

MONDAY, MAY 17, 2010

WHAT IS SUSTAINABILITY?

Differing Perspectives on Sustainable Business Practice in the Global Context

Bentley University and State Street Corporation



175 Forest Street, Waltham
Massachusetts 02452 USA



STATE STREET

LaCava Center
Bentley University
Waltham, Massachusetts

*Established in memory of Timothy B. Harbert '76,
Chairman and CEO of State Street Global Advisors
and Trustee and Alumnus of Bentley University*

Bentley University and State Street Foundation: A Partnership in Global Business Ethics

The 2010 Bentley Global Ethics Symposium, sponsored by State Street Foundation, is the sixth conference in a multiyear partnership. The program engages academic scholars, corporate leaders, civil society experts, and members of the media to explore best practices and challenges in business ethics and ethics education.

Established in memory of **Timothy B. Harbert '76**, chairman and CEO of State Street Global Advisors and trustee and alumnus of Bentley, the symposium unites business and higher education in a common goal: building a strong ethical foundation from which to serve our many constituencies and communities.

This year's event once again brings together international experts for in-depth discussion of current practices and challenges in business ethics, corporate social responsibility, and sustainability. The daylong program aims to educate 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 financial services to institutional investors, including investment servicing, investment management and investment research and trading. With \$12 trillion in assets under custody and \$1.4 trillion in assets under management at December 31, 2008, State Street operates in 27 countries and more than 100 geographic markets worldwide.

BENTLEY UNIVERSITY is one of the nation's leading business schools, dedicated to preparing future leaders with deep technical skills, broad global perspective, and high ethical standards. An advanced business curriculum and diverse arts and sciences program develop graduates who make an impact in their chosen fields. Located minutes from Boston, Bentley enrolls approximately 4,000 undergraduate, 250 adult part-time undergraduate, 1,400 graduate, and 40 doctoral students.

BENTLEY UNIVERSITY is one of the nation's leading business schools, dedicated to preparing a new kind of business leader — one with the deep technical skills, broad global perspective, and high ethical standards required to make a difference in an ever-changing world. Our rich, diverse arts and sciences program, combined with an advanced business curriculum, prepares informed professionals who make an impact in their chosen fields. Located on a classic New England campus minutes from Boston, Bentley is a dynamic community of leaders, scholars and creative thinkers. The McCallum Graduate School emphasizes the impact of technology on business practice in offerings that include MBA and Master of Science programs, PhD programs in accountancy and in business, and customized executive education programs. The university enrolls approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, 1,400 graduate, and 40 doctoral students. Bentley is accredited by the New England Association of Schools and Colleges; AACSB International — The Association to Advance Collegiate Schools of Business; and the European Quality Improvement System, the leading international system for measuring quality in management and business education.

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The Sixth Bentley Global Business Ethics Symposium

Sponsored by State Street Foundation

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LaCava Center, Bentley University
Waltham, Massachusetts

*In Memory of Timothy B. Harbert '76
Chairman and CEO of State Street Global Advisors
Trustee and Alumnus of Bentley University*

KEYNOTE SPEAKERS

Opening Remarks

TRACY ATKINSON

*Executive Vice President and Chief Compliance Officer
State Street Corporation*

Luncheon Keynote (via satellite)

HAZEL HENDERSON

Founder, Ethical Markets Media LLC

The Program

8:00 to 9:00 a.m. **Registration and Continental Breakfast**

9:00 to 9:15 a.m. **Welcome**

Anthony F. Buono, *Executive Director, Bentley Alliance for Ethics and Social Responsibility; Professor of Management and Sociology, Bentley University*

Gloria Cordes Larson, *President, Bentley University*

9:15 to 9:45 a.m. **Opening Remarks**

Tracy Atkinson, *Executive Vice President and Chief Compliance Officer, State Street Corporation*

OPENING PLENARY PANEL

9:45 to 11:00 a.m. **Defining Sustainability**

MODERATOR:

W. Michael Hoffman, *Executive Director, Center for Business Ethics; Hieken Professor of Business and Professional Ethics, Bentley University*

PANELISTS:

Blair Feltmate, *Professor and Director, Sustainability Practice, University of Waterloo*

S. Prakash Sethi, *University Distinguished Professor and President, Sethi International Center for Corporate Accountability, Baruch College, City University of New York*

Allen White, *Vice President and Senior Fellow, Tellus Institute*

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

CONCURRENT PANELS (I)

11:15 a.m. to **The Business of Peace: The Global Challenge**

12:30 p.m.

