

Twenty-Fourth International Conference on
Knowledge, Culture, and Change in Organizations

3-5 July
2024

The Future We Want: Organizational Responsibilities for Climate Responses

Lusiada Research Center on Social Work and Social Intervention
Lusiada University, Lisbon, Portugal

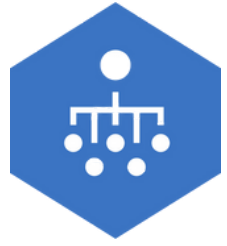


The Twenty-fourth International Conference on Knowledge, Culture, and Change in Organizations

<https://organization-studies.com/2024-conference>

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Welcome Letters



Dear Conference Participants,

On behalf of Common Ground Research Networks, I welcome you to the Twenty-fourth International Conference on Knowledge, Culture, and Change in Organizations.

Founded in 1993, the Organization Studies Research Network comes together around a common concern for, and a shared interest to explore, new possibilities in knowledge, culture and change management, within the broader context of the nature and future of organizations and their impact on society. We seek to build an epistemic community where we can make linkages across disciplinary, geographic, and cultural boundaries.

This truly international conference brings together a diverse group of scholars, practitioners, and thought leaders from around the world. We are proud to provide a platform for exchanging ideas, and presenting research, addressing some of the pressing issues of our time.

Our conference theme, "The Future We Want: Organizational Responsibilities for Climate Responses," reflects our commitment to exploring new frontiers in research and practice. Over the next few days, In-Person or Online, you will have the opportunity to attend keynotes, panel discussions, and other session types led by our Emerging Scholars. We encourage you to take full advantage of these sessions to gain new insights, expand your professional network, and find inspiration for your own work.

We want to thank our keynote speakers Helena Belchior Rocha, Isabel Almeida, Francisco Ferreira, Jorge Jesús Gómez Sanz, Local Chairs Eduardo José da Silva Tomé Marques, Duarte Gonçalo Rei Vilar, presenters, and volunteers whose dedication and hard work have made this conference possible. We also thank our host partner Lusiada University, for their generous support.

We hope you find this conference to be an intellectually stimulating and rewarding experience. Your active participation is crucial to the success of this event, and we look forward to the lively discussions and valuable connections that will emerge over the next few days.

Warm regards,

A handwritten signature in black ink, appearing to read 'P. Cope'.

Dr. Phillip Kalantzis Cope
Chief Social Scientist
Common Ground Research Networks



Dear participants,

Welcome to the Lusíada University, Lisbon, Portugal and to the Twenty-fourth International Conference on Knowledge, Culture, and Change in Organizations, this year titled: The Future We Want: Organizational Responsibilities for Climate Responses

We and our colleagues from Common Ground Organizational Studies Research Network, are honoured to have you with us in Portugal at this year's conference.

We hope that this international conference will be more than a space for sharing knowledge. During these days we will have the opportunity to create a learning community, which wants to have a voice in defending the right to a healthy planet for everyone.

The light of Lisbon is our brand of hospitality and this event, in addition to all the brilliant communications that will be presented during the program, includes visits to ecosocial projects that are being developed in the city and which we hope will meet your expectations. The theme of our conference could not be more urgent because on our planet, from north to south, from east to west, millions of people are being affected and suffering by different types of disasters, as a result of global warming.

It's time to call the diversity of voices, organizations, knowledges, experiences and indigenous contributions, to say we are nature and inspired by nature we should find the solutions that our world and our society's needs. No one should be let behind and for that we need a people's economy, not a predatory economy.

We believe that this conference can motivate the academic and professional community and citizens to join efforts to research and create impactful projects that contribute to innovation and ecosocial change.

We are very happy with the work we have been able to carry out so far, which was born as a challenge, but which was possible to implement with a team spirit, solidarity and friendship between colleagues who speak different languages but united by a common cause: science at the service of social and environmental justice.

A special thanks to our colleagues at Common Ground for their support and friendship throughout this trip.

We end by quoting the great Portuguese poet Fernando Pessoa who once wrote... "man" dreams, the work is born." Let's dream together, let's act together... another world is possible.

Best wishes,

Eduardo Marques & Duarte Vilar



REPÚBLICA
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Organization Studies **Research Network**

Founded in 1993, the **Organization Studies Research Network** comes together around a common concern for, and a shared interest to explore, new possibilities in knowledge, culture and change management, within the broader context of the nature and future of organizations and their impact on society. We seek to build an epistemic community where we can make linkages across disciplinary, geographic, and cultural boundaries. As a Research Network, we are defined by our scope and concerns and motivated to build strategies for action framed by our shared themes and tensions.

Organizational Intangibles and Tangible Value

Intangible drivers impact tangible results in the form of efficiency, effectiveness, and productivity. The intangibles of knowledge, culture, and change do not appear on balance sheets, but ultimately do have an enormous impact on 'bottom lines.'

Intangible drivers range across organizations in all their forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from schools to universities; public sector agencies; and non-government and community sector organizations. Intangibles also extend beyond the boundaries of organizations, and take shape in the dynamics of supply chains, organizational alliances, networks, communities of practice, and capacity building.

The organizational story for intangible drivers may be different from situation to situation. However, across all of these contexts, a pragmatic focus persists – to examine the 'organization' and 'management' of groups of people collaborating to productive ends and to analyze what makes for success and sustainability.

Knowledge Economies as the Constant

What does it mean to have a knowledge economy? Contemporary economies are increasingly dependent upon technologies that assist the flow of information. The value of an organization is also increasingly located in intangibles such as business systems, intellectual property, and a social skills base. In this sense, knowledge has become a key factor of production. And human needs have been transformed to the point where, in the marketplace, consumers focus on knowledge-representations as much as they do on physical entities—design, aesthetics, product concepts, brand associations, service values. If anything, these are the things that make the knowledge economy different from the industrial economy in its time.

The knowledge economy is more significant than out-of-the-box IT systems, or content management systems, or cloud software ensembles – things often sold as knowledge management 'solutions.' To be sure, new technologies can enable and transform. But knowledge is also the work of constant talk, collaborative working relationships, personalized stories, and continuous learning. It is, in fact, no less than the core of human capital. In this way, thinking through the prism of a knowledge economy demands a longer view of the actual making of organizations.

Organizations as Knowledge Makers

Knowledge is the process of connecting the work of the mind and the context of the world. It is not a recorded thing (data, information), or at least, it is not just that. Knowledge is a form of action. 'Knowing' might be by experiencing (deep understandings, intuitions or judgments based on extended immersion in a particular situation), or conceptualizing (knowing the underlying concepts and theories of a particular discipline, system or vocation), or analyzing (linking cause with effect, interests with behaviors, purposes with outcomes), or applying (doing something practical again or anew). These are some of the ways in which 'knowing' is done.

And what does 'knowing' do? For one thing, it creates a different kind of organization. This organization is one in which certain types of knowledge rise to higher levels of validity. This is the knowledge that has been collaboratively constructed, is widely informed, is cross-referenced – and these processes give it a collegial or organizational imprimatur. This knowledge becomes authoritative to the extent that the methods of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-novice, organization-customer) transmission of knowledge is replaced by knowledge as dialogue.

