natural Capital (October 2012)
- MBA Women International (MBAWI) Conference (October 2012)
- Net Impact Conference (October 2012)
- What the Evolution of the Automotive Industry Teaches us about a Long-Term Sustainability Commitment (November 2012)
- Sustainability Invitational (November 2012)
- Entrepreneurs and Sustainability (November 2012)
- Words Really Do Create Worlds: The Power of Generative Conversations (January 2013)
- Flourishing in the Future: Energy, Sustainability and Spirituality (April 2013)
- Cleveland Green Drinks (June 2013)
- New research presentation update: The Flourishing Enterprise: Beyond the Business Case for Sustainability (June 2013)
- Yvon Chouinard, founder of Patagonia, wins 2013 Inamori Ethics Prize (September 2013)
- Net Impact: Cleveland Green Drinks (September 2013)
- Adaptation and Family Business Sustainability: A Panel Presentation of Current Research on Family Businesses (October 2013)
- Cleveland Green Drinks (January 2014)
- Appreciative Inquiry and the Design of Positive Institutions (March 2014)

Weatherhead Green Team

The Weatherhead Green Team is made up of many Weatherhead faculty, staff and students, and has participated in several recent projects:



Recycling slide for video boards

Recyclemania Waste Sort: This brief analysis in February 2014 showed that on a typical day, about 22 percent of the trash at the Peter B. Lewis Building could have been recycled or composted. While it is our goal to make this number as close to zero as possible, this most recent waste sort was a big improvement from the one in 2012 that revealed a number closer to half of all waste was recyclable or compostable. Because of the high amount of food waste that could have been composted if that option was available in the building, it remains a priority to add composting collection in

the PBL cafe. 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 Weatherhead's internal marketing and communications to promote recycling and composting. Slides for the video boards in our lobby areas now feature reminders about recycling in the building and other sustainability tips.

Practically Green pilot program: In the spring of 2014, the Weatherhead School of Management's Green Team participated with the CWRU Office for Sustainability in piloting a new online sustainability tool with a company called Practically Green. Green team members from around the university are participating in a pilot of this social portal that helps track and suggest sustainability behavior at work and home.

Sustainability in the Classrooms: In early 2013, six Weatherhead faculty members created films to share with their classes about how sustainability relates to their fields.

Principle 6: Key objectives for the next 24 months

Over the next 24 months, we will continue to collaborate with many institutions using appreciative inquiry as a way to get the whole system in the conversation. Our partnerships with government, business and educational institutions include regional partners such as Sustainable Cleveland 2019, the Albany, NY, region; Wooster, Massachusetts; Cincinnati, Ohio; the Lake Erie Crescent Project and worldwide partnerships in New Zealand, Australia, Belgium and the Netherlands.

Conclusion

Weatherhead has incorporated the Principles for Responsible Management Education (PRME) into every aspect of the MBA program, and beyond. The principles align with the teaching mission of the university, 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 helping students become the business leaders of positive change and good global citizens.

With the support of the PRME network to help build relationships with other management schools around the world, Weatherhead will continue to create opportunities for students and faculty to learn, engage and create knowledge that will contribute to making a prospering and flourishing society. The UN PRME aligns with and exemplifies Weatherhead's values of doing good—and has provided benchmarks of excellence for which we can be measured. We take pride in our commitment to the Principles for 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 for "We develop leaders who innovate to create sustainable value and are good global citizens."

In summary, a sampling of our future plans includes:

- Having faculty continue to teach a variety of courses on sustainability and flourishing
- Promoting Business as an Agent of World Benefit on all marketing and social networking platforms
- Publishing a book written by the Distinguished Fellows of the Fowler Center in August 2014
- Hosting Flourish & Prosper: The Third Global Forum for Business as an Agent of World Benefit in October 2014
- Having our MBA students teach case projects that will allow for them to gain an inside look at a company through interviews with company leadership and to think critically about the challenges and opportunities that face that company
- Mining the World Inquiry Bank for segments, trends and similarities among examples of business as an agent of world benefit
- Continuing to consult with companies around the world that are in the latter stages of the shift from sustainability to flourishing and who are pursuing business as an agent of world benefit
- Continuing to collaborate with many institutions using appreciative inquiry as a way to get the whole system in the conversation

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 Roger Saillant, PhD, executive director of the Fowler Center for Sustainable Value: 216.368.1721, roger.saillant@case.edu.