The Fourth Bentley Global Business Ethics Symposium
sponsored by State Street Foundation

COME EXPLORE GLOBAL BUSINESS ETHICS

Bentley College and State Street Foundation

ETHICS, GOVERNANCE AND ENTERPRISE
RISK MANAGEMENT: A GLOBAL PERSPECTIVE

May 19, 2008

LaCava Center
Bentley College
Waltham, Massachusetts

Established in memory of Timothy B. Harbert ’76,
Chairman and CEO of State Street Global Advisors
and Trustee and Alumnus of Bentley College
The Bentley Global Business Ethics Symposium, sponsored by State Street Foundation, is the fourth in a multi-year partnership that brings together international experts, corporate leaders, academics and media to explore best practices and challenges in business ethics and ethics education.
Bentley College and State Street Foundation:
A Partnership in Global Business Ethics

Established in memory of Timothy B. Harbert ’76, chairman and CEO of State Street Global Advisors and trustee and alumnus of Bentley College, the program continues to unite business and higher education in the common goal of building a strong ethical foundation from which to serve our many constituencies and communities.

The year’s event will again bring together international experts for in-depth discussions of current practices and challenges in business ethics and corporate responsibility. The purpose of the day-long event is to both learn and inform by:

- exploring current practices in other institutions, countries and cultures
- identifying ways to enhance issues of ethics and corporate responsibility in business education and in outreach to the corporate community
- disseminating this experience throughout the academic and practitioner worlds

STATE STREET CORPORATION is the world’s leading provider of services to institutional investors. With offices in 25 countries and customers in more than 100 markets, we understand the importance of being a socially responsible community leader and ethical business partner. We are proud to collaborate with Bentley College in this important endeavor.

BENTLEY is a leader in business education located in Waltham, Massachusetts. Centered on education and research in business and related professions, the Bentley curriculum blends business with technology, arts and sciences, and a global perspective. Our commitment to ethics education is a cornerstone of the school’s curriculum and campus culture. We are honored to partner with State Street to further this mission.
The Program

8:00 to 9:00 a.m.  Registration/Continental Breakfast

9:00 to 9:15 a.m.  Welcome
Anthony F. Buono, Professor of Management and Sociology; Executive Director, Alliance for Ethics and Social Responsibility, Bentley College
Gloria Cordes Larson, President, Bentley College

9:15 to 9:45 a.m.  Opening Remarks
Nancy Loucks, Executive Vice President, Head of Enterprise Risk Management, State Street Corporation

OPENING PLENARY PANEL
9:45 to 11:00 a.m.  Enterprise Risk Management: The State of The Art
MODERATOR:
Donna Fletcher, Director, Risk Management Research Program; Associate Professor of Finance, Bentley College

PANELISTS:
Dan Konigsburg, Director, Corporate Governance, Standard & Poor's
Michael Ong, Professor of Finance, Stuart School of Business, Illinois Institute of Technology
Sridhar Ramamoorti, Partner, National Corporate Governance Group, Grant Thornton LLP

11:00 to 11:15 a.m.  Break

CONCURRENT PANELS (I)
11:15 a.m. to 12:30 p.m.

Enterprise Risk Management in Practice
MODERATOR:
Jean Bedard, Timothy B. Harbert Professor of Accountancy, Bentley College

PANELISTS:
Geoff Taylor, Executive Director, Willis Group
John Phelps, Director, Business Risk Solutions, Blue Cross and Blue Shield of Florida Inc.
John Farrell, National Lead Partner, Enterprise Risk Management Services, KPMG LLP
Hamidullah Farooqi, CEO, Afghanistan International Chamber of Commerce

11:15 a.m. to 12:30 p.m.

Implementation Challenges in Enterprise Risk Management
MODERATOR:
Robert Frederick, Professor and Chair, Department of Philosophy, Bentley College

PANELISTS:
Mark Beasley, Deloitte Professor of Enterprise Risk Management and Professor of Accounting, North Carolina State University
Mary Culnan, Slade Professor of Management and Information Technology, Bentley College
Implementation Challenges in Enterprise Risk Management (continued)

Michael J. Duffy, President and CEO, OpenPages Inc.
Obaid Adnan Nejati, Director, Professional Development Institute, American University of Afghanistan

12:30 to 2:00 p.m. Luncheon Speaker
Nick Tommasino, Chairman and CEO, Audit and Enterprise Risk Services, Deloitte & Touche LLP

CONCURRENT PANELS (II)
2:15 to 3:15 p.m. Monitoring Challenges in Enterprise Risk Management
MODERATOR: Mohammad Abdolmohammadi, John E. Rhodes Professor of Accountancy, Bentley College
PANELISTS:
Denise Drace-Brownell, Investment Banker, Brooks, Houghton & Company
Lawrence Harrington, Vice President, Internal Audit, Raytheon Company
Kent Kendall, Manager of Business Controls, Americas, IBM Global Financing
Laurence Stybel, Co-Founder, Stybel Peabody Associates

2:15 to 3:15 p.m. Building a Global Ethical Culture
MODERATOR: John P. Hansen, Director of Member Services and Government Affairs, Ethics & Compliance Officer Association
PANELISTS:
Patricia Ellis, Vice President of Business Ethics and Compliance, Raytheon Company
Perry A. Minnis, Director of Ethics, Compliance and Advisory Services, Alcoa Inc.
Mark Rowe, Director, Compliance and Ethics Advisory Services, SAI Global
Deborah Vidaver-Cohen, Associate Professor of Management, Florida Atlantic University

3:15 to 3:30 p.m. Break

CLOSING PLENARY PANEL
3:30 to 5:00 p.m. Creating, Maintaining and Enforcing a Global Risk Management Strategy
MODERATOR: W. Michael Hoffman, Executive Director, Center for Business Ethics; Hieken Professor of Business and Professional Ethics, Bentley College
PANELISTS:
Pat Harned, President, Ethics Resource Center
Barbara Kipp, Partner, Governance, Risk and Compliance Practice, PricewaterhouseCoopers
Jeffrey Oak, Vice President, Corporate Responsibility Officer, Bon Secours Health System Inc.
Timothy Smith, Director of Socially Responsive Investing and Senior Vice President, Walden Asset Management

5:00 to 6:30 p.m. Closing Reception
Speakers

MOHAMMAD J. ABDOLMOHAMMADI is the John E. Rhodes Professor of Accountancy at Bentley College. Before joining Bentley in 1988, he taught at Indiana University, Boston University, and the University of Illinois at Chicago. Areas of teaching include financial and managerial accounting, cost accounting, accounting systems applications, auditing, financial statements analysis, methods and practices of professional research, professional accounting research and policy formulation, an introduction to the world of business, an ethics elective course called Ethics and Corporate Scandals, and a PhD seminar in Judgment and Decision-Making.