MODERATOR:

Robert E. McNulty, *Director of Programs, Center for Business Ethics, Bentley University; Executive Director, Applied Ethics Inc.*

PANELISTS:

Samir Abuznaid, *Deputy Governor of Hebron; Dean, School of Finance and Management, Hebron University*

Mohammad Bader, *Assistant Professor and Head, Department of Banking and Finance, Al-Quds University*

Eugene Jaffe, *Professor and Head, MBA Programs, School of Social Sciences and Management, Ruppin Academic Center; Emeritus Professor, Graduate School of Business Administration, Bar-Ilan University*

Liora Katzenstein, *Founder and President, ISEMI—Entrepreneurship Israel*

11:15 a.m. to **Strategies for Sustainable Business Practice**

12:30 p.m.

MODERATOR:

Will O'Brien, *Visiting Professor, Graduate School of Management, Clark University*

PANELISTS:

Anil Chopra, *Former Senior Consultant, Enterprise Governance and Business Ethics, Tata Sons*

Olivier Corvez, *Senior Sustainability Consultant, Environmental Resources Management*

Deniz Öztürk, *Secretariat, U.N. Global Compact, Turkey*

Duane Windsor, *Lynette S. Autrey Professor of Management, Jesse H. Jones Graduate School of Business, Rice University*

12:30 to 2:00 p.m. **Lunch**

The Business of Peace Initiative

Robert E. McNulty, *Director of Programs, Center for Business Ethics, Bentley University; Executive Director, Applied Ethics Inc.*

LUNCHEON SPEAKER:

Hazel Henderson, *Founder, Ethical Markets Media LLC*

CONCURRENT PANELS (II)

2:15 to 3:30 p.m. **Critical Challenges in Sustainability**

MODERATOR:

Robert Frederick, *Professor and Chair, Philosophy Department, Bentley University*

PANELISTS:

Susan Aaronson, *Associate Research Professor of International Affairs and 2009-2010 Policy Research Scholar, Elliott School of International Affairs and the Graduate School of Business, The George Washington University*

Jean-Christophe Carteron, *Director of Corporate Social Responsibility, Euromed Management*

Jacob Park, *Associate Professor of Business Strategy and Sustainability, Green Mountain College*

Manuel Guillén Parra, *Profesor Titular de Universidad, Área de Organización de Empresas, Universidad de Valencia*

2:15 to 3:30 p.m. **Building Sustainable Organizations, Institutions and Societies**

MODERATOR:

John Hansen, *Executive Fellow, Center for Business Ethics, Bentley University*

PANELISTS:

Poonam Ahluwalia, *President, YES Campaign*

Tania Casado, *Professor and Director of Career Services, University of São Paulo*

Robert E. Hoskisson, *George R. Brown Professor of Strategic Management, Jesse H. Jones Graduate School of Business, Rice University*

Jorge E. Rivera, *Associate Professor and Dean Research Scholar 2008-2010, Department of Strategic Management and Public Policy, School of Business, The George Washington University*

Aron Zylberman, *Partner and Director, Tipo Consultores Associados*

3:30 to 3:45 p.m. **Break**

FINAL PLENARY PANEL

3:45 to 5:00 p.m. **Managing the Sustainable Enterprise: Trends, Challenges and Next Steps**

MODERATOR:

Cynthia Clark Williams, *Assistant Professor of Management and Director, Harold S. Geneen Institute of Corporate Governance, Bentley University*

PANELISTS:

David Berdish, *Manager of Social Sustainability, Ford Motor Company*

Jenny Cross, *Global Sustainability Director, Mohawk Industries*

Donald J. Reed, *Director, Sustainability and Climate Change Practice, PricewaterhouseCoopers*

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

About the Speakers

SUSAN ARIEL AARONSON is associate research professor of international affairs and 2009-2010 policy research scholar at the George Washington University, teaching in the Elliott School of International Affairs and the Graduate School of Business. She also works as a consultant for various organizations, including the World Bank, the International Labour Organization, the Extractive Industries Transparency Initiative (EITI), Free the Slaves, the U.S. government and private companies. Aaronson is the author of six books and numerous articles on trade, investment, development, human rights, and global corporate social responsibility issues. Her most recent book, *Trade Imbalance: The Struggle to Weigh Human Rights in Trade Policymaking*, was published by Cambridge University Press in 2007. Her current research focuses on the unanticipated human rights spillovers of the World Trade Organization (WTO), human rights and business; the EITI; and China in the WTO.

