

Paragraph**Island Plant Life**

► Islands are geographical formations that are completely surrounded by water, yet many islands are covered with a rich assortment of plant life. It may seem surprising that so much plant life exists on many islands, yet there are surprisingly simple explanations as to how the vegetation has been able to establish itself there. Principles for the development of plant life on an island have been established that take into account factors such as island size, distance from larger landmasses, and whether the island was formerly attached to land or whether it emerged independently from the water. Other elements that influence plant life on islands include existing animal life on and around the island, as well as the migration patterns of birds.

► One generally accepted principle about island plant life is that larger islands support a wider diversity of plant life than smaller islands. An obvious reason for this is that larger islands have more land area to support plant life, but this does not entirely explain the variety of species that are found on them in comparison to those on smaller islands. Larger islands also have a broader diversity of soil types, which can support different kinds of plants. These varying soil types occur with more frequency on larger islands than on smaller islands, permitting plant species to root and grow in multiple areas, which in turn, reduces the chances of plant extinction. For example, if a plant can only grow in one area on a small island, a catastrophic event that destroys that area will wipe out the species on that island. In contrast, if a plant species is growing in several areas on a larger island, the probability of a destructive occurrence happening to every area where it grows is dramatically decreased, so the plant species has a greater likelihood of survival.

► Proximity to larger landmasses, usually mainland regions, also has a positive impact on the development of plant species on islands. Islands in extremely close proximity benefit from wind and weather patterns that transport seeds from the mainland. Even islands that are a little further away, but are relatively easy to reach from the mainland, have the potential for seed transfer to occur through visits from people, especially if the islands are inhabited by people or are popular tourist destinations. However, a danger occurs with this means of seeding the island, since people from other locations can unknowingly introduce plant life considered exotic to the island, and which can adversely affect some of the native species. A third means by which islands receive the benefits of seed transfer is through bird migration. As birds fly over or rest on islands, they also drop seeds from their bodies that they picked up on the mainland.

► Some islands are created when rising water levels or flooding occur, cutting off a piece of land from a larger mass. These islands that used to be part of a mainland tend to retain the same plant species they had before the islands were separated from the larger landmass. This makes sense in that the soil type and climate of both land areas remain virtually the same. In addition, the newly formed islands may also have the same animal species as the mainland has, which means that patterns of seed transfer and fertilization will mimic what occurs on the mainland and sustain the plant life that already exists. One such example of this type of island is Kangaroo Island off the coast of Australia. It was separated from Australia approximately 10,000 years ago because of rising sea levels. Its closest point to the mainland is only 8 miles (13 kilometers). Although the human inhabitants eventually died off after the island became isolated, several native species, both plant and animal, continued to thrive and are still present on the island today.

► Conversely, islands with the least amount of plant species and diversity are those that emerge from the ocean in isolated areas far from other landmasses. These islands generally form from volcanic activity. As the lava from a volcano cools, it changes composition and becomes capable of supporting plant life. This process can take centuries before a measurable amount of plant species are seen. While these islands can be seeded from wind and bird migration, the diversity and amount of seeds being carried decreases the farther out the island is from larger landmasses.

This question is worth 2 points (2 points for 3 correct answers, 1 point for 2 correct answers, and 0 points for 1 or 0 correct answers).

Simple principles govern the amount and variety of plant life on an island.

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Answer Choices (choose 3 to complete the chart):

- (1) Larger islands have a greater variety of plant life than smaller islands.
- (2) Islands that emerge in the ocean are usually created by active volcanoes.
- (3) Distance from the mainland affects plant life on islands.
- (4) Birds sometimes carry seeds to islands.
- (5) Some islands were created when rising water cut them off from larger areas of land.
- (6) Islands once part of a large mass generally have more and varied plant life than those formed independently.

Paragraph**Ben and Jerry's**

► A detailed examination of Ben and Jerry's Homemade, Inc., a company widely known for its unconventional ice cream flavors and business tactics, reveals that creativity has been the cornerstone, leading to the organization's tremendous success. All successful businesses are not established and run in the same way, with formal business plans, traditional organizational structures, and a strong focus on profits. Ben Cohen and Jerry Greenfield, the entrepreneurs responsible for the highly successful ice cream business that bears their names, were businessmen with a rather unconventional approach.

► Ben and Jerry, friends since middle school, were rather unusual individuals even from the beginning of their careers. They chose not to begin their entrepreneurial careers by attending one of the elite business schools in the United States, rather, opting to take a five-dollar correspondence course from Pennsylvania State University. The short course was specifically about how to make ice cream, and was offered by Pennsylvania State's Creamery, the largest university creamery in the country.

► Since the two men had little financial backing to start their business, they had to cut corners wherever they could. With an initial investment of just \$12,000, the only location they could afford for the startup of their business was a gas station that they converted to an ice cream production factory. Though this start-up was rather untraditional, they were strongly committed to creating the best ice cream possible, which soon made the community ice cream shop a local favorite. In 1979, on the first anniversary of their opening, Ben and Jerry held their first annual free-cone day, when the two proprietors personally served free cones to every customer that came in and requested one as a token of gratitude for the success they had achieved. This early success has grown, due to the partners' persistence in learning their business and their commitment to the quality of their product.

► Even though they became extremely successful, Ben and Jerry did not convert to a more conventional style of doing business. In an era where companies were measured on every penny of profit that they managed to squeeze out, Ben and Jerry had a strong belief that business should give back to the community; thus, they began a tradition of donating 7.5 percent of their pretax profit to social causes that they believed in. They also lacked the emphasis on executive salary and benefit packages that so preoccupy other corporations, opting instead for a five-to-one policy in which the salary of the employee receiving the highest pay could never be more than five times the salary of the employee receiving the lowest pay. This salary structure remained a standard of the company until the mid-1990s, when the owners were forced to modify it in order to attract business expertise from outside of the company.

► Eventually, the business grew beyond the scope of the two men's ability to run it effectively, but neither of them wanted to eliminate the community and environmentally conscious aspects that they had incorporated into the business. Consequently, in their negotiations with large corporations interested in buying the business, the founders insisted on certain conditions before agreeing to sell. These conditions included a demonstrable commitment to improving the communities in which Ben and Jerry shops are located, as well as dedication to being environmentally responsible in the production, packaging, and distribution of its ice cream flavors. This responsibility encompassed both an agreement to use only hormone-free milk and packaging methods that lessened the use of environmentally damaging products and techniques.

► The new parent company, Unilever, which purchased the ice cream company in 2000, complied with Ben and Jerry's conditions, agreeing to run the ice cream division separately from their more traditionally organized subsidiaries. Over time, the parent organization has not been able to maintain all of the initial agreements, especially in regards to environmental responsibility. However, Ben and Jerry's is still known for its active support of charitable events, relatively natural ingredients, and commitment to the environment. And while Ben and Jerry lost official authority to make decisions for the company after it was sold, they still involved themselves in the production and promotion of new flavors.

This question is worth 2 points (2 points for 3 correct answers, 1 point for 2 correct answers, and 0 points for 1 or 0 correct answers).

Ben Cohen and Jerry Greenfield followed an unconventional approach with their company.

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Answer Choices (choose 3 to complete the chart):

- (1) They tried to ensure that their company would continue to benefit the community after it was sold.
- (2) They began their business with little background knowledge and minimal investment.
- (3) The new owners of Ben and Jerry are not as committed to social causes.
- (4) They had a salary structure that limits the salaries of high-level executives.
- (5) They supported community and environmental causes with their business profits.
- (6) They borrowed a large amount of money to start their business.