Interested primarily in behavioral auditing, ethics, and corporate governance research, Abdolmohammadi has published regularly in Accounting and Business Research; Accounting Horizons; The Accounting Review; Advances in Accounting; Auditing: A Journal of Practice and Theory; Behavioral Research In Accounting; Contemporary Accounting Research; International Journal of Accounting; International Journal of Auditing; Issues in Accounting Education; Journal of Business Ethics; Organizational Behavior and Human Decision Processes; Research on Accounting Ethics; Research in Accounting Regulation; and Research on Professional Responsibility and Ethics in Accounting (RPREA); among others.

He has presented numerous research papers at universities and regional, national and international meetings, and has received numerous research awards and grants from various sources. He has served, or currently serves, on the editorial boards of journals that include The Accounting Review; Advances in Accounting; Auditing: A Journal of Practice and Theory; Behavioral Research in Accounting; and Journal of Forensic Accounting. He has presented workshops on various accounting or auditing topics in cities around the world.

Abdolmohammadi is a member of the American Accounting Association (AAA), the American Institute of Certified Public Accountants (AICPA), the Canadian Academic Accounting Association (CAAA), the European Accounting Association (EAA), and the Institute of Internal Auditors (IIA).

MARK S. BEASLEY is the Deloitte Professor of Enterprise Risk Management and professor of accounting in the College of Management at North Carolina State University. He is the director of N.C. State’s Enterprise Risk Management (ERM) Initiative, which provides thought leadership about ERM practices and their integration with strategy and corporate governance. Beasley is currently serving as a member of the board for the Committee of Sponsoring Organizations of the Treadway Commission (widely known as COSO) and recently served as president of the American Accounting Association’s Auditing Section. He has previously served on several national task forces and working groups, including the Auditing Standards Board SAS No. 99 Fraud Task Force, and the advisory board for The Conference Board’s research on board of director responsibility for ERM.

He is a frequent speaker at national and international conferences on ERM, internal controls, and corporate governance, including audit committee practices. His work has been published in numerous academic and professional journals, and citations have appeared in The Wall Street Journal, Fortune, BusinessWeek, and USA Today.

Beasley is the co-author of auditing-related textbooks, casebooks, and CPE training materials. He teaches courses related to risks and controls as well as auditing in the Master of Accounting and undergraduate programs. Prior to beginning his career at N.C. State, Beasley served as a technical manager in the Audit and Attest Division of the AICPA and as an audit manager in the Nashville, Tenn., office of Ernst & Young. He received a bachelor’s degree in accounting from Auburn University and a PhD from Michigan State University.
JEAN C. BEDARD is the Timothy B. Harbert Professor of Accountancy at Bentley College. Bedard’s research interests include individual auditor decision quality, risk assessment and adjustment in audit engagements, and the effects of computerization on the audit process. She has published in the *Journal of Accounting Research; The Accounting Review; Management Science; Auditing: A Journal of Practice and Theory; Behavioral Research in Accounting*; and other publications. Her primary teaching interests are financial accounting and auditing, and she has taught at the undergraduate, graduate and doctoral levels. Bedard served as president of the Auditing Section of the American Accounting Association during 2003-2004, and was previously the section’s secretary.

Other service activities for the American Accounting Association include chairing the Deloitte Wildman Award Committee, and serving on the AAA’s Nominations and Publications committees. She has also served as research coordinator for the AAA’s Accounting, Behavior and Organizations Section. Bedard recently completed a term as Faculty in Residence with the National Assurance Group at BDO Seidman LLP. Her work experience outside academia includes public accounting and management of public health services.

ANTHONY F. BUONO has a joint appointment as professor of management and sociology at Bentley, and is executive director of the Bentley Alliance for Ethics and Social Responsibility. He has written and/or edited 10 books, including *The Human Side of Mergers and Acquisitions* (Jossey-Bass, 1989; Beard Books, 2003), *A Primer on Organizational Behavior* (Wiley, 7th ed. 2008), *Corporate Policy, Values and Social Responsibility* (Praeger, 1985), and, most recently, *Challenges and Issues in Knowledge Management* (Information Age Publishing, 2005) and *Socio-economic Intervention in Organizations: The Intervener-Researcher and the SEAM Approach to Organizational Analysis* (Information Age Publishing, 2007). Buono is also editor of the *Research in Management Consulting* book series. His articles and review essays have appeared in numerous journals, including *Academy of Management Learning and Education; Across the Board; Administrative Science Quarterly; Human Relations; Journal of Organizational Change Management* and *Personnel Psychology*.

Buono is a past chair of the Academy of Management’s Management Consulting Division, a research fellow with the Center for Business Ethics at Bentley, and a recipient of the college’s highest honors for both teaching and research.

He has also chaired the Department of Management at Bentley. Buono’s research and consulting focus on organizational change, inter-organizational strategies, ethics and corporate responsibilities, and firm-stakeholder relationships. He holds a BS in Business Administration from the University of Maryland, and an MA and PhD (with a concentration in Industrial and Organizational Sociology) from Boston College.

MARY J. CULNAN is the Slade Professor of Management and Information Technology at Bentley. Her current research interests include privacy, promoting security on home computers, and online communities. She is the author of more than 90 articles including publications in the *MIS Quarterly, Journal of Public Policy and Marketing, The Information Society, Management Science, Encyclopedia of Privacy, The New York Times* and *The Washington Post*. She also serves as a member of the editorial boards of the *Journal of the AIS* and *The Information Society*.