In practical terms, with or without technological assistance, knowledge management involves transforming personal knowledge into common knowledge, implicit and individual experience into explicit and shared understandings and ordinary common sense into systematic designs. It is also the business of codifying these designs as information architectures. It is the project of knowledge management to ensure that collaboration is institutionalized, and that knowledge sharing occurs. As a result, 'wheels' are not needlessly reinvented. Lessons are learned from mistakes, and these lessons shared. The knowledge of the organization or community is not dangerously depleted in times of change. Organizing and codifying knowledge creates more work, to be sure, but the more long-term effect of this extra work should be to produce less.

The Value of Culture, The Demand of Change

On the micro-scale, teams are driven by shared values—or is it perhaps the complementarity of differences of knowledge and experience? On the corporate scale, organizations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone's motivations and energies are enlisted, even if they don't fit a single obvious corporate mold? On a market or community scale, organizations try to get close to customers and forge tight supply chain relationships—or is this really a matter of negotiating the differences that are inherent to a world of ever more finely differentiated niche markets and subtly or not-so-subtly divergent organizational cultures? And on the macro, global scale, we may find ourselves operating across one world market—or is it perhaps, a world where, in crossing borders, successful organizations negotiate differences and become many things to many peoples?

Culture is a key organizational driver, but not because it has a simplistically unifying dynamic – of shared values, singular vision and cloning to the ideal of the corporate person. The dynamic of effective contemporary organizational cultures, more often than not, is one of productive diversity. This is not the diversity of affirmative action and remedies for discrimination. Rather it is the diversity that is at the heart of organizational cultures, including workaday domains such as human resource management, product and service diversification strategy, sales and marketing into a myriad of niches, and customer relationship management which recognizes that no two customers are the same.

Organizations find themselves buffeted by external forces: technological, market, political and cultural. They are challenged to become ever more efficient, effective, productive and competitive. How can they be active masters of change rather than reactive servants? How can change in organizations be driven by their people rather than the organization in the abstract? How can organizations change without their leaders having to drag along the led? Organizations will fail if they are not capable of learning, in a collective sense, as well as ensuring the learning growth of the individuals who spend their days there at work. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organization and every person within it need to envision themselves, not as a change object, but as an agent of change.

Organizational Intangibles and Tangible Value

What are the intangible drivers which determine the livability of organizations for insiders and their credibility and attraction to outsiders?

Living Tensions:

- Vision, strategy, and leadership: the top-down and bottom-up
- Balancing internal and external intangible drivers
- Creating the conditions of innovation
- Managing intangibles for tangible outcomes
- Building intellectual capital and maintaining intellectual property
- Networks, clusters, alliances: building collaborative organizational cultures
- Developing sustainable organizational cultures: government, community, and NGOs

Knowledge Economies as the Constant

Ours is the era of the knowledge economy, but when has this not been the truth?

Living Tensions:

- Reconceptualizing 'economy' in knowledge societies
- Blurring the boundaries: formal vs. informal learning, training, and education
- An appropriate education for the new work orders: managing vs. preempting change
- New types of organizations: what do you need to learn today, how to prepare for tomorrow
- Technologies and organizational change: removing heritage systems and moving forward with new tech
- Making the most of intellectual and human capital: understanding small data, aggregating big data
- Addressing the divides: digital, development, social
- Agonies of change: working with order and chaos; regularity and complexity

Organizations as Knowledge Makers

What is this nebulous thing 'knowledge' and how do organizations create, innovate, and manage it?

Living Tensions:

- What is knowledge and what is the role of learning?
- Who makes a knowledge worker: workplace vs lifelong learning?
- The balance of personal capacity and organizational resources
- Mentoring: where leadership means knowledge transfer
- Restructuring: revamping, rethinking and reevaluation
- Knowledge as a factor of production or an underlying expense?
- Transforming personal knowledge into common knowledge



The Value of Culture and the Demand of Change

How do we guide change to social, stakeholder and market dynamics grounded in principles of ethics, equality and care for those in our organizations and the societies we live in?

Living Tensions:

- What is organizational culture? 'Organic', 'community', 'complexity' and other metaphors
- What makes a culture of success: negotiating past, present future
- The balance of markets, clients, stakeholders and community expectations
- Agonies of change: working with order and chaos; regularity and complexity
- Productive diversity: capitalizing on human differences
- The inclusive and supportive workplace: ethics, equality, care
- Different ways of working?
- Globalization, internationalization and organizational change
- Legal and regulatory challenges in a constantly changing environment

Spencer StoberAlvernia University, Pennsylvania, USA **(English)**

Dr. Spencer S. Stober is a Professor of Biology at Alvernia University, Reading, PA, USA. He has taught Biology for 30 years, including undergraduate courses in genetics, botany, and environmental science. Since earning his doctorate at Temple University, with a specialization in Educational Leadership and Policy Studies, he teaches graduate courses in leadership and supervises dissertations. In 2005 he received Alvernia's Christian R. & Mary F. Lindback Foundation Award for Excellence in Teaching, and he was awarded the Neag Professorship in 2011. He has also served in several key administrative positions at Alvernia University, including Department Chairperson, Ph.D. Program Director, Dean of Arts and Sciences, and Dean of Graduate and Continuing Studies. Dr. Stober is an advisory board member for the international "On Sustainability Research Network." His work on environmental, cultural, and socio-economic sustainability has enabled him to travel to universities in countries such as Chile, Japan, Croatia, Malaysia, India, Ecuador, Mauritius, Denmark, Vietnam, Brazil, and New Zealand. Dr. Stober recently served as a co-editor with Dr. David Humphreys for a volume entitled *Transitions to Sustainability: Theoretical Debates for a Changing Planet*, and he co-authored *Nature-centered Leadership: An Aspirational Narrative*, with two Ph.D. students (Tracey L. Brown and Sean J. Cullen); both volumes were published by Common Ground in 2014 and 2013 respectively. Dr. Stober also co-authored a book with Dr. Donna Yarri, Associate Professor of Theology at Alvernia University, entitled *God, Science, and Designer Genes: An Exploration of Emerging Issues in Genetic Technologies*, published by Praeger in 2009.

The **Organization Studies Research Networks Research Network** is grateful for the foundational contributions, ongoing support, and continued service of our Advisory Board.

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Collection Founded: 2001

Serial Founded: 2013 (Volume 12)

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LCCN Permalink: <http://lccn.loc.gov/2013201481>

DOI: <http://doi.org/10.18848/2327-798X/CGP>

Publication Frequency: Biannually

Indexing

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- Business Source Complete (EBSCO)
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Organizational Cultures: An International Journal

Change Management: An International Journal investigates the dynamics of negotiating organizational change and organizational responses to social, stakeholder, and market change.

