BIOGRAPHY:

Jerry M Calton is a professor of management in the College of Business & Economics. He has been with UH-Hilo since 1993. His research and teaching interests include business ethics and social issues in management, international management, and business history. He has a PhD in history (1970) from the University of Washington. He has a second PhD from the University of Washington (1986) in management. He has taught at the University of Kentucky, University of Colorado at Colorado Springs, Montana State University, and finally at the University of Hawaii at Hilo. His publications have appeared in such refereed journals as *Business & Society, Business Ethics Quarterly, the Journal of Business Ethics,* and the *Journal of Corporate Citizenship*. He also served as a contributing editor for the *Encyclopedia for Business Ethics and Society* (Sage 2008). He edited 37 essays and contributed essays on economics and ethics, postmodern ethics, stakeholder engagement, and trust. He has contributed chapters to books on subjects such as the teaching of business ethics, post-modern management theory, and Wal-Mart in China. He was a program chair for the 1999 annual meeting of the International Association for Business & Society (IABS) in Kona, and subsequently served as president of that association. In 2006, he was elected to the position of IABS Fellow in recognition of his contribution to the governance of that professional association and his research contribution to the field of business ethics and society. He is a newly minted grandfather, with granddaughter Elodie, son Jody and daughter-in-law Katie living in Orlando, Florida. Jerry's wife, Sally Calton recently retired as a writing lecturer for UHH and HCC. She is waiting patiently for Jerry to do the same.

Research and Teaching Highlights

Professor Calton has focused his research and teaching activities on exploring ways to integrate improved social and environmental performance into the operations and decision-making processes of business firms. This has prompted him to question conventional theoretical assumptions about the primacy of the "focal firm" and the need for managers to deliver "single bottom line" profitability, often at the expense of poor stakeholder relations. Calton and some others in his field of Business & Society have sought to reframe the firm, particularly with regard to issues that impact external stakeholders, as a participant in an evolving, *decentered* web of stakeholder relationships. The firm's stakeholders have multiple and to some extent competing values, interests, and voices. Thus, the challenge for managers is to learn how to listen to competing voices and to engage with stakeholders to find common ground among the rubble of competing claims. This challenge has prompted Calton to formulate rules of engagement for stakeholder dialogue: All relevant viewpoints should be represented at the table, all voices should be heard and treated respectfully, and all negotiated outcomes should be grounded in consent (Calton & Lad, 1995; Calton & Kurland, 1996; Calton & Payne, 2003;

Calton, 2006). These rules of dialogic engagement are necessary to assure fair (ethical) treatment and to build the trust needed to sustain stakeholder relationships.

While these common sense rules are integral to democratic governance, they have not been central to traditional corporate governance assumptions and practices. To the extent that more hierarchical corporate managers have sought to drive their firm toward unitary "efficient" outcomes by emphasizing short term profitability, they have been inclined to treat external stakeholder claims as a cost of doing business. However, the gradual accumulation of social and environmental costs has prompted the rise of a cacophony of angry voices that threaten the brand image and reputation of major corporations (e.g., Wal-Mart). As a consequence of stakeholder activism around the rise of messy, systemic problems, corporate leaders have begun to engage in community conversations to jointly develop voluntary standards of "corporate citizenship" behavior. After consensus has been reached on these standards (treatment of sweatshop workers, sustainable environmental practices, etc.) many corporations have begun voluntarily reporting on their social and environmental performance and soliciting civil society (NGO) certification to garner legitimacy for their broader, more pluralist definition of corporate performance. A related development is the rise of ethical supply chain management to assure that supplier firms comply with labor, human rights, and sustainability codes of conduct.