Culnan has testified before Congress, the Massachusetts House and Senate, and various government agencies on a range of privacy issues. She currently serves as a member of the GAO’s Executive Committee on Management and Information Technology. Culnan also served as a commissioner on the President’s Commission on Critical Infrastructure Protection. She is the author of the 1999 *Georgetown Internet Privacy Policy Survey*, which the Federal Trade Commission used to make recommendations to Congress, and she served on the FTC’s Advisory Committee on Access and Security. *BusinessWeek*’s e-biz web site profiled her as a “Mover and Shaker.” She holds a PhD in Management from UCLA.
DENISE DRACE-BROWNELL is an investment banker and director of Brooks, Houghton & Company Inc. with extensive strategic advisory, licensing, M&A, and risk management experience. Drace-Brownell has a track record in solving complex business challenges. She has structured profitable growth initiatives, turnarounds and successful sales for U.S. and multinational corporations. She has held CEO, VP corporate development, and general counsel positions for a number of drug and medical technology companies. Earlier in her career, she was practice president of the Medical Branding Unit of McCann World Group, and a corporate attorney in Akzo Nobel’s U.S. M&A Unit.

Her clients have included Fortune 500, mid-size, and development-stage companies, including Ebasco Environmental, Chevron, J&J and Myriad Genetics. Drace-Brownell holds a BS from the University of Illinois; a Master’s in Public Health (Toxicology) from Columbia University; and a JD from Rutgers University/University of Pennsylvania. She has served as counsel to governors and state governments on radioactive and hazardous waste matters, and has long been involved with climate change research initiatives at Columbia University.

MICHAEL J. DUFFY is president and CEO of OpenPages. He is responsible for both corporate strategy and operational performance. Based on his vision, OpenPages has emerged as the leading provider of enterprise risk management solutions for the world’s leading companies, and has been recognized throughout the industry for its product innovation and dedication to customer success. Under his leadership, OpenPages has achieved record growth resulting in its inclusion on Inc. magazine’s list of the 500 fastest growing private companies, on Deloitte’s Technology Fast 500 — a ranking of the 500 fastest growing companies — and in the Red Herring 100, the award given to the top 100 private technology companies.

Prior to joining the company in 2000, Duffy served as general manager of Intel’s wide area networking business. Before that, he was senior vice president of worldwide sales, marketing, and services at Shiva Corporation, which was acquired by Intel in 1998. He also served in leadership positions as GTE Internetworking, as well as Software 2000, a provider of financial applications for the AS/400 platform. There, Duffy rose to lead the worldwide sales organization, growing revenues from $3 million to $65 million, expanding internationally, and positioning the company for its eventual IPO. Duffy has also served in accounting, audit and management roles at Management Sciences America (MSA) and Xtra Corporation.

In 2007 and in 2004, Treasury and Risk Management magazine named Duffy as one of the “100 Most Influential People in Finance.” In 2007, he was awarded the prestigious Ernst & Young Entrepreneur of the Year Award.

PATRICIA J. ELLIS is vice president of business ethics and compliance at Raytheon Company. Ellis is responsible for providing leadership and direction to effectively integrate Raytheon’s high standards of ethical conduct into all aspects of company business. She has been chief ethics officer at Raytheon since 1994. Ellis joined Raytheon in 1979, and served until 1994 in progressively more responsible positions within the finance organization, including controller of the Microelectronics Center and manager of financial analysis on the corporate controller staff. She also served for a number of years as the adviser for Raytheon’s Financial Leadership Development Program.

Ellis represents Raytheon as a member and former chairman of the Working Group of the Defense Industry Initiative, and as a supporting fellow of the Ethics Resource Center’s Fellows Program and a director of the Ethics Resource Center. She is also an executive fellow of the Center for Business Ethics Fellows Program at Bentley College.
JOHN M. FARRELL is the national lead partner for Enterprise Risk Management (ERM) services at KPMG LLP. He joined KPMG LLP in 1998. ERM is an integrated advisory service that focuses primarily on helping clients identify, assess, manage and communicate key risks to their business, as well as assisting with the development of an ERM framework and process, and embedding and sustaining an ERM program in their business. These services are deployed across the client’s enterprise and include all risks: strategic, operational, financial and compliance. Farrell is the Americas representative on the firm’s global ERM steering committee, and is instrumental in the development of KPMG’s related approach and methodology.

Farrell is also part of KPMG’s Internal Audit, Regulatory and Compliance Services team, and is responsible for service delivery on priority accounts in the manufacturing and information/communication sectors. He has more than 20 years of risk management and risk/control experience with Fortune 500 multinational clients. Prior to joining KPMG, Farrell served as the director of internal audit for Minerals Technologies Inc. (former division of Pfizer Inc.). His responsibilities included the design of a worldwide internal audit service for this publicly owned manufacturing and mining enterprise. In this role, Farrell delivered a strategic monitoring of the company’s business risk and control environment and processes. He also launched a control and risk self-assessment supplemental audit initiative.

Farrell received a Master of Science in Accounting and an MBA in Finance from Long Island University, and a BA from the State University of New York at Albany. He is a Certified Public Accountant in New York State, and is a member of the American Institute of Certified Public Accountants, the New York State Society of Certified Public Accountants and the Institute of Internal Auditors (IIA). He serves on the Board of Governors (and was 2000/2001 president) of the Westchester/Fairfield Chapter of the IIA. Farrell also serves on the North Carolina State University ERM Initiative Advisory Board and the ERM Curriculum Grant Review Board at Miami University, Ohio.

HAMIDULLAH FAROOQI is CEO of the Afghanistan International Chamber of Commerce, and is on the faculty of economics at Kabul University. He teaches in the areas of macro- and micro-economic theory, economic development policy and international economics. He also serves as chairman of Banke Millie Afghan, a state-owned bank that is controlled by a board of directors consisting of members of civil society and the business community, chairman of the International Model School (the first private school in Afghanistan), and a member of the board of directors of the Afghanistan Traders and Industrialists Center.

Farooqi has written numerous scientific papers on such issues as the impact of foreign aid in the reconstruction of Afghanistan, strategic policy in the Afghanistan agricultural and food industry, and economic issues for the Ministry of Planning in Kabul. He holds a BA from Kabul University and an MA from Queens College, City University of New York.

ROBERT E. FREDERICK is professor of philosophy and chair of the Philosophy Department at Bentley College. He is also a research scholar at the Center for Business Ethics at Bentley, editor of the journal Business and Society Review, and former chair of the Bentley College Faculty Senate. He received a BA in Economics from Rice University, and an MA and PhD in Philosophy from Brown University. He has published a number of articles in philosophy, business ethics and environmental ethics, and has edited or co-edited 10 books on various topics in applied ethics and philosophy. Prior to attending graduate school and joining Bentley, he worked for nine years at a large financial institution in Atlanta, Ga., where he was vice president for administrative services.