Collection Founded: 2001

Serial Founded: 2013 (Volume 12)

ISSN: 2327-8013 (Print) **ISSN:** 2327-932X (Online)

LCCN Permalink: <http://lccn.loc.gov/2013201484>

DOI: <http://doi.org/10.18848/2327-8013/CGP>

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Spencer Stober

Professor of Biology, Alvernia University, Pennsylvania, USA



Dr. Spencer S. Stober is a Professor of Biology at Alvernia University, Reading, PA, USA. He has taught Biology for 30 years, including undergraduate courses in genetics, botany, and environmental science. Since earning his doctorate at Temple University, with a specialization in Educational Leadership and Policy Studies, he teaches graduate courses in leadership and supervises dissertations. In 2005 he received Alvernia's Christian R. & Mary F. Lindback Foundation Award for Excellence in Teaching, and he was awarded the Neag Professorship in 2011. He has also served in several key administrative positions at Alvernia University, including Department Chairperson, Ph.D. Program Director, Dean of Arts and Sciences, and Dean of Graduate and Continuing Studies. Dr. Stober is an advisory board member for the international "On Sustainability Research Network." His work on environmental, cultural, and socio-economic sustainability has enabled him to travel to universities in countries such as Chile, Japan, Croatia, Malaysia, India, Ecuador, Mauritius, Denmark, Vietnam, Brazil, and New Zealand. Dr. Stober recently served as a co-editor with Dr. David Humphreys for a volume entitled *Transitions to Sustainability: Theoretical Debates for a Changing Planet*, and he co-authored *Nature-centered Leadership: An Aspirational Narrative*, with two Ph.D. students (Tracey L. Brown and Sean J. Cullen); both volumes were published by Common Ground in 2014 and 2013 respectively. Dr. Stober also co-authored a book with Dr. Donna Yarri, Associate Professor of Theology at Alvernia University, entitled *God, Science, and Designer Genes: An Exploration of Emerging Issues in Genetic Technologies*, published by Praeger in 2009.



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Past Events

- 1993 – Hilton Hotel, Sydney, Australia
- 1995 – Wesley Conference Centre, Sydney, Australia
- 2003 – Universiti Sains Malaysia, Penang, Malaysia
- 2004 – University of Greenwich, London, UK
- 2005 – University of the Aegean, Rhodes, Greece
- 2006 – Monash University Centre, Prato, Italy
- 2007 – Singapore Management University, Singapore
- 2008 – Cambridge University, UK
- 2009 – Northeastern University, Boston, Massachusetts, USA
- 2010 – HEC Montréal, Montréal, Canada
- 2011 – Universidad San Pablo CEU, Madrid, Spain
- 2012 – University Center, Chicago, USA
- 2013 – UBC Robson Square, Vancouver, Canada
- 2014 – Saïd Business School at the University of Oxford, Oxford, UK
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- 2017 – Charles Darwin University, Darwin, Australia
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- 2020 – University of Illinois at Chicago, Chicago, USA (Virtual)
- 2021 – University of Auckland, Auckland, New Zealand (Virtual)
- 2022 – Alvernia University, Pennsylvania, USA (Virtual)
- 2023 – University of Auckland, Auckland, New Zealand

Twenty-Fourth International Conference on Knowledge, Culture, and Change in Organizations

3-5 July 2024

The Future We Want: Organizational Responsibilities for Climate Responses



Lusiada Research Center on Social Work and Social Intervention, Lusiada University, Lisbon, Portugal

The Future We Want: Organizational Responsibilities for Climate Responses

We will only be able to achieve peace, well-being, and social justice if we prioritize environmental justice. And the shared challenges of climate change deeply frame the meaning of environmental justice.

The challenge for society is to reconsider our everyday habits and economic growth paradigms while imagining new environmentally conscious social and economic models that take advantage of existing scientific and technological development for the shared future we want.

Critically, the current moment obliges us "act now" to defend the foundations of life on our planet. And the most vulnerable populations cannot continue to suffer and pay the consequences of the current economic and social model. Therefore, faced with future challenges, organizations are called upon to reflect, discuss, and present good practices and solutions that allow everyone to live well with everyone, respecting nature and defending human and non-human life.

At the Twenty-fourth International Conference on Knowledge, Culture, and Change in Organizations, we offer nature-based solutions as one of the strategies that allow us to tackle the challenges of climate change effectively. We also believe in the transforming power of transdisciplinary scientific dialogue, collaboration, co-construction of solutions, creative freedom, and hope as a means of strengthening more resilient, solidary, humane, and democratic communities. In this spirit, we invite research that addresses the socio-environmental challenges of the current climate emergency and the role of organizations as agents of change.



Eduardo José da Silva Tomé Marques

Universidade de las Azores/Centro Lusíada de Investigación en Trabajo Social e Intervención Social, Portugal



- Doctor Europeo en Trabajo Social por la Universidad Complutense de Madrid.
- Ex. Director del Curso de Grado en Trabajo Social y docente de la Facultad de Ciencias Sociales y Humanas de la Universidad de las Azores.
- Investigador Integrado del Centro Lusíada de Investigación en Trabajo Social e Intervención Social (CLISSIS) y afiliado al Centro Interdisciplinario de Ciencias Sociales - Universidad de las Azores, CICS.NOVA.UAc.
- Miembro del Comité Editorial/Científico y revisor de artículos científicos en varias revistas internacionales.
- Desde 2008 ha desarrollado proyectos y trabajo en el ámbito de la intervención psicosocial en catástrofes, servicio social ambiental e intervención comunitaria creativa, desarrollo territorial participativo y creativo.
- Embajador del Pacto Europeo por el Clima en el marco de la iniciativa de la Unión Europea para el Clima (DG CLIMA).

Duarte Gonalo Rei Vilar

Centro Lusíada de Investigao em Servio Social e Intervenso Social, Universidade Lusíada de Lisboa, Portugal



- Profesor asociado de la Universidade Lusíada;
- Nombrado Director del CLISSIS en febrero de 2013;
- Licenciada en Sociología por el ISCTE en 1981;
- Doctorado en Sociología de la Comunicación y de la Cultura por el ISCTE en 2000;
- Grado de Capacidad Investigadora conferido por la Facultad de Psicología de la Universidad de Salamanca en 1999, con frecuencia de la parte docente del Doctorado de 3er Ciclo en Sexología;
- Participa desde 1983 en proyectos de investigación sobre familia, adolescencia, sexualidad humana y políticas y derechos sexuales y reproductivos;
- A través de su participación en el Master de Trabajo Social y Gerontología Social, también se ha involucrado en la investigación sobre los temas de envejecimiento y las personas mayores.

Helena Belchior Rocha

Assistant Professor, ISCTE- University Institute of Lisbon, Portugal



"Harmony in Diversity: Crafting a Sustainable Tomorrow between Climate Crisis"

Helena Belchior Rocha has a PhD in Social Work, is an Assistant professor at ISCTE- University Institute of Lisbon in the Department of Political Science and Public Policies and deputy director of the Transversal Skills Laboratory. Integrated researcher at CIES, Center for Research and Studies in Sociology, linked to national and international research projects, namely 2 from Marie Curie Actions. Author of papers and communications at national and international congresses, in the areas of social work theory and methodology, environment, sustainability, community intervention, ethics, human rights, social policies and Well-being, education and soft skills. Member of the Editorial Board of national/international journals.