Aaronson has received more than 30 grants for her research from organizations such as the Ford, U.N., Rockefeller, and Levi-Strauss foundations, as well as corporations such as Pfizer, Intel, and Starbucks. She has also dedicated her career to educating the public about globalization. She wrote the first high school primers on trade (*Trade is Everybody's Business*) and is a frequent speaker on globalization issues. From 1995 to 1999, she was a commentator for *All Things Considered* and *Morning Edition*; she frequently contributes commentary on *Marketplace*. Aaronson is a *pro bono* consultant to John Ruggie, the U.N. special representative on the issue of human rights and transnational corporations, and she serves on the advisory board of Business-HumanRights.org.

SAMIR AHMAD ABUZNAID is deputy governor of Hebron. He is also dean at Hebron University, West Bank, Palestine Authority, where he established the School of Finance and Management in 1994. Before that Abuznaid taught business and marketing for 11 years at An-Najah National University in Nablus, West Bank. He has lectured in the United States, United Kingdom, France, Spain, Italy, Jordan, and Germany, and is the recipient of several awards and honors. More recently he was selected as a Fulbright Scholar, teaching crosscultural management courses at Portland Community College, Oregon. He is key founder of several institutions in the West Bank, including Palestine for Credit and Development, Palestine Development Fund, and the Technical Development Corporation. Abuznaid is member of the editorial board for two European journals. His current research interests include crosscultural management, intercultural management and global marketing.

POONAM AHLUWALIA is the founder and the president of Youth Entrepreneurship and Sustainability (YES) Inc., an international nonprofit and development organization based at Cambridge College, Massachusetts, U.S. Formed to work with young people all over the world in resolving the challenges of development and poverty, YES has networks in 55 countries and offices in Boston, Delhi, Mexico City and Lima. It focuses on shifting the development paradigm to one where local youth and diverse stakeholders build self-reliant structures to serve their communities.

In 2002 YES launched a decade-long campaign at the First Global Youth Employment Summit, held in Alexandria, Egypt. Since then Ahluwalia has organized four global YES summits and three regional summits. YES has also produced more than 120 original documents on youth employment, compiled a global knowledge resource of 1000 effective practices, and initiated and managed more than 400 local programs.

Ahluwalia recently created partnerships all over the world to launch Youth Enterprise Generators, which create a locally sustainable model for educating and preparing youth to develop businesses, many of which will have social and environmental impact (e.g., renewable energy entrepreneurs, solar ICT centers, mobile teaching clinics, and goods and services for the bottom-of-the-pyramid market). Ahluwalia is also working with the Tallberg Foundation in the lead up to the Fifth Global Youth Employment Summit to be held in Sweden in June 2010. The goal is to build national capacity to ensure that 2 million young people become social and business entrepreneurs by 2012, with a specific focus on triple-bottom-line (people, planet, profits) enterprises.

Ahluwalia holds two master's degrees, in Mass Communication from Boston University and in Political Science from Rajasthan University, Jaipur, India.

TRACY ATKINSON is an executive vice president and chief compliance officer for State Street. She is responsible for the design, implementation and oversight of policies, guidelines and programs to ensure compliance with applicable laws and regulations wherever State Street conducts business worldwide. She leads a team of more than 200 professionals focused on ensuring that, globally, State Street meets all regulatory requirements as well as continues to be a trusted partner for customers on these issues.

Prior to assuming this role, Atkinson was chief compliance officer of State Street Global Advisors (SSgA), responsible for global compliance strategy and the execution of advanced compliance programs across all SSgA businesses and markets worldwide. She has 20 years of diverse professional experience in audit, treasury and operational control within financial services. She joined State Street in March 2008 from MFS Investment Management, where she had most recently served as senior vice president, treasurer and CFO of MFS's mutual fund complex; prior to that, she was the chief risk and new product development officer. She also has 16 years of experience working in the audit environment at PricewaterhouseCoopers LLP (PwC), where she was a partner in the PwC investment management industry group. Atkinson is a certified public accountant and earned a BS in Accounting from the University of Massachusetts. She is a member of the board of directors of the ARC of Massachusetts and Partners for Youth with Disabilities.

MOHAMMED KHALED BADER was born in the holy city of Jerusalem. He worked as an accountant for six years at the Arab Bank PLC. Currently, he is assistant professor and the head of the Department of Finance and Banking at Al-Quds University (the Arab university in Jerusalem). He holds a BBA from Birzeit University, an MAB from Al-Quds University, and a PhD in Banking Financial Management from the Graduate School of Management, University Putra Malaysia.