JOHN P. HANSEN is director of member services and government affairs for the Ethics & Compliance Officer Association (the ECOA), the largest association of ethics and compliance officers in the world. Hansen is an attorney with more than 20 years of experience in corporate governance and organizational ethics, risk management and regulatory compliance. In his role at the ECOA, he works with member firms in organizing industry networks, conference planning and program development. He supports the European Advisory Council and manages the government relations function. He is also the ethics officer for the ECOA.

Hansen is an executive fellow with the Center for Business Ethics at Bentley. He participates in leading executive education programs in business ethics, and is a frequent speaker at industry conferences on a variety of legal and business ethics topics. Prior to joining ECOA, he was a corporate counsel with State Street Corporation, a global financial services organization with operations in more than 20 countries. He was responsible for representing the enterprise risk management division of the company and advised the firm on governance, compliance and business conduct matters. He also served as the global ethics officer for the company.

He is a graduate of Case Western Reserve University School of Law, and received a Master of Public Administration from Syracuse University. His undergraduate degree is from the University of Massachusetts Boston. Hansen is admitted to the bar in Massachusetts and Ohio. He is a member of and holds leadership positions in the Association of Corporate Counsel, the Boston Bar Association, and the National Association of Corporate Directors.
PATRICIA J. HARNED became president of the Ethics Resource Center in 2004, and has led ERC to become the leading independent research organization dedicated to advancement of high ethical standards and practices in public and private institutions. As president and in earlier roles at ERC, Harned has led landmark ethics research and become a nationally prominent speaker on ethics issues. She is among a handful of American women trained in the ethics field working in the academic and nonprofit sectors.

Harned co-authored the 2007 National Business Ethics Survey — ERC’s benchmark measure of the effectiveness of ethics and compliance programs — and its companion, the 2007 National Government Ethics Survey, which spurred public discussion of the need for stronger ethics programs in the public sector. In 2002, she was an adviser in the crafting of federal legislation to prioritize character education research. She spearheaded ERC’s review of proposed federal regulations for management reports on internal control of financial reporting, and of the Security and Exchange Commission’s proposed rules for codes of conduct at publicly traded companies. Harned supported the Federal Sentencing Commission’s Advisory Group formulation of recommendations for Federal Sentencing Guidelines for Organizations. She has testified before several congressional committees, as well as the Federal Sentencing Commission.

Harned is a regular columnist for Compliance Week, and a consultant to the Securities Industry/Regulatory Council on Continuing Education, co-authoring the ethics module for the Regulatory Element delivered to all registered broker/dealers in the United States. Her published writings include Creating a Workable Company Code and Common Sense & Everyday Ethics, as well as chapters on character development in middle school textbooks published by Harcourt, Brace & Co. Her published articles include “Leading the Effort to Teach Character in Schools” (NASSP Bulletin, 83(609)), “Partnering Character Education and Conflict Resolution” (Kappa Delta Pi Record, 35(3)), and “Creating a Culture of Development for the New Professional” (New Directions for Student Services, Jossey-Bass).

After initially joining ERC in 1999 as director of character development, she went on to serve as director of research, managing director of programs, and vice president and acting president before being appointed president. Before coming to ERC, Harned was a teaching fellow and director of research at the Heartwood Institute, a character education curriculum development organization in Pittsburgh, Penn. She also served as a teaching fellow in the Department of Comparative Analysis in Education at the University of Pittsburgh. She began her career as an assistant to the Dean of Student Affairs at Carnegie Mellon University. She holds a doctorate in the Philosophy of Education from the University of Pittsburgh, a Master of Education from Indiana University, and a Bachelor of Science in Education from Elizabethtown College.

LAWRENCE J. HARRINGTON is vice president of internal audit for Raytheon Company. He was elected to this position in August 2004. Raytheon Company, with 2006 sales of $20.3 billion, is a technology leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 73,000 people worldwide. Harrington has spent most of his career in finance and internal audit. He has also been vice president of human resources and vice president of health operations at Aetna Inc. He is a CPA and has been chief audit executive for several global Fortune 500 companies, including Staples, Aetna Inc. and LTV. He is a member of the Institute of Internal Auditors, is past president of their Boston Chapter, and serves as chairman of their international professional issues committee.

Harrington earned a BS in Accounting from Bentley College, and attended Harvard’s Advanced Management Program. He speaks frequently at seminars on auditing, change management, negotiation, and people development and motivation.
W. MICHAEL HOFFMAN is the founding executive director of the Center for Business Ethics at Bentley College in Waltham, Massachusetts, a 32-year-old research and consulting institute and an educational forum for the exchange of ideas and information in business ethics. He is also senior partner of the business ethics consulting firm Hoffman Rowe.

Hoffman received his PhD in Philosophy in 1972 at the University of Massachusetts in conjunction with Amherst, Hampshire, Mount Holyoke and Smith colleges. He is the Hieken Professor of Business and Professional Ethics at Bentley College, and was chair of the Department of Philosophy for 17 years. He has written or edited 16 books, including Business Ethics: Readings and Cases in Corporate Morality (now in its 4th edition), Ethics Matters: How to Implement Values-Driven Management (2000) and The Ethical Edge: Tales of Organizations that Have Faced Moral Crises (1995). He also has published more than 70 articles.

Hoffman has consulted on business ethics for numerous universities, government agencies, and corporations, including Bath Iron Works, Cablevision Systems, CBS, Congress’ Office of Technology Assessment, Coopers & Lybrand (now PricewaterhouseCoopers), Fidelity Investments, GTE, General Electric, GlaxoSmithKline, Johnson & Johnson, KPMG Peat Marwick, Niagara Mohawk Power Corporation (now National Grid), NYNEX (now Verizon), and TRW Systems. He has been a National Endowment for the Humanities Fellow and Consultant, a lecturer at universities and conferences around the world, and an expert witness on business ethics in numerous legal cases.