3 July - 9:30 (GMT+00:00) Lisbon

Jorge Jesús Gómez Sanz

Vicerrector de Tecnología y Sostenibilidad de la Universidad Complutense de Madrid, España



"La metodología Photovoice: Los desafíos a la investigación acción e intervención participativa"

Profesor Titular desde 2008 del departamento de Ingeniería del Software e Inteligencia Artificial de la Facultad de Informática de la UCM. Es Ingeniero en Informática y doctor en Sistemas Informáticos por la UCM

Ha desarrollado su investigación principalmente en el ámbito de la Inteligencia Artificial Distribuida, con más de 150 publicaciones y llegando a tener más de 3800 citas y un índice h de 29 según google scholar. Otras áreas en la que ha desarrollado actividad son el Internet de las Cosas (Internet of Things o IoT), Ambient Assisted Living (AAL), Redes Eléctricas Inteligentes (smart grids) y la innovación docente a través de Redes Sociales. Es miembro del IEEE y pertenece al IEEE IoT Activities Board para la promoción del IoT en diversos ámbitos a nivel internacional.

Ha participado en proyectos europeos y dirigido varios de ámbito nacional donde ha colaborado con instituciones públicas, como el CIEMAT, y grandes empresas, como Telefónica I+D, Ibermática o Boeing Research and Technology Europe. Es también desarrollador de software libre con varios proyectos vivos de impacto en la comunidad investigadora.

3 July - 11:00 (GMT+00:00) Lisbon

Francisco Ferreira

Associate Professor, NOVA School of Science and Technology, Portugal



"A paradigm shift to overcome a planet in crisis."

Francisco Ferreira is an Associate Professor with the Department of Environmental Sciences and Engineering of the NOVA School of Science and Technology and a researcher in CENSE – Center for Environmental and Sustainability Research. He holds a degree in Environmental Engineering from FCT NOVA, a master's degree from Virginia Tech, USA and a PhD from NOVA Lisboa. He has been developing work in the areas of air pollution, climate change, and sustainable development. In the last years, he was one of the coordinators of the technical work for the 2050 Carbon Neutrality Roadmap and the National Climate and Energy Plan 2030 for Portugal, including the current revision of both documents. He is also the President of the national environmental non-governmental organisation ZERO – Association for the Sustainability of the Earth System.

4 July- 9:30 (GMT+00:00) Lisbon

Isabel Almeida

Assistant Professor, Lusiada University, Portugal/ Invited Professor at ISCTE-University Institute of Lisbon



"Harmonizing Diversity: Crafting Sustainable Organizational Models in the Era of ESG and Circular Economy"

Isabel Almeida is an Assistant Professor at Lusiada University (Portugal) and an Invited Professor at ISCTE-University Institute of Lisbon. Professor Isabel Almeida holds a PhD and a 5-year Biology degree from the University of Lisbon (UL/FC, Portugal). She also holds a second PhD in Sustainability from the New University of Lisbon (UNL/FCSH, Portugal). She has several postgraduate degrees, including Circular Economy (Berkeley University, USA) and Environmental Sociology (UNL/FCSH, Portugal). Isabel has been a researcher at the Gulbenkian Institute of Science for 12 years. She has published in Q1 and Q2 Scientific SCOPUS indexed publications, with many papers in conference proceedings with referees. She is a reviewer of AoM and regularly chairs sessions at EurOMA Conferences. She is a reviewer of Springer's Environment, Development and Sustainability Journal and the Rural and Community Development journal. Her research interests include Sustainable Development, Corporate Non-financial Reporting, Corporate and Social Responsibility and Corporate Sustainability.

4 July - 10:40 (GMT+00:00) Lisbon

Each year a small number of Emerging Scholar Awards are given to outstanding early-career scholars or graduate students. Here are our 2024 Emerging Scholar Award Winners.

Nuppu Mielonen

University of Eastern Finland, Finland



Abderraouf Ahmed Abla

University of the People, Algeria



Suchet Kumar

Rayat Bahra University Mohali, India



Bruno F. Abrantes

ISCTE University Institute of Lisbon, Portugal



Lea Clara Frömchen-Zwick

Kiel University, Germany



Elena Sinitsyna

HSE University, Russian Federation



Online Welcome and Training Session

Join other delegates for a pre-conference welcome reception and training session. This special event will walk you through the CGScholar Event Mircosite so you have a rich online experience by learning how to comment and participate online. It will also teach delegates how to update their profile and Presenter Pages in order to add digital media: video, sound, other files. This will be held "live" via Zoom.

2 July 16:00 (Lisbon, Portugal)

Online Talking Circle

Talking Circles are a distinctive feature of our in-person conference, and this year we are also taking them online. Talking Circles offer an opportunity to meet other delegates face-to-face, and engage in extended discussion about the issues and concerns they feel are of utmost importance to that segment of the Research Network. Participation is open, encouraged, and supported.

PLEASE CHECK THE EVENT SCHEDULE FOR DATES AND TIMES.

In-Person Conference Tour: Lisbon Walking Tour – 3 July 2024

In-Person walk around the historical corners of the city of Lisbon with a local guide. Discover the history hidden behind the buildings, and learn about the famous historical figures and the legends linked to the city's emblematic sites.

- Monastery of Saint Jerome
- Stop to take away the delectable Pasteis de Belém – warm custard tarts with a light crunchy casing, served in old-fashioned tiled rooms dating back to 1837.
- Monuments to the Discoveries
- Belém Tower

Date: July 3, 2024

Time: 17:30 (5:30 PM)

Meeting point: Lusíada University entrance

in-Person: Conference Dinner: Casa do Alentejo - 4 July 2024

Built at the end of the 17th century, the building in which the Casa do Alentejo is now installed belonged to an aristocratic family - the Paes de Amaral (Viscondes de Alverca) - who called it Palacio Paes de Amaral or Palacio Alverca. Casa do Alentejo is a regional public utility association and has been providing restaurant services since 1932. Dinner will begin with a Portuguese "couvert" (bread, olives, cheese and regional cold cuts). As a main course, diners can taste:

- Carrot and coriander soup, Salmon loins in mustard sauce, Chicken thigh with Arabic rice and Egg Pudding
- or
- Vegetarian option: Quinoa with vegetables, Tofu and vegetable curry, Vegetables "à Braz" (please select the option when booking). The meal will conclude with dessert. Wine and non-alcoholic drinks are included.

Date: Thursday, July 4, 2024

Time: 8 PM (20:00)

Location: R. das Portas de Santo Antão 58, 1150-268

In-Person: Conference Closing Reception - 5 July 2024

Common Ground Research Networks will hold a closing reception after the Conference Closing and Award Ceremony. Join other delegates and plenary speakers to enjoy drinks and light hors d'oeuvres.

Date: Friday, 5th July 2024

Time: After the Conference Closing and Award Ceremony

Guide to the Guide

HEADING STRUCTURE

Access	Guides to Ensure Access
Navigate	Guides on How to Navigate
Engage	Guides on How to Engage

SCHOLAR MEANINGS

Everywhere you see an underlined term look to the Scholar Meanings box at bottom of page for more detailed intromation.

CGScholar Meanings

Access

Navigate to your Microsite ...

The **Event Microsite** in CGScholar will be your hub for navigating the conference. If you are an In-Person Blended delegate it's where you'll view the schedule, find your way around the venue, and engage with digital media and online discussion boards. If you are Online Only it is where you'll view the schedule, find live sessions, and engage with asynchronous digital media and online discussion boards.

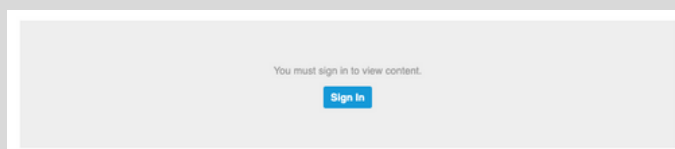


Visit: cgscholar.com/cg_event/events/M24en/about

Access

Make sure you are Signed-In....