Bader's publications have appeared in the Emerald Group Publishing in its *International Journal of Islamic and Middle Eastern Finance and Management*, *Journal of International Association for Islamic Economics* and *Islamic Foundation UK, Review of Islamic Economics* (issued by the Islamic Research and Training Institute, IDB) and the *Journal of Islamic Economics, Banking and Finance*. He has a chapter published by Edward Elgar Publications, USA, and two chapters published by Kuala Lumpur: McGraw-Hill. His research has been actively presented in many international conferences in Australia, Malaysia, Japan, and Indonesia. Bader also has participated in international conferences in Jordan, Singapore, Malaysia, and the United States. He has paid short academic visits to Brandeis University and Indiana State University, and from January to April 2010, he took part in a faculty exchange program at the Ross School of Business at the University of Michigan in a project funded by the AED in cooperation with the William Davidson Institute. He also serves in the consultancy committee of the MOHE—Palestine for auditing banking and finance programs at the Palestinian universities.

DAVID BERDISH is the manager of social sustainability at Ford Motor Company. He has been at Ford since 1983, with responsibilities in production, program management, finance, and organizational learning. Berdish was the lead designer of and is responsible for the Ford Human Rights Code of Working Conditions, including compliance, identification of emerging issues and stakeholder engagement. He is also leading the development of Ford's sustainable water strategy. He is the program manager to understand urban markets, IT infrastructure, and the role of electric vehicles/sustainable urban mobility solutions.

Berdish is a member of the Sustainable Mobility and Accessibility Research and Transformation (SMART) and works with the George Washington University on important global human rights issues and concerns. He is adjunct professor at the University of Michigan and serves on advisory boards at the University of Michigan Erb Institute, Georgia Tech Sustainability Institute, and Sustainable Transportation in Richmond, Va. He has published several articles, most recently in *The Financial Times* and *Green Biz Journal*. Berdish holds a BA in Labor Economics and American Poetry from the University of Michigan and a master's in Labor Relations and Operations Research from Virginia Commonwealth University.

ANTHONY F. BUONO is professor of management and sociology and founding coordinator of the Alliance for Ethics and Social Responsibility at Bentley University. He is also a former chair of the Bentley Management Department. His primary research, teaching and consulting interests include organizational change, interorganizational strategies, management consulting, and ethics and corporate social responsibility. He has written or edited 13 books, including *The Human Side of Mergers and Acquisitions* (Jossey-Bass, 1989; Beard Books, 2003), *A Primer on Organizational Behavior* (7th ed., Wiley, 2008) and, most recently, *Consultation for Organizational Change* (Information Age Publishing, 2010) as part of his Research in Management Consulting series. His articles and book review essays have also appeared in numerous journals, including *Academy of Management Learning & Education*, *Across the Board*, *Administrative Science Quarterly*, *Human Relations*, *Journal of Organizational Change Management* and *Personnel Psychology*. Buono has consulted for numerous organizations and professional associations, focusing on merger and acquisition integration, organizational change, and management development. He is a past chair of the Academy of Management's Management Consulting Division, a research fellow with Bentley's Center for Business Ethics, and a recipient of the university's highest honors for both teaching and research. 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.

JEAN-CHRISTOPHE CARTERON is director of corporate social responsibility at Euromed Management. He has worked in the aeronautic industry at the French National Air Club in Paris and at AMS in Greenwich, Conn. He began at Euromed in 2001 and headed the marketing department before devoting himself fully to sustainable development. He currently coordinates the school's CSR strategy in research, pedagogy and the sustainable approach of the 3,500-student campus. Carteron has launched two research chairs with sustainable development themes: the la Poste chair on sustainable performance (French national postal services) in 2007 and the AG2R/La Mondiale chair in alternative financing: investment, solidarities and responsibility in 2008. He is currently working on the launch of a chair on responsible purchasing with the WWF, Max Havelaar and four international companies. Alongside these activities, for the past two years he has co-hosted the Responsible Management Network, which holds monthly meetings with a group of 13 companies and NGOs. This year the focus of the meetings has been redefining performance indicators, social capital, and the evolution of business models.

Carteron has recently piloted a project that led Euromed Management to be the first higher education institution to obtain extra financial rating (Acadix AA). For the Conference des Grandes Ecoles (the French business schools organization), he is currently hosting two working groups with the French Minister of Ecology and NGOs. The objective is to define an operational procedure to help all French education establishments deploy their sustainability plan.

TANIA CASADO has been a tenured member of faculty at the University of São Paulo since 2000. She is a psychologist and received her master's degree (1993) and PhD (1998) from FEA/USP—The Business School at the University of São Paulo. In addition to her experience as an academic, she worked for 11 years for a company in the manufacturing industry in the human resources area. She teaches undergraduate, graduate and executive programs. She has been supervising undergraduate and graduate students. She is also on the faculty of Fundação Instituto de Administração (FIA) and is in charge of PROCAR (the career center at FIA).