Hoffman resides in West Newton, Mass. with his wife, Bliss Read Hoffman.
KENT KENDALL is currently the manager of business controls, IBM Global Financing (IGF) Americas, a position he has held since October 2007. Kendall has overall responsibility for the controls posture for the Americas region, and works closely with the business unit general manager and CFO, as well as the IGF worldwide leadership team, to implement controls programs and identify opportunities for improvement to the management of risk. This position requires significant involvement and oversight of the Sarbanes-Oxley program for Global Financing, in addition to managing the Banking Compliance function in the Brazil operation.

Prior to holding this position, Kendall spent five years in the Latin America Business Controls organization as a manager and senior professional, developing the controls program for the region and leading high-caliber managers and professionals in a complex operating environment. Kendall joined IBM in 1999 as a member of the Corporate Internal Audit team, with a team that was responsible for audits in the U.S. and Mexico, focusing on the Personal Computing Division, as well as many units that now form a part of the IBM integrated supply chain.

Before joining IBM, Kendall worked for Fritz Companies Inc. (now UPS Supply Chain Solutions) where he held positions as a corporate credit manager and as a financial manager in several locations, including an assignment in Mexico City. He holds a master’s in international finance and a bachelor’s in international relations. Professionally, he holds designations as a Certified Business Manager, Certified Internal Auditor, and Certification in Controls Self Assessment.

BARBARA ("BOBBY") KIPP is a partner in the Governance, Risk & Compliance Practice at PricewaterhouseCoopers (PwC). As the former global and U.S. ethics and business conduct leader, and U.S. chief privacy officer for PwC, she led the development and operation of PwC’s U.S. and Global Ethics and Business Conduct programs, and U.S. Privacy Program. She also led the first compliance risk assessment for PwC and created the initial blueprint for PwC’s current Ethics and Compliance Program. As such, Kipp brings a unique practical perspective to her work with clients. Her work includes a range of engagements focused on helping clients assess and improve the effectiveness and efficiency of their ethics, compliance, privacy and other risk management programs. She frequently speaks and writes on business ethics and compliance topics at leading conferences, events and publications.

Kipp’s professional and community activities have included the Board of Directors and Executive Committee of the Ethics & Compliance Officer Association (currently director emeritus); treasurer and member of the Board of Directors of the Ethics Resource Center; executive fellow at the Center for Business Ethics at Bentley College; New England Ethics Forum; University of Massachusetts Accounting Advisory Council; Bedford Patrons of Music Students Executive Committee; treasurer and member of the Board of Directors of the Boston Center for the Arts; member of the Wellesley Symphony Orchestra; and Bedford Youth Softball coach. She is a graduate of the FBI Citizens’ Academy.

PricewaterhouseCoopers was the recipient of the 1998 American Business Ethics Award. Prior to assuming the role of ethics and business conduct leader in 1996, Kipp was an audit partner with the firm and is a CPA in Massachusetts. She lives with her husband, Thomas, and three children — ages 17, 15, and 12 — in Bedford, Mass. She plays the oboe and English horn in the Wellesley Symphony and other local musical groups.

DAN KONIGSBURG is a director and corporate governance specialist at Standard & Poor’s, based in New York. In this position, he is responsible for the development and application of services to evaluate the corporate governance practices of rated entities, as well as the integration of governance analytics into credit ratings. He has spoken widely on the topic of corporate governance as an investment risk.
Prior to joining Standard and Poor’s in March 2001, Konigsburg spent more than five years as a senior analyst at a leading corporate governance consultancy in Washington, D.C., providing corporate governance advice to pension and mutual funds investing in international equities. He holds a BA in Russian and East European Studies from Yale University.

GLORIA CORDES LARSON, a public policy expert, lawyer and business leader, assumed the presidency of Bentley College in July 2007. She joined Bentley from the leading law firm Foley Hoag, where she co-chaired the Government Strategies Group. Widely influential in economic policy, Larson led a business advisory cabinet for Massachusetts Governor Deval Patrick, and co-chaired his transition team. Her contributions also include chairing the Massachusetts Convention Center Authority. Under her leadership, the organization oversaw renovation of the MassMutual Center in Springfield and construction of the $800 million Boston Convention and Exhibition Center. In the administration of former Massachusetts Governor William Weld, she served as secretary of economic affairs (1993 to 1996) and secretary of consumer affairs and business regulation (1991 to 1993). Prior to that, Larson managed business and regulatory issues as a senior official with the Federal Trade Commission (FTC). She was an attorney adviser to the FTC commissioner from 1981 to 1988, and the agency’s deputy director of consumer protection from 1990 to 1991.

In January 2005, Larson was appointed to the Rose Fitzgerald Kennedy Greenway Conservancy Board. Boston Mayor Thomas Menino tapped her to serve on the city’s Host Committee for the 2004 Democratic National Convention. Larson is a director of Unum Group, and lead director of Blue Cross Blue Shield of Massachusetts. She is also a board member for several prominent professional and community organizations, including the Greater Boston Chamber of Commerce, for which she is the newly elected chairman of the board; Boston Center for the Arts; Roger Williams University School of Law; Massachusetts Women’s Forum; Rosie’s Place; and The Dimock Center. She is a member of the Massachusetts, Virginia and Boston bar associations.

She has been honored and recognized by many groups for her contributions and commitment to civic duty, especially for raising awareness of the need for education reform and for promoting the role of business in changing that landscape. Larson’s honors include: Lawyer of the Year, Massachusetts Lawyer’s Weekly and Massachusetts Bar Association (2006); the Academy of Distinguished Bostonians Award from the Greater Boston Chamber of Commerce; number one on the list of “100 Most Powerful Women in Boston” in Boston magazine in 2003; and the Norman S. Rabb Human Relations Award, American Jewish Committee. She received her BA with honors from Vassar College and earned her JD from the University of Virginia School of Law. She received an Honorary Doctorate of Laws from Northeastern University in 2005 and from Mount Wachusett Community College in 2003. She is married to attorney Allen Larson.

NANCY H. LOUCKS is executive vice president, head of Enterprise Risk Management (ERM) at State Street. State Street’s ERM programs are designed to identify, assess, measure, manage, control, and report on the firm’s risk exposures globally. Loucks chairs the Major Risk, Fiduciary Review, and Securities Finance Risk Management committees, and is a member of the Asset-Liability and Capital committees.