Before starting any session in the Event Microsite ensure you are **Signed-In**. If you are not Registered you'll be prompted to do so.



CGScholar Meanings

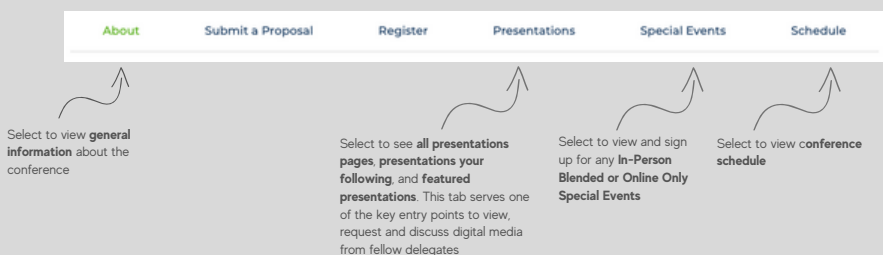
Event Microsite: The CGScholar Event Microsite is your 'hub' for the online portion of the conference. It is where you will find your Presenter Page, sign up for special events, and view the Event Schedule.

Registered: Registering for the conference will give you access to the conference content. You can register for the conference under the 'Registration' tab on the CGScholar Event Microsite.

Navigate

From the Landing Page ...

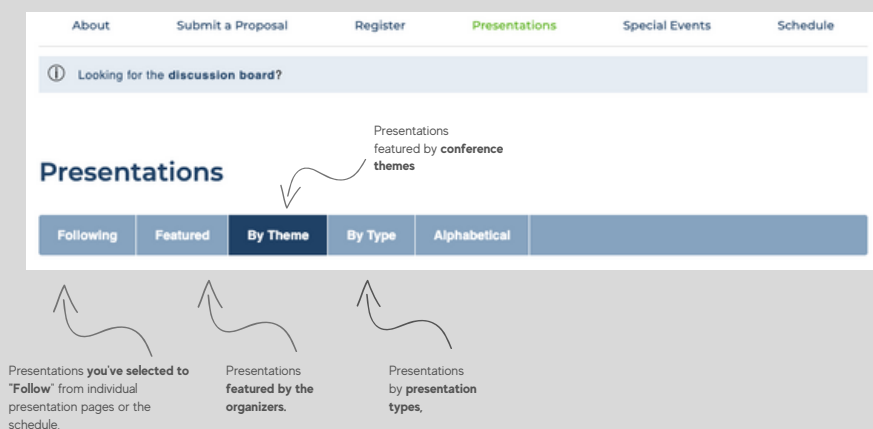
The main URL for the Microsite will take you to the **Landing Page**. For both In-Person Blended and Online Only, this top-level navigation will be the entry points for all actions, content, and social activity.



Navigate

From the Presentations Tab ...

The **Presentations** tab is the entry point to view all In-Person Blended and Online Only Presentation Pages. The sub-navigation offers different ways of viewing the lists of presentations.



CGScholar Meanings

In-Person Blended: An In-Person Blended delegate is one who has registered to participate in-person at the conference venue, and online.

Online Only: An Online Only delegate is one who will only participate in the conference online.

Presentation Pages: A Presentation Page is a unique page for each presentation. If you are presenting at the conference, you can edit and upload your digital media to your Presentation Page. You can also view other delegates Presentation Pages.

Featured: A Featured session is one which is highlighted by the conference organizers or local hosts. In most cases, these are the Emerging Scholars Presentation Pages, but can also include Advisory Board sessions, Plenary Sessions and other notable sessions.

Theme: Each Research Network has a number of themes that are consistent from year to year. There is also a Special Focus theme that is unique to each conference year.

Type: Presentation type is **how** you will present. This can be a Themed Paper Presentation, or a Poster session or a Workshop.

Navigate

From the **Schedule** Tab ...

The **Schedule** tab is the entry point to the program for all In-Person Blended and Online Only delegates. In-Person Blended tabs will be marked with dates and times. Online Only content is asynchronous, unless marked with date and time.

Guide to navigating the conference schedule

① **Navigating the Schedule**

Tabs for each day of the conference.

SHOW English Language Sessions

Use to switch between **English** and **Spanish** Language Sessions

Select **Themed Panel** titles/headers to view all presentations for the themed panel. You'll find (or be able to request) digital media to view on each individual presentation page.

Select **Presentation** titles / headers presentations pages. On these pages you'll find (or be able to request) digital media to view.

Select names to open **CGS Scholar profiles** in the Community space in CGS Scholar. Here you'll be able view their profile, add as your "Peer" and send messages.

Select **Discuss** to go directly to the **Discussion Board** to comment on presentation/s

Select **Follow** to add this presentation to your **Following** list in the presentation tab. Once you've selected Following you'll also receive email notification for all comments the discussion board for that presentation.

Schedule

Pre-Conference 13 JAN 2022 Day One 14 JAN 2022 Day Two 15 JAN 2022

Plenary Session - Dr. Kathleen E Allen, Author, President, Allen and Associates, United States Discuss

Live - 14 January 2022 - 9:00 AM CST

Plenary Session - Dr. Spencer S. Stober, Professor, Biology, Alvernia University, United States Discuss

Live - 14 January 2022 - 10:30 AM CST

Emphasis on Education (Asynchronous Session) Discuss

The New Normal Follow

Alan Whiteman, Professor, College of Business, Florida Atlantic University, Florida, United States
 Bailey Pirooz, Emergency Medicine Resident, Emergency Medicine, Florida Atlantic University
 College of Medicine, Florida, United States
 Umair Roshan/Roshan Singh, Clinical Faculty, Health Administration, Southern New Hampshire University, Florida, United States

Creating a More Resilient Inclusive Culture in Higher Education Follow

Abby Ferber, Professor, Director, Sociology and Women's and Ethnic Studies, University of Colorado Colorado Springs, CO, United States

Wisdom of the Elders Follow

Tess Howes, Academic, Management, Macquarie University Business School, New South Wales, Australia

CGS Scholar Meanings

Asynchronous: Asynchronous content are presentations which are Online Only, and are not dependent on a date and time for presentation, but a Digital Media upload.

English and Spanish Language Sessions: Under this drop down, you can 'flip' between sessions in English, or sessions in Spanish.

Themed Panel: A Themed Panel is a grouping of three or four Themed Paper Presentations according to theme and topic. Each Themed Panel has its own discussion board, and title.

CGS Scholar Profile Page: Each CGS Scholar user has their own profile page with headshot, bio and educational information.

Community: The Research Network Community page is where you will find the latest Updates and information about what is happening in the Research Network.

Discuss / Discussion Boards: The discuss button will take you to the discussion board for that session (Plenary Session or Themed Panel, for example). Here you can pose questions, comment on Digital Media and engage with other delegates.

Navigate

From a Presentation Page ...

Each presenter is given a personal **Presenter Page**. On **Presenter Pages** you can read the Abstract, view or request Digital Media, or Follow the presentation. You can also follow link breadcrumbs to other presentations in the same Theme or Presentation Type.