Casado's research interests include career and crosscultural issues. She is a member of NACRA (North American Case Research Association) and UFIRC (University Fellows International Research Consortium), and a former member of SEKN (Social Enterprise Knowledge Network), a group founded to create teaching cases based on research in social entrepreneurship. She is also director of career services at the University of São Paulo, a member of the board of counselors at the business school, and a consultant for global and international organizations in South America.

ANIL CHOPRA was senior consultant, Enterprise Governance and Business Ethics, at Tata Sons, Mumbai. He was responsible for the development and implementation of programs and processes for the management of business ethics in 50 Tata Group companies in India and abroad. He now works as a management consultant.

Chopra was invited by Transparency International, Berlin, to be a workshop panelist at the 11th International Anti-Corruption Conference held in Seoul, South Korea, in June 2003. He has worked closely with the Conference Board, India. He spoke on "Focus on Asia" at the Conference Board's 2005 Business Ethics Conference in New York City. In October 2005, he was invited by the Ethics Officer Association's Annual Business Ethics and Compliance Conference, held in San Antonio, Texas, to speak on "Glocalizing Your Business Practices Program in India." He was a panelist in the 2006 and 2007 Bentley Global Business Ethics Symposia. He was a speaker at Third International Conference held at Indian Institute of Management, Ahmedabad on "Intercultural Communication Competence: Learning, Teaching and Research in a Borderless World," sponsored by the European Union (EU). He participated in the 2010 Delhi Sustainable Development Summit, a flagship event of the Energy Resources Institute (TERI), Beyond Copenhagen: New Pathways to Sustainable Development.

OLIVIER CORVEZ is a sustainability practitioner at Environmental Resource Management (ERM) in Boston, where he focuses on supporting Fortune 500 companies in the design and implementation of a variety of sustainability programs. He has worked in the sustainability arena since 1998. Prior to joining ERM, he led the KPMG sustainability advisory team in Paris, and managed more than 200 audits or consulting projects worldwide. The assignments have included the opportunity to work for four consecutive years as a verifier on “nonfinancial” performance data published annually by Shell for its corporate responsibility report. This particular project facilitated his understanding of complex reporting mechanisms involved in collecting metrics tied to social, environmental, health and safety performance. As part of a global assurance team, Corvez worked on what would become, in 2005, the ISAE 3000 International Standard on Assurance Engagements, which is now used by the accounting profession for such engagements. Leveraging this experience, he also led management consulting projects tied to defining a sustainability strategy aligned with the business strategy, and deploying such strategy across the organization through programs and related change-management processes.

In both 1999 and 2002, Corvez had the opportunity to contribute to the publicly recognized KPMG International Survey of Corporate Sustainability Reporting. For the purpose of the surveys, he spent a considerable amount of time analyzing global trends, sector trends, and emerging regulatory obligations for reporting social and environmental performance data. He holds an MS in Environmental Sciences and has been a speaker on many panels, one of which was with UNEP on “nonfinancial” assurance and auditors’ verification process.

JENNY CROSS is director of sustainability for Mohawk Industries. In that role, she serves as the environmental guru for the company, providing strategic environmental counsel and coaching to the company’s three primary business units: Mohawk Flooring, Unilin and Dal-Tile. One of Cross’s primary roles as sustainability champion is to develop the corporation’s goals and objectives in the area of sustainability and ensure that those goals are met or exceeded. She was instrumental in bringing to market Mohawk’s SmartStrand® fiber made with DuPont™ Sorona® renewably sourced polymer. The launch of this innovative and environmentally friendly carpet catapulted Cross’s green career at Mohawk and furthered her fascination with the design and application of products that exceed consumers’ expectations and reduce the environmental impact on the planet.

She joined Mohawk in 2004 as brand manager for residential soft surface products. Later, she served as the sustainability manager for the company’s residential business before moving into her corporate role as sustainability director. Cross has a BS in Management from the Georgia Institute of Technology and an MBA from Georgia State University.

BLAIR FELTMATE is professor and director, sustainability practice, in the School of Environment, Enterprise and Development (SEED) at the University of Waterloo, Ontario. Previously, he was director of sustainable development, Ontario Power Generation, and vice president of sustainable development, Bank of Montreal/Jones Heward Investment Council. Before joining the Bank of Montreal, he spent 10 years developing sustainable development programs for two dozen multi-national corporations. Feltmate is also chair, sustainable electricity program, Canadian Electricity Association. He has published many papers on corporate sustainable development, capital markets, and environmental science.

ROBERT E. FREDERICK is professor of philosophy and chair of the Philosophy Department at Bentley University. 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 Faculty Senate. 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 for a large financial institution in Atlanta, Ga., where he was vice president for administrative services. He received a BA in Economics from Rice University, and an MA and PhD in Philosophy from Brown University.