Prior to being named head of ERM in 2003, Loucks held a variety of increasingly responsible marketing, client relationship and risk management positions in commercial banking, capital markets, and risk management. She holds a Master of Business Administration from the University of Virginia’s Colgate Darden School of Business Administration, and a Bachelor of Arts magna cum laude from Harvard College.
PERRY A. MINNIS is director of ethics, compliance and advisory services at Alcoa Inc. He is responsible for implementing Alcoa’s Ethics and Compliance Program worldwide. Alcoa has operations in 45 countries and, as the company grew, the focus on appropriate business conduct gained greater significance. He assumed leadership for Alcoa’s efforts in ethics and compliance, and business conduct in 2000.

He began his career at Alcoa in 1968 in the finance organization at the company’s Cleveland Works location. After working in several other operating locations, he transferred to the company’s Pittsburgh office, initially working in financial accounting, then assuming federal and international taxation positions, culminating as director, corporate tax compliance. In 1988, Minnis joined the newly formed Corporate Quality group, in which he facilitated Alcoa’s corporate quality initiative by teaching total quality management skills throughout Alcoa’s global locations. He was appointed director, advisory services in 1995, and assumed responsibility for implementing TQM in administrative departments. In 2000, when Alcoa focused greater effort on its global ethics and compliance program, he was asked to lead this implementation.

Minnis is a member of the Board of Directors of the Ethics & Compliance Officer Association, a professional association that promotes ethical business practices and serves as a forum for senior ethics and compliance officers to exchange ideas for designing and enhancing ethics and compliance programs. He was also past chairman of the Manufacturers Alliance Ethics and Compliance Council, a leading executive development and business research organization serving the needs of senior management. He also serves in the Executive Lend Forward program at the University of Pittsburgh, and is an associate professor of ethics and compliance at Duquesne University. Minnis obtained a bachelor’s degree in accounting from John Carroll University. He has achieved professional certifications as a Certified Management Accountant (CMA), and is also a Certified Quality Manager (CQM). In addition, Minnis is a member of the American Society for Quality, the Institute of Management Accountants, and past officer of the Tax Executives Institute.

Minnis and his wife, Gail, have been married for 45 years, and have six grown children and seven grandchildren. He is president of the homeowners association in his township, and loves to play golf and attend his grandchildren’s sports activities.

OBAID A. NEJATI is director of the Professional Development Institute of the American University of Afghanistan in Kabul, where he has created a professional development curriculum in coordination with the University’s academic programs, teaches courses in computer applications and infrastructure, and markets and recruits faculty for the program. He is also a member of Harvard University’s Committee on Human Rights Studies, and the founding director of the Afghan Civil Rights Foundation.

Earlier in his career, Nejati was a regional image developer with Sony Electronics, and a subject matter expert subcontractor with the U.S. military on civil affairs, conflict resolution and negotiation. He also planned and prepared programs for public broadcast in combat zones. He holds a BA from Georgetown University and an MA from Harvard.

JEFFREY OAK is vice president, corporate responsibility officer for the Bon Secours Health System Inc. (BSHSI) a position he has held since 2005. Oak is responsible for the design, deployment and continued oversight of the system-wide Corporate Responsibility program. He chairs the Corporate Responsibility Council, educates on BSHSI’s Code of Conduct, and provides oversight for the “Values Line,” while working closely with local system executives, board members, sponsors, and corporate responsibility officers and staff to ensure accountability. In addition to his corporate responsibility duties, he is a member of BSHSI’s Office of the Chair, Executive Management Team, and Executive Council.
Oak previously was a career member of the Senior Executive Service in the Veterans Health Administration (VHA), where he oversaw the compliance program for the nation’s largest integrated health system and was the principal adviser to the Undersecretary for Health/CEO on all business integrity matters. Upon leaving VHA to come to BSHSI, he received VHA’s highest honor, the Undersecretary for Health’s Exemplary Service Award. In 2006, he was named to the 10-member search commission for VHA’s CEO, a position appointed by the president of the United States, and confirmed by the Senate.

He has written more than 25 articles in the areas of compliance, ethics and mission, and is co-editor of the Compliance Case Study Library. Oak is recognized in Who’s Who in the World, was named as the 2002 fellow of the Health Ethics Trust, and chaired the task force that developed the Health Care Compliance Association’s Code of Ethics for Compliance Professionals. A graduate of Gettysburg College (BA), he holds a PhD in Ethics from Yale University, where he was awarded the Prize Fellowship for teaching excellence.

MICHAEL K. ONG is currently professor of finance at the Stuart School of Business, Illinois Institute of Technology. He was formerly the director of the finance program and the executive director of the Center for Financial Markets. Prior to his retirement from the financial industry in 2003, Ong was executive vice president and chief risk officer for Credit Agricole Indosuez in New York. He had enterprise-wide responsibility for all risk management functions for corporate banking, merchant banking, asset management, capital markets activities, and the Carr Futures Group (now Calyon Financial). He was also a member of the Executive Committee and chaired the Risk Management Committee, Credit Committee, Market Risk Committee, Equity Investment Committee, and the Operational Risk Committee.

Previously, Ong was head of Enterprise Risk Management for ABN-AMRO Bank. He was responsible for management information and decision support function for the Executive Committee regarding enterprise-wide market, credit, operational, and liquidity risk, as well as RAROC, ROE, and related optimization models. Prior to that, Ong headed the Corporate Research Unit for First Chicago NBD Corporation (which became Bank One and then merged with JPMorgan Chase). Before entering the financial industry, he served as an assistant professor of mathematics at Bowdoin College for seven years with his research specialty in mathematical physics.


Ong is widely recognized in the financial industry for his work on portfolio credit risk modeling, RAROC, economic capital allocation, operational risk, and enterprise risk management; his very active involvement in regulatory issues; and his thoughtful candor on issues affecting the financial industry in general. He is widely quoted in industry press. Among his earlier accomplishments in the industry are his contributions to value-at-risk (VaR), counter-party credit risk, market risk capital adequacy requirement, ALM methodology, exotic options, and interest rate term structure models for derivatives.
JOHN R. PHELPS is director of business risk solutions for Blue Cross and Blue Shield of Florida Inc. For the last eight years, he has been responsible for the development and implementation of an Enterprise Risk Management program for Blue Cross and Blue Shield of Florida, a healthcare company of 4 million members and gross revenues of $9 billion. Phelps is a leading practitioner of Enterprise Risk Management (ERM), and has had responsibility for the development and oversight of ERM processes to support strategic and business planning. He is co-developer of an ERM Information System and was instrumental in the development of the Risk and Insurance Management Society (RIMS) Maturity Model for ERM. He is an evangelist for the discipline, and in high demand for speaking engagements throughout the country and the world. Phelps is a member of the Board of Directors for RIMS, and served on several committees, including as chair of the Enterprise Risk Management Development Committee. Prior experience includes nearly two decades managing risk systems within the healthcare industry.