Select names to open **CGScholar profiles** in the Community space in CGScholar. Here you'll be able view their profile, add as your 'Peer' and send messages.

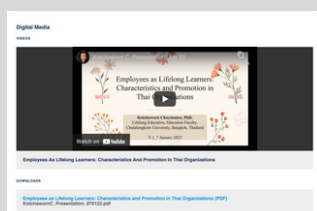
Select **Presentation Type** to see other presentations of a similar type

Select **Theme** to see other presentations of a similar conference theme.

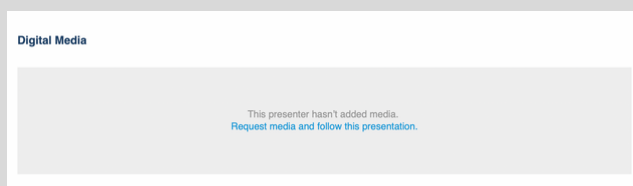
The screenshot shows a presentation page with a navigation bar at the top containing links: About, Submit a Proposal, Register, Presentations (highlighted), Special Events, and Schedule. The main title is 'Going it Alone : Primary Caregivers and the Consequences of Support Loss in the Transition to Remote Work'. Below the title, it says 'THEMED PANEL: PAPER PRESENTATION IN A THEMED SESSION | JAN 14, 2022 | 56 Engagements'. There is a 'Follow' button in the top right corner. The 'Abstract' section describes the research on primary caregivers during the COVID-19 pandemic. The 'Presenters' section lists Nathaniel Young, Research Associate, Marketing, O.C. Tanner, Utah, United States. The 'Details' section includes 'PRESENTATION TYPE: Paper Presentation in a Themed Session', 'THEME: The Value of Culture and the Demand of Change', and 'KEYWORDS: Caregivers, Remote, Work, Equity, Labor, Participation'. At the bottom, there is a 'Digital Media' section.

Select **Follow** to add this presentation to your **Following** list in the presentation tab. Once you've selected Following you'll also receive email notification for all comments the discussion board for that presentation.

VIEW DIGITAL MEDIA



REQUEST DIGITAL MEDIA



CGScholar Meanings

Digital Media: Digital Media is the asynchronous method for delegates to view your presentation. Digital media can be an embedded video, a PowerPoint with audio, a PDF or an mp4 file.

Request Digital Media: If a delegate has not uploaded their Digital Media to their Presentation Page, you can request that digital media by clicking the link. The delegate will then receive an email reminding them to upload their Digital Media, and you will automatically 'follow' that session.

Follow: You can follow sessions that are of interest to you so you can go back to them easily, and view the discussion boards. You can access your 'followed' presentations in the Follow tab of the CGScholar Event Microsite.

Navigate

From a Themed Panel ...

The majority of the conference sessions are themed paper presentations. Our programming team groups individual presentations into **Themed Panels**. You access these themed panels via the Schedule tab in the Microsite. To view or request Digital Media from a Presenter click on their individual tiles. To view a delegates CGScholar profile and/or add them as Peer click on their name.

The screenshot shows the 'Schedule' tab selected in the top navigation bar. The main heading is 'Progress and Recovery Post-COVID'. Below it, a green badge indicates '22 Engagements'. A link 'Select Discussion Board to comment on presentation/s' is present. A tabbed interface shows 'Presentations' and 'Discussion' tabs. The first presentation is 'Policy Uncertainty in the Lithium Triangle' by Jennapher Lundt Seefeldt. The second presentation is 'Measurement to Support a Just, Equitable, and Green Post-pandemic Recovery' by Stacey Haugen. Annotations on the left side of the image point to specific elements: 'Title of the Themed Panel' points to the main heading; 'Select Presentation titles / headers to find (or be able to request) digital media to view.' points to the presentation titles; 'Presentations Featured by the organizers. Will also appear as a category on the Presentations Page' points to the 'Featured' badge; and 'Select names to open CGScholar profiles in the Community space in CGScholar. Here you'll be able view their profile, add as your "Peer" and send messages.' points to the presenter names.

Annotations:

- Title of the Themed Panel
- Select Presentation titles / headers to find (or be able to request) digital media to view.
- Presentations Featured by the organizers. Will also appear as a category on the Presentations Page
- Select names to open CGScholar profiles in the Community space in CGScholar. Here you'll be able view their profile, add as your "Peer" and send messages.

CGScholar Meanings

Themed Paper Presentations: A Themed Paper Presentation is a 20 minute presentation (either In Person Blended or Online Only). Each Themed Panel has a discussion board for questions and comments.

CGScholar Profile: Your CGScholar Profile is a delegate's profile page. It is where you can learn further about that delegate such as current affiliation, past experience and education.

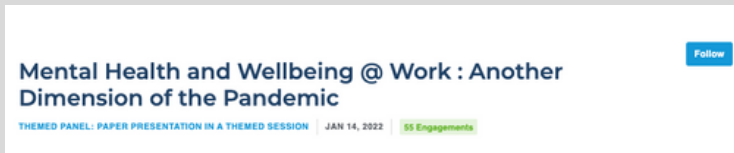
Peer: When you add a colleague as a Peer you will be able to view their CGScholar Profile and interact with them in the CGScholar platform.

Engage

Follow Presentations ...

When you see a **Follow** button you can add this presentation to your Following list in the Presentation tab. Once you've selected **Follow** you'll also receive email notifications for all comments the discussion board for that presentation.

FOLLOW FROM A PRESENTATION PAGE



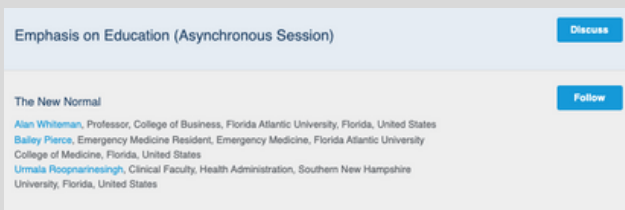
Mental Health and Wellbeing @ Work : Another Dimension of the Pandemic

THEMED PANEL: PAPER PRESENTATION IN A THEMED SESSION | JAN 14, 2022 | 55 Engagements

Follow

An arrow points to the 'Follow' button.

FOLLOW FROM A SCHEDULE



Emphasis on Education (Asynchronous Session)

Discuss

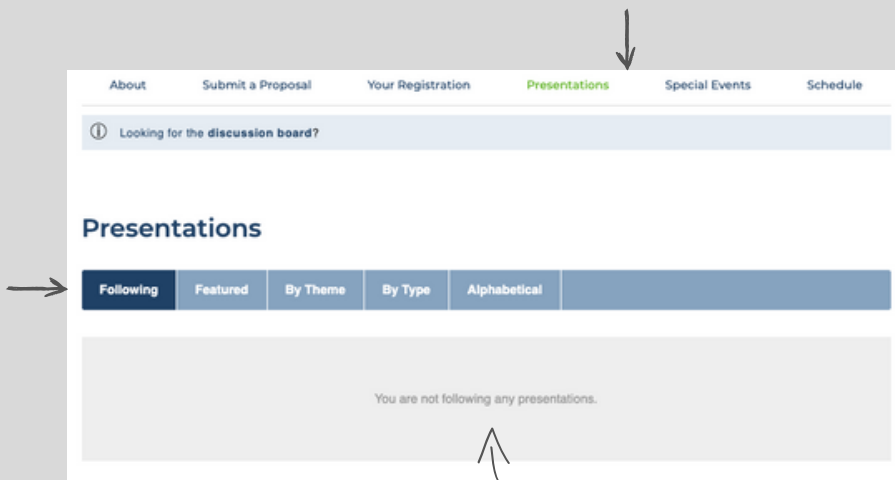
The New Normal

Follow

Alan Whiteman, Professor, College of Business, Florida Atlantic University, Florida, United States
Bailey Pierce, Emergency Medicine Resident, Emergency Medicine, Florida Atlantic University
College of Medicine, Florida, United States
Urmala Roopnarain Singh, Clinical Faculty, Health Administration, Southern New Hampshire
University, Florida, United States

An arrow points to the 'Follow' button.