JOHN HANSEN is an attorney and consultant to leading international organizations and multinational companies who provides strategic advice on a broad range of corporate compliance and ethics issues. An executive fellow with the Center for Business Ethics at Bentley University, he currently consults with a variety of public companies, nonprofit and international organizations, including the World Bank Group in Washington, D.C. Previously he was senior regulatory counsel for State Street Corporation, a global financial services firm.

Hansen holds a JD from Case Western Reserve University School of Law; a Master of Public Administration from the Maxwell School at Syracuse University; and a BA in Political Science from the University of Massachusetts. He is the 2009-2010 chair of the compliance and ethics committee for the Association of Corporate Counsel. He is admitted to the bar in the Massachusetts and Ohio.

HAZEL HENDERSON, FRSA, is a futurist, evolutionary economist, and author of nine books including the Axiom and Nautilus award-winning *Ethical Markets: Growing the Green Economy* (Chelsea Green Publishing, 2006). She co-edited (with Harlan Cleveland and Inge Kaul) *The U.N. Policy and Financing Alternatives* (Elsevier Scientific, U.K. 1995; U.S. ed. 1996). The founder of Ethical Markets Media LLC, and creator of its TV series, she has written editorials that are syndicated by InterPress Service. Her articles have appeared in *Harvard Business Review*, *The New York Times*, *Christian Science Monitor* and many international publications.

Henderson sits on a number of editorial and advisory boards, including *Futures Research Quarterly*, *The State of the Future Report*, *E—The Environmental Magazine*, the International Council of the Instituto Ethos, and the World Business Academy. She developed with Calvert Group the widely used alternative to the gross national product: the Calvert-Henderson Quality of Life Indicators, which she regularly updates at www.calvert-henderson.com. Henderson has been a university lecturer, holds several honorary degrees, and is an honorary member of the Club of Rome. She shared the 1996 Global Citizen Award with Nobelist A. Perez Esquivel, and is a fellow to Britain's Royal Society.

W. MICHAEL HOFFMAN is the founding executive director of the Center for Business Ethics and the Hieken Professor of Business and Professional Ethics at Bentley University. Since 1976, the center has served as a research and consulting institute and an educational forum for the exchange of ideas and information in business ethics. He received his PhD in Philosophy at the University of Massachusetts—Amherst and has been a professor for 40 years. He has written or edited 16 books, including *Business Ethics: Readings and Cases in Corporate Morality* (McGraw-Hill, 2000, 4th ed.), *The Ethical Edge*, and *Ethics Matters: How to Implement Values-Driven Management* (Center for Business Ethics, 1999), and has published more than 95 articles. He consults on business ethics for corporations and other organizations, and serves as an expert witness in litigation. Hoffman was co-founder and the first executive director of the Ethics & Compliance Officer Association and the adviser to its board of directors for 10 years. He was co-founder and president of the Society for Business Ethics, served on the advisory board of the U.S. Sentencing Commission, and is frequently sought out globally for professional lectures and media interviews. Hoffman was named the 2007 Humanist of the Year by the Ethical Society of Boston, and received the 2009 Society for Corporate Compliance and Ethics Award for continuing contributions in the field.

ROBERT E. HOSKISSON is the George R. Brown Professor of Strategic Management at the Jones Graduate School of Business at Rice University. His research focuses on corporate strategy and governance, and he teaches courses in corporate and international strategic management, among others. Hoskisson has served on editorial boards for such publications as the *Strategic Management Journal*, *Academy of Management Journal*, *Journal of International Business Studies* and *Journal of Management and Organization Science*. His research has appeared in more than 100 publications, including the *Strategic Management Journal*, *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, *Journal of Management*, *Academy of Management Executive*, *Journal of World Business*, *California Management Review* and *Long Range Planning*. He has co-authored more than 20 books, including *Strategic Management: Globalization and Competitiveness* (South-Western, 2010, 9th ed.), *Competing for Advantage and Understanding Business Strategy* (South-Western, 2007). He has also co-authored *Downscoping: How to Tame the Diversified Firm* (Oxford University Press, 1994). He is a fellow of the Strategic Management Society and Academy of Management Graduate and a charter member of the Academy Journal's Hall of Fame. He has served on the board of governors for the Academy of Management and the board of directors for the Strategic Management Society.