SRIDHAR RAMAMOORTI is a partner, National Corporate Governance Group with Grant Thornton LLP in Chicago. Ramamoorti has a blended academic-practitioner background, and more than 20 years of auditing, consulting, and academic experience. He provides technical consultation on Sarbanes-Oxley, professional standards, financial reporting and auditing matters, and anti-fraud programs and controls. As part of the firm’s thought leadership initiatives in corporate governance, he publishes in research and professional journals, represents the firm at professional organizations, helps design in-house professional development programs, and mentors younger professionals. He is a Grant Thornton COSO Monitoring Project Team member, and a co-author of the newly published textbook Internal Auditing: Assurance and Consulting Services (IIA, 2007).

Prior to joining Grant Thornton, Ramamoorti was the Sarbanes-Oxley adviser for Ernst & Young’s National Advisory Practices, and assistant director of thought leadership for the Fraud Investigation and Dispute Services (FIDS) practice. Earlier, as a principal in Arthur Andersen’s Professional Standards Group, he participated in the AICPA’s task force on SAS 92: Auditing Derivatives, Hedging Activities and Investments in Securities, helped develop proprietary fraud detection models, and was a key liaison for the multimillion-dollar Andersen-MIT research collaboration. After earning his PhD, Ramamoorti served on the accountancy faculty of the University of Illinois at Urbana-Champaign. He has published extensively in numerous journals such as Management Science, European Management Journal, Research in Accounting Ethics, International Journal of Accounting, Internal Auditing and Journal of Government Financial Management.

Active in the profession, Ramamoorti is presently the chairman of the Academy for Government Accountability. He is an IIA Research Foundation Board trustee, a board member of the Delta Institute, Ascend, CEPI, the Information Integrity Coalition, and the dean’s business council at the University of Illinois. In May 2006, he completed the National Association of Corporate Directors’ (NACD) Director Certification program. He holds an MA in Accounting and MIS, and a PhD in Quantitative Psychology from Ohio State University, a Bachelor of Commerce from Bombay University, India, and a diploma in Mathematics and Statistics from the SIES Institute in Bombay.

MARK ROWE is director of compliance and ethics advisory services in the Compliance Division (Americas) of SAI Global (ASX: SAI), an applied information services company that helps organizations manage risk, achieve compliance and drive business improvement. In this role, Rowe leads the Compliance Division’s consulting services business in North America, helping clients to address the challenges and opportunities connected with embedding compliance and ethics into business processes and culture.
Before joining SAI Global, Rowe was the managing partner of Hoffman Rowe, a Boston-based consulting firm focused on business ethics and corporate responsibility (CR). His consulting to numerous major corporations drew on his research and publications at the Center for Business Ethics at Bentley. Rowe retains his CBE affiliation as a research fellow.

Prior to establishing Hoffman Rowe, Rowe worked for GoodBrand & Co., a CR consulting firm based in the U.K., Germany and Poland, helping clients gain competitive advantage by resolving the dilemmas inherent in the transition to a sustainable economy. He leverages his consulting expertise in compliance, ethics and CR with the insight gained previously from more than 10 years’ practice as a commercial litigation lawyer in London.

A frequent writer on business ethics, governance and CR, Rowe has had more than 10 articles published in leading academic and practitioner journals, and has written entries in two encyclopedias. He has been called upon regularly to provide analysis and comment for the press and broadcast media and has been interviewed on CNN, CNBC, NECN and other TV news stations, and has appeared on National Public Radio’s “Marketplace” and “The Connection.”

TIMOTHY SMITH serves as director of socially responsive investing and senior vice president at Walden Asset Management. Smith joined Walden in October 2000. His primary responsibilities include overseeing shareholder advocacy, public policy, and client services and acting as the spokesperson for Walden on social issues. Walden Asset Management manages approximately $1.7 billion for individual and institutional clients. Walden has been a national leader in responsible investing for more than 35 years, working on dozens of issues, including the environment, sweatshops, climate change, apartheid in South Africa, executive compensation, corporate governance, and equal employment opportunity in the U.S. Walden also provides professional social screening and a community investing service for clients who have invested $8 million in empowering poor communities.

Previously, Smith served as executive director of the Interfaith Center on Corporate Responsibility (ICCR) for 24 years. ICCR coordinates action for some 275 religious institution investors, bringing social concerns to corporations’ attention, and assisting religious investors with their community development investing. ICCR has been a primary player in the corporate responsibility movement and social investment community. In December 2007, he was named by Ethisphere Institute as one of top 100 most influential people in business ethics.

Smith formerly chaired the board of Social Investment Forum, the trade association for socially concerned investors. He serves on the boards of Shared Interest, a South Africa development fund; and World Neighbors, an international development organization. He is a member of the newly created Kimberly-Clark Sustainability Advisory Board (effective 2008). Previously, he served on the boards of Domini Social Equity Fund and the Calvert New Africa Fund, and chaired the Advisory Council for the Calvert Group’s social investment funds. Smith has a master’s in divinity from Union Theological Seminary, and a BA from the University of Toronto. Walden Asset Management is the socially responsible investment division of Boston Trust & Investment Management, an employee-owned firm based in Boston.
LAURENCE J. STYBEL, EdD, is co-founder of Stybel Peabody Associates Inc., a Lincolnshire International Company, and Board Options Inc. He is a national thought leader in the field of the behavioral dynamics of critical leadership transitions and the behavioral dynamics of Boards of Directors. His specialization is leadership transitions for positions touching the Board, focusing on CEOs, CFOs, and General Counsels. As a corporate leader, Stybel was co-founder of Lincolnshire International Inc. (www.lincolnshireintl.com), and served as its president for three years. Under his leadership, Lincolnshire moved from the start-up phase to a truly global career management company. Founded in 1987, Lincolnshire is a global human capital management company, focusing on senior-level leadership interventions through retained search and senior-level career management. He spearheaded new distribution alliances with the American Management Association and the Financial Executives International.