PRESENTATIONS YOU ARE FOLLOWING



About Submit a Proposal Your Registration **Presentations** Special Events Schedule

Looking for the discussion board?

Presentations

Following Featured By Theme By Type Alphabetical

You are not following any presentations.

An arrow points to the 'Following' tab.

Presentations you are
Following will appear here.

Engage

Comment in Discussion Boards ...

Discussion Boards are your space to engage with the presenters and other audience members. Discussion Boards open the day before the conference and close two days after. We encourage all delegates -- In-Person Blended and Online Only -- to use these Discussion Boards to leave questions and comments for speakers. And do this in an asynchronous manner -- in other words leave a question at any time and the user, the'll get and email when you do. .

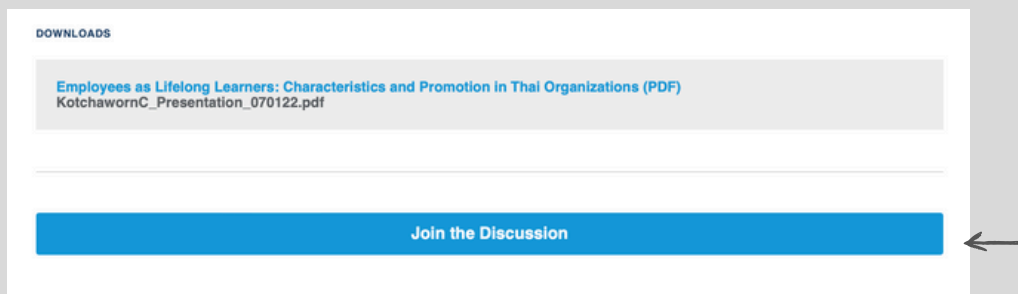
NAVIGATE TO TO **DISCUSSION BOARDS** FROM SCHEDULE



The screenshot shows a conference schedule with tabs for 'Pre-Conference', 'Day One', and 'Day Two'. Under 'Day One', there are three session cards. Each card has a 'Discuss' button on the right, which is pointed to by an arrow. The sessions are:

- Plenary Session - Dr. Kathleen E Allen, Author, President, Allen and Associates, United States. Live - 14 January 2022 - 9:00 AM CST.
- Plenary Session - Dr. Spencer S. Stober, Professor, Biology, Alvernia University, United States. Live - 14 January 2022 - 10:30 AM CST.
- Emphasis on Education (Asynchronous Session).

NAVIGATE TO TO **DISCUSSION BOARDS** FROM PRESENTER PAGE



The screenshot shows a 'DOWNLOADS' section with a link to 'Employees as Lifelong Learners: Characteristics and Promotion in Thai Organizations (PDF)'. Below this, there is a large blue button labeled 'Join the Discussion', which is pointed to by an arrow.

COMMENTING IN A **DISCUSSION BOARD**




The screenshot shows the 'Discussion' tab selected. There is a text input field with the placeholder 'Add a comment...' and a small image icon to the left. Below the input field, there is a note: 'Please keep our discussion courteous and productive.' and a blue button labeled 'Add Comment'. An arrow points to the right side of the input field.


Engage

With the **Community** ...









The Event Microsite is only one space in **CGScholar**. Our general social space is called **Community**. Your Research Network has its own Community page where you'll find the latest updates and news from the community members.








Community Creator Publisher Analytics Event Bookstore

Climate Change: Impacts ...




Welcome to the Climate Change: Impacts & Responses Research Network!
Views: 2,941


COMMUNITY ADMINS (18)
 William Cope
 Ebony Jackson
 Phillip Kalantzis-Cope
 Tamsyn Gilbert
 Jeremy Boehme
 Common Ground
 Sara Hoke
 Alex Pate
View All


MEMBERS (2,652)
 Reda Sadki
 Izabel Szary
 Abigail Manekin
 Adrian Wiese
 Tamara Stanberry
 Kelsey Shannon
 Bill Cope


Activity Stream


Filter Activity


 MUDESSIR TEMAM IMAMU JOINED THE COMMUNITY.
Added on January 06, 2022


 NIKO TIAN JOINED THE COMMUNITY.
Added on January 05, 2022


 MAQBOOL SHEIKH JOINED THE COMMUNITY.
Added on January 05, 2022


 NOUR LYNIA BOULGAMH JOINED THE COMMUNITY.
Added on January 04, 2022


 PAVITHRA RAVI JOINED THE COMMUNITY.
Added on January 04, 2022

 LAMBERT CYRILLE NGAYAP KAMGANG JOINED THE COMMUNITY.
Added on January 02, 2022


 MARINA ANDERSON JOINED THE COMMUNITY.
Added on December 27, 2021


 MD JAHIRUL ISLAM JOINED THE COMMUNITY.
Added on December 22, 2021


 VISHAL SHARMA JOINED THE COMMUNITY.
Added on December 21, 2021


 BOSHIR AHMED AWAL JOINED THE COMMUNITY.
Added on December 20, 2021


Recent Activity


 Mudessir Temam Imamu joined the community.


 Niko Tian joined the community.





 Maqbool Sheikh joined the community.

 Nour Lynia Boulgamh joined the community.


 Pavithra Ravi joined the community.

 Lambert Cyrille Ngayap Kamgang joined the community.

 Marina Anderson joined the community.
View All

PUBLICATIONS (427)
 The International Journal of C...
 The International Journal of C...
 Adaptations toward Climate ...
 Environmental Awareness, R...
View All


SHARES
Share a file or link...

EVENTS (1)

1-4 April 2022
RESPONDING TO CLIMATE CHANGE
GOVERNING THE CLIMATE EMERGENCY
Submit / Register

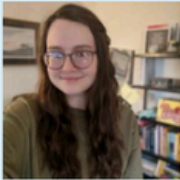
Engage

Add Peers ...

Within Community are individual CGScholar Profile Pages. Here you can view a person's bio, send them a private message, and add them as a **Peer**.

 **Scholar** Community Creator Publisher Analytics Event Bookstore

Kinzi Duncan



[Add to Peers](#)
Views: 501

THEIR COMMUNITIES (23)

- Climate Change: Impacts an...
- Tourism and Leisure Studies
- e-Learning and Innovative P...
- The Learner
- The Constructed Environment

[View All](#)

THEIR PEERS (33)

- Murali Venugopalan
- Victoria Hurth
- Gabriella D.
- Deborah Bartley Carter
- Andrea Spada Jiménez

[View All](#)

About Kinzi Duncan

MICRO-BIO

Eastern Illinois University Graduate with a degree in English and Multi-Cultural Studies.