EUGENE D. JAFFE is professor and head, MBA Programs at the School of Social Sciences and Management, Ruppin Academic Center, and emeritus professor, Graduate School of Business Administration, Bar-Ilan University, both in Israel. He has been a visiting professor in the United States, Denmark and Mexico. Those to publish his work include the *Journal of Marketing Research*, *Columbia Journal of World Business*, *Long-Range Planning*, *European Journal of Marketing*, *International Marketing Review*, *Journal of Business Ethics*, *Business Ethics: A European Review* and others. His latest book is *National Image & Competitive Advantage: The Theory and Practice of Place Branding* (Copenhagen Business School Press, 2006, 2d ed.). Jaffe's research interests are in international marketing, business ethics and research methodology. He holds BS and PhD degrees in Economics from the Wharton School, University of Pennsylvania, and an MBA in International Business from the Graduate School of Business, New York University.

LIORA KATZENSTEIN is founder and president, ISEMI—Entrepreneurship Israel. Her involvement with early stage high-tech and low-tech ventures spans more than two decades, including roles as an investor, adviser, board member, and founder of several successful ventures. For example, as a founder of Forum International (Business Development Consulting), she established partnerships between Israeli companies and firms in Asia and the US, and provided strategic advice and fundraising support for Israeli technology start-ups. As a partner in Consult Associates, she assisted European companies in evaluating and entering the Israeli market.

Kazenstein's main academic endeavor focuses on entrepreneurship education. In addition to having written numerous publications, she has lectured at most Israeli universities and management training institutes, public enterprises and major technology corporations. She established the Entrepreneurship College at ISEMI at 1996. Katzenstein has served as a visiting scholar at the Harvard Graduate School of Business; she holds a PhD from the University of Geneva and an MA in Law and Diplomacy from Tufts University.

GLORIA CORDES LARSON, a public policy expert, lawyer and business leader, is president of Bentley University. She joined the school from the leading law firm Foley Hoag, where she co-chaired the Government Strategies Group. The practice she managed covered an array of federal, state and local regulatory and business development issues. Widely influential in economic policy, Larson led a business advisory cabinet for Massachusetts Gov. 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 state Gov. 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. She is a board member for prominent professional and community organizations that include the Greater Boston Chamber of Commerce, whose board she recently chaired; Boston Center for the Arts; Roger Williams University School of Law; Massachusetts Women's Forum; Rosie's Place; and Dimock Community Health Center. She is a member of the Massachusetts, Virginia and Boston bar associations.

Larson has been recognized by many groups for her civic commitment, especially for raising awareness of the need for education reform and for promoting the role of business in changing that landscape. Her 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; No. 1 on the list of "100 Most Powerful Women in Boston" in *Boston* magazine (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 at the University of Virginia School of Law. Larson holds honorary Doctor of Laws degrees from Northeastern University and from Mount Wachusett Community College.

ROBERT E. McNULTY is the director of programs at the Center for Business Ethics (CBE) at Bentley University, responsible for managing many aspects of the center's various programs, as well as overseeing its research activities. His most recent publications include "Business Ethics Perspectives on International Negotiations," *The ABA Guide to International Business Negotiations* (2009) and "International Business, Human Rights and Moral Complicity: A Call for a Declaration on the Universal Rights and Duties of Business," *Business & Society Review* (2009); both are co-authored with W. Michael Hoffman.

McNulty teaches philosophy at Bentley and has taught at Columbia University and the State University of New York at New Paltz. Prior to entering academia, he had a lengthy career in international business, specializing in the application of strategic communications to assist countries in their economic development efforts. He has served as a consultant to many Fortune 500 and foreign firms. For the past 15 years the focus of his work has been ethics, both in its theoretical and applied forms. McNulty founded and heads Applied Ethics Inc., a nonprofit organization that seeks ethical solutions to significant social issues through projects, education, counseling, and advocacy. At Applied Ethics, his efforts are especially focused on the organization's peacemaking efforts with Afghanistan through its Pax Populi program. McNulty received his PhD in Philosophy and Education from Columbia University Teachers College, and Master of International Affairs degree from Columbia's School of International and Public Affairs. He received his BA magna cum laude from the University of Massachusetts—Amherst, and a baccalaureate degree from a French lycée in Paris.

WILL O'BRIEN is a visiting professor of management at Clark University, focusing on environmental sustainability issues. An experienced business executive, change agent, consultant, teacher and attorney, since his retirement from the information technology industry in 2001, he has been teaching management-related courses at Bentley University, Suffolk University and Massachusetts Maritime Academy. Professor O'Brien created a course focused on "Greening the Corporation" as part of the Bentley MBA program, with the primary objective of developing environmental stewardship as a capability for graduates; he has also taught the course at Massachusetts Maritime Academy and Clark University. As part of the course, student teams from the three graduate schools have created and delivered sustainability plans for 35 local nonprofits, municipalities and small businesses (more information may be found at www.greenprof.org). These include the American History Textile Museum, City of Boston, Highlands Center at Cape Cod National Seashore, Olin College of Engineering, Sovereign Bank, and VNA Care Network & Hospice. He has also contributed to developing climate action plans at Bentley and Clark, focused on fulfilling the institutions' commitments to carbon neutrality.