One of the most surprising aspects of these new approaches to network governance is the extent to which hands-on efforts at multi-sector collaboration have outstripped theory development. Management theory has been so wedded to the selfish rationality assumptions of "economic man" and to the unitary focus on the needs of the focal firm that scholars have struggled to identify the structural and normative prerequisites for multi-sector collaboration (public/private partnerships). Recently, Calton, in association with co-authors, such as Patricia Werhane at DePaul University, has pointed to the need to articulate new "mental maps" to frame collaborative efforts that seek to address "public goods" problems, such as poverty, poor nutrition, public health, and sanitation issues at the base of the global development pyramid. In an article recently published in the prestigious *Journal of Business Ethics*, Calton & Werhane (2013) show how mental maps based on such constructs as "multi-stakeholder learning dialogues" (Calton & Payne, 2003) and "global action networks" (Waddell, 2011) can facilitate the scaling up of "partnerships with the poor" whereby social entrepreneurship ventures can generate profits while leveraging social and environmental benefits at the base of the pyramid. They go on to suggest that experience working with the poor at the base of the pyramid to address shared global problems can help governments, corporations, NGOs and social entrepreneurs work together on social and environmental problems at the top of the pyramid, in our own backyards. Disappointing results from single-sector initiatives, such as government

aid, corporate philanthropy, and private charity have prompted this new interest in multi-sector collaboration.

Calton has applied these research insights in his upper division management classes, where student teams are learning how to address community needs in innovative ways. In his Business & Society class, students are evaluating the social and environmental performance reports that leading business corporations are putting on their websites. Students describe and evaluate the performance measures and evidence of progress to determine the credibility of corporate "triple-bottom-line" claims. Students can develop critical thinking skills in evaluating these reports and also learn about a new career track in social and environmental reporting and monitoring. Calton recently wrote a chapter on Wal-Mart's ethical supply chain management system in China, which has been published in a book edited by Patricia Werhane and others. Recently in a special topics course on social entrepreneurship, gender equity, and sustainability, Calton introduced business students to social entrepreneurship innovations in Africa, Latin America, and Asia and challenged them to develop plans for social entrepreneurship ventures that can be established on the Big Island to generate profits, as well as social and environmental benefits. The class explored the method of co-creative, emergent learning to empower the "wisdom of the hive." Students learned that when worker bees go out to glean resources, they come back to the hive and perform a "waggle dance" when a particularly rich source of nectar has been discovered.   There has been a whole lot of waggling going on in his classes, with honey on the horizon.

Selected References

A. <u>2010-2015</u>
- Calton, J.M. (2015). A de-centered stakeholder network path to creating mutual value: Is Wal-Mart showing the way? *Journal of Corporate Citizenship.* September Issue 59, pp. 82-91. **"B" ranked refereed journal article**
- Calton, J., Werhane, P., Hartmann, l. & Bevan, D. (2013) Building partnerships to create social and economic value at the base of the global development pyramid. *Journal of Business Ethics. "*A" ranked refereed journal article.**
- Calton, J. (2013) NAFTA and the food and agricultural sectors, *Encyclopedia of Food and Agricultural Ethics.* **Editorially-reviewed book chapter.**
- Calton, J., (2013) Can Wal-Mart rise to a transformational challenge in China? (pp. 338-348) In Pauline Albert, Patricia Werhane & Tim Rolph (Eds.) *Global Poverty Alleviation: A Case Book* (The International Society of Business, Economics, and Ethics Book Series; Springer Science-Business Media B.V. Dordrecht). **Editorially reviewed book chapter.**
- (2015) Revised five previously written essays (in 2008) on economics and ethics, ethics of dialogue, postmodernism and business ethics, stakeholder engagement, and trust for

Robert Kolb, (Ed.) *Encyclopedia of Business Ethics and Society*, 2nd edition. Thousand Oaks, CA: Sage Publications. Forthcoming in 2017. **Significant scholarly engagement.**

- (2010-2015) Reviewed 24 journal submissions to *Business & Society*, *Journal of Business Ethics, and Journal of Corporate Citizenship.* **Significant scholarly engagement.**
- Chief Editor of a team that is writing the *History of the International Association for Business & Society (IABS).* Scheduled for completion in 2016. **Significant scholarly engagement.**
- Coordinated preparation of the *Newbie IABS Directory* for 2013 and 2015. This involves gathering photos and short bios of first time attenders of the IABS conference and coordinating a networking breakfast between Newbies and Old Hands at the annual conference. **Significant scholarly engagement.**

B. Pre-2010 (Selected)

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