Stybel was a contributor to The Harvard Business Review on Managing Your Career (Harvard Business School Press, 2003); his work has also been published in the Harvard Business Review and California Management Review. His work has been featured in BusinessWeek, Fortune, The Wall Street Journal, and The New York Times, as well as on CNN. His clients include Boston Scientific, Brooks Automation, Charles Schwab, Citicorp, EMC, Fidelity, Genzyme, IBM, Johnson & Johnson, McDonald’s Corporation, MIT, MITRE, Merck, Motorola, Raytheon, State Street, State Street Research, Starwood Hotels, Textron, ThermoElectron, and Verizon. Venture capital clients include 3i, Charles River Ventures, MDT Advisers, and North Atlantic Capital.

Stybel was on the Board of Directors of the New England Chapter of the National Association of Corporate Directors, and the journal Compensation & Benefits Management. He was president of the Boston Human Resource Association. He has given keynote addresses to a number of organizations, including the American Marketing Association, Association for Corporate Counsel, Association for Corporate Growth, Boston Bar Association, Blue Cross Blue Shield Association, Chinese Behavioral Science Association (People’s Republic of China), Executive Search Summit, Massachusetts Association of Health Plans, National Association of Corporate Directors, National Convention of the Financial Executives International, New England Health Care Assembly, New England Human Resource Association, WGA Associates, and the Young Presidents Organization.

GEOFF TAYLOR is executive director for Willis Group, working as a global client advocate based in London, taking care of the interests of global businesses, and providing strategic oversight on their risk and insurance needs. From 2002 until 2007, Taylor was the director of risk management for Nike Europe, Middle East & Africa, and had overall regional responsibility for the Environment, Safety and Health, Security, Business Continuity, Risk Financing and Incident Management teams based in Hilversum, Netherlands.

He began his career in the U.K. insurance industry holding various underwriting positions with Sun Alliance Insurance Group, and then from 1987 to 1992 was responsible for underwriting major property and casualty accounts in the London market for the the Prudential Assurance Co. From 1992 to 1996, he was responsible for managing risk issues for major infrastructure, oil and gas, and power projects in the Middle East and Europe for privately owned U.S. engineering and construction company Bechtel Inc. based in London, but with extensive overseas work in the UAE. From 1996 to 2002, he moved with his family to Brussels, Belgium, where he was responsible for implementing risk management strategy for Levi Strauss & Co. — the U.S. jeans company — throughout the Europe, Middle East and Africa Region.

Taylor is a fellow of the Institute of Risk Management and was chairman of AIRMIC (the Association of Insurance & Risk Managers in the U.K.) from 2006 to 2007. He has also served on the steering committee of The Conference Board’s European Strategic Risk Council, and the British Standards Institution Committee for the formation of BS 31100 code of practice for risk.
management. He is a notable speaker at conferences around the world and has presented many papers covering a broad range of risk management subjects, including risk leadership, integrating risk management culture, risk assessment for non-financial risk and business continuity, and corporate governance. He was also a contributor to the book *Leadership without Borders*, published by John Wiley & Sons.

**NICK TOMMASINO** is the chairman and chief executive officer of the Audit and Enterprise Risk Services practice of Deloitte & Touche LLP. Prior to assuming this role, Tommasino held a succession of leadership positions in the Northeast, most recently as the audit and enterprise risk services leader in the region.

Since joining Deloitte & Touche in 1979, Tommasino has served both public and private clients, as well as U.S. and foreign-based multinational corporations. He continues to serve as an advisory partner to various audit clients. In addition to his current role, Tommasino chairs the Deloitte & Touche LLP Board and Executive Operating Committee, and is a member of Deloitte Touche Tohmatsu’s Audit Leadership team.

Tommasino holds a bachelor’s degree in accounting from Manhattan College, and is a Certified Public Accountant licensed in the states of Connecticut, New Jersey and New York. He is active in the community, serving as a trustee of the Madison Square Boys and Girls Club, as well as a member of the Columbus Citizens Foundation. He is also a member of the American Institute of Certified Public Accountants and the New York State Society of Certified Public Accountants. From 1991 to 1994, he was an adjunct professor at the Columbia University School of Business.

**DEBORAH VIDAVER-COHEN** is an associate professor in the Department of Management and International Business at Florida International University. Her research focuses on various aspects of managing change in organizations, with particular emphasis on the role of leadership in building strong organizational reputations, creating ethical work climates and managing organizational crises. Her work has been presented at numerous national and international conferences and published in the *Academy of Management Best Paper Proceedings*, *Journal of Business Ethics*, *Business and Society Review*, *Business Ethics Quarterly*, *Journal of Socioeconomics*, *Journal of the International Association for Business and Society*, *Journal of Business Ethics Education* and *Advances in Criminological Theory*, as well as in several management anthologies. She served as guest editor for the *Business and Society Review* special issue on “Corporate Citizenship for the New Millennium” and holds a position on the journal’s Editorial Board. She also serves on the Editorial Board of the international journal *Corporate Reputation Review*.

Vidaver-Cohen has received best paper awards from the Academy of Management Division of Organization Development and Change, the Society for Business Ethics and the Society for the Advancement of Socio-Economics. Other awards include Outstanding Research and Outstanding Service awards from the FIU College of Business Administration and an annual FIU University-wide Award for Excellence in Research. She has received grants from the FIU Academy for the Art of Teaching and the Knight-Ridder Center for Management Excellence.

Prior to joining FIU in 1994, Vidaver-Cohen was a fellow at Harvard Business School and a visiting faculty member at Georgetown University. Since the 1980s, she has consulted with both public and private sector organizations to develop effective strategies for managing internal change, building strong organizational reputations, designing organizational ethics programs, and managing organizational crises. She holds a BA from Brown University, an MFA from the University of California, San Diego, and an MA and PhD from Columbia University.
BENTLEY is a leader in business education. Centered on education and research in business and related professions, Bentley blends the breadth and technological strength of a university with the values and student focus of a small college. Our undergraduate curriculum combines business study with a strong foundation in the arts and sciences. A broad array of offerings at the McCallum Graduate School emphasize the impact of technology on business practice, including MBA and Master of Science programs, PhD programs in accountancy and in business, and selected executive programs. Enrolling approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, 1,400 graduate, and 20 doctoral students, Bentley is located in Waltham, Mass., minutes west of Boston.