EXPERIENCE

Common Ground
Conference Assistant
December 2020 to Present

EDUCATION

Eastern Illinois University
BA in English
August 2016 to 2018

Lakeland Community College
AGS
August 2014 to 2016

DISCIPLINES

Intercultural/Multicultural And Diversity Studies

English Language And Literature, General

INTERESTS


Diversity In Education


Media Studies


English Studies


LANGUAGES


Recent Activity


 Kinzi Duncan created the update Get to Know the Emerging Scholars! - Twelfth International Conference on The Constructed Environment.


 Kinzi Duncan created the update Audience Passes Available! - Eighteenth International Conference on Technology, Knowledge, and Society.

 Kinzi Duncan created the update Learn About the Event Microsite! - Thirteenth International Conference on Sport & Society.

 Kinzi Duncan created the update Audience Passes Available! - Fifteenth International Conference on e-Learning & Innovative Pedagogies.

 Kinzi Duncan created the update Sign Up for Social Events! - Twelfth International Conference on Food Studies.

 Kinzi Duncan created the update Sign Up for Social Events! - Twelfth International Conference on Religion & Spirituality in Society.

 Kinzi Duncan created the update Meet the Emerging Scholars! - Twenty-second International Conference on Knowledge, Culture, and Change in Organization.
[View All](#)

Engage

Request Digital Media

If a delegate has not uploaded their Digital Media to their Presentation Page, you can request that Digital Media by clicking the link. The delegate will then receive an email reminding them to upload their Digital Media, and you will automatically 'follow' that session.

Digital Media

This presenter hasn't added media.
[Request media and follow this presentation.](#)





Common Ground Research Networks



Founded in 1984, Common Ground is committed to building new kinds of knowledge communities, innovative in their media, and forward-thinking in their messages. Heritage knowledge systems are characterized by vertical separations--of discipline, professional association, institution, and country. Common Ground Research Networks takes some of the pivotal challenges of our time and curates research networks that cut horizontally across legacy knowledge structures. Sustainability, diversity, learning, the future of humanities, the nature of interdisciplinarity, the place of the arts in society, technology's connections with knowledge--these are deeply important questions of our time that require interdisciplinary thinking, global conversations, and cross-institutional intellectual collaborations.

Common Ground Research Networks are meeting places for people, ideas, and dialogue. However, the strength of ideas does not come from finding common denominators. Rather, the power and resilience of these ideas is that they are presented and tested in a shared space where differences can meet and safely connect--differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. These are the kinds of vigorous and sympathetic academic milieus in which the most productive deliberations about the future can be held. We strive to create places of intellectual interaction and imagination that our future deserves.

MEMBERS OF THE FOLLOWING ORGANIZATIONS



Common Ground Research Networks is not-for-profit corporation registered in the State of Illinois, USA, organized and operated pursuant to the General Not For Profit Corporation Act of 1986, 805 ILCS 105/101.01, et seq., (the "Act") or the corresponding section of any future Act.

www.cgnetworks.org



@



The Common Ground Media Lab is the research and technology arm of Common Ground Research Networks. Common Ground Research Networks has been researching knowledge ecologies and building scholarly communication technologies since 1984.

Since 2009, we have had the fortune of being based in the University of Illinois Research Park while building our latest platform – CGScholar. This is a suite of apps based on the theoretical work of world-renowned scholars from the College of Education and Department of Computer Science at the University of Illinois Urbana-Champaign. CGScholar has been built with the support of funding from the US Department of Education, Illinois Ventures, and the Bill and Melinda Gates Foundation.

The CGScholar platform is being used today by knowledge workers as diverse as: faculty in universities to deliver e-learning experiences; innovative schools wishing to challenge the ways learning and assessment have traditionally worked; and government and non-government organizations connecting local knowledge and experience to wider policy objectives and measurable outcomes. Each of these use cases illustrates the differing of knowledge that CGScholar serves while also opening spaces for new and emerging voices in the world of scholarly communication.

We aim to synthesize these use cases to build a platform that can become a trusted marketplace for knowledge work, one that rigorously democratizes the process of knowledge-making, rewards participants, and offers a secure basis for the sustainable creation and distribution of digital knowledge artifacts.

Our premise has been that media platforms—pre-digital and now also digital—have often not been designed to structure and facilitate a rigorous, democratic, and a sustainable knowledge economy. The Common Ground Media Lab seeks to leverage our own platform – CGScholar – to explore alternatives based on extended dialogue, reflexive feedback, and formal knowledge ontologies. We are developing AI-informed measures of knowledge artifacts, knowledge actors, and digital knowledge communities. We aim to build a trusted marketplace for knowledge work, that rewards participants and sustains knowledge production.

With 27,000 published works and 200,000 users, we have come a long way since our first web app twenty years ago. But we still only see this as the beginning.

As a not-for-profit, we are fundamentally guided by mission: to support the building of better societies and informed citizenries through rigorous and inclusive social knowledge practices, offering in-person and online scholarly communication spaces

Supporters & Partners

As they say, “it takes a village.” We are thankful for the generous support of:



And to our Research Network members!

www.cgnetworks.org/medialab



United Nations
Climate Change

**CLIMATE
NEUTRAL NOW**

Climate change is one of the most pressing problems facing our world today. It is in the interests of everyone that we engage in systemic change that averts climate catastrophe. At Common Ground Research Networks, we are committed to playing our part as an agent of transformation, promoting awareness, and making every attempt to lead by example. Our Climate Change: Impacts and Responses Research Network has been a forum for sharing critical findings and engaging scientific, theoretical, and practical issues that are raised by the realities of climate change. We've been a part of global policy debates as official observers at COP26 in Glasgow. And we are signatories of the United Nations Sustainability Publishers Compact and the United Nations Climate Neutral Now Initiative.

Measuring

In 2022 we start the process of tracking and measuring emissions for all aspects of what we do. The aim is to build a comprehensive picture of our baselines to identify areas where emissions can be reduced and construct a long-term plan of action based on the GHG Emissions Calculation Tool and standard established by the United Nations Climate Neutral Now Initiative.

Reducing

At the same time, we are not waiting to act. Here are some of the "low hanging fruit" initiatives we are moving on immediately: all conference programs from print to electronic-only; removing single-use cups and offering reusable bottles at all our conferences; working closely with all vendors, suppliers, and distributors on how we can work together to reduce waste; offering robust online options as a pathway to minimize travel. And this is only a small sample of what we'll be doing in the short term.

Contributing

As we work towards establishing and setting net-zero targets by 2050, as enshrined in the Paris Agreement and United Nations Climate Neutral Now Initiative, and to make further inroads in mitigating our impacts today, we are participating in the United Nations Carbon Offset program. As we see climate change as having broad social, economic, and political consequences, we are investing in the following projects.

- Fiji Nadarivatu Hydropower Project
- DelAgua Public Health Program in Eastern Africa
- Jangi Wind Farm in Gujarat

Long Term Goals

We're committing to long-term science-based net-zero targets for our operations – and we believe we can do this much sooner than 2050. We'll be reporting annually via The Climate Neutral Now reporting mechanism to transparently communicate how we are meeting our commitments to climate action.