DENIZ ÖZTÜRK is secretariat for the U.N. Global Compact Local Network in Turkey. Launched in 2002, in partnership with the Turkish Confederation of Employers Association (TISK), the U.N. Global Compact in Turkey is one of the 10 largest established networks. Its 170 signatories represent large holdings, SMEs and public organizations. In addition to her private sector partnership building duties at United Nations Development Program (UNDP) Turkey, Öztürk has played a significant role in establishing the U.N. Global Compact—Turkey Network's National Steering Committee. The network has taken an innovative, sector-specific approach (pharmaceutical, automotive, textile and tourism) to implementing the 10 universal principles of the U.N. Global Compact, in the areas of human rights, environment, labor and anticorruption.

Prior to joining UNDP, she worked for Wellington Management Company LLP in Boston, where she consulted in investment operations for the Australia and U.K./Middle East groups.

Öztürk holds a Master of International Affairs and Public Policy from Bilkent University and a BS in Economics from Bentley University. Her main interest areas are private sector development and engagement for sustainable development and corporate social responsibility.

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Park serves as an adviser and board member for a number of organizations, including the Environmental Leadership Program, Vermont Businesses for Social Responsibility, Social Investment Forum/International Working Group, and Association for the Advancement for Sustainability in Higher Education.

MANUEL GUILLÉN PARRA is professor of management and business ethics at the University of Valencia (UV). He is the founder and director of the Institute for Ethics in Communication and Organizations of COSO Foundation (IECO), and general secretary of the European Business Ethics branch in Spain (EBEN—Spain).

He has been visiting scholar at the University of St. Thomas in Minnesota, the University of Notre Dame and Bentley University. He has written several books and papers on business ethics, including *Ética en las Organizaciones: Construyendo Confianza* (Prentice-Hall, 2006) and *La Ética que Necesita la Empresa* (Unión Editorial, 1998). He is currently working on anthropological foundations of business ethics, applied to the concepts of leadership, organizational trust, commitment, communication and sustainability. Guillén earned his PhD in Management and Ethics at UV and was a visiting student at the IESE Business School doctoral program in Barcelona.

DONALD J. REED is a director in the sustainability and climate change practice of PricewaterhouseCoopers (PwC). He helps global financial institutions integrate climate change considerations into risk management, credit analysis, new product development, and asset management, with an emphasis on analysis of investor-owned utilities and independent power producers. Reed also works with operating companies to create business value through their climate change strategies and with investors on analyzing the financial value of these strategies.

At the end of 2008, PwC acquired Sustainable Finance Ltd. (SFL) where Reed was a senior associate. At SFL, he worked with a group of banks advised by utilities and environmental groups to develop the carbon principles, a common set of due-diligence guidelines for underwriting new coal-fired power in North America. SFL works with banks, investment banks and investors to factor climate change considerations into their decisions, with a particular emphasis on the electric utility industry. Clients including Goldman Sachs, Morgan Stanley, Citigroup, JPMorgan Chase, and Wells Fargo have hired SFL to develop due-diligence procedures for utilities, briefings on the impact of climate change regulation on utilities, and analysis of climate change risk as the affect utilities at the portfolio, transaction and asset level.

Prior to joining SFL, Reed was a principal at the strategy consultancy Ecos Corporation, where he developed sustainability and climate change strategies for companies including ANZ Bank, Bunge, DuPont, and Ford Motor Company. He also led the World Resources Institute's corporate engagement program; served as director of research at the Carson Group (a capital markets advisory); and co-founded Excelsior Capital Corporation, an investment adviser that raised \$200 million from institutional investors for market-rate investments providing social and environmental benefits. He is the author of *Green Shareholder Value, Hype or Hit?* (World Resources Institute, 1998) and *Stalking the Elusive Financial Case for Corporate Sustainability* (World Resources Institute, 2001). He is also the co-author of *Competitive Plus*, a review of economically targeted investments (New York State Industrial Cooperation Council) and *Single Bottom Line Sustainability* (Ecos Corporation, 2002). A chartered financial analyst, Reed holds a BA in Political Economy from Princeton University and an MBA in Finance from the Stern School at New York University, both with honors.

JORGE RIVERA is an associate professor of strategic management and public policy at the George Washington University School of Business. His research focuses on the relationship between public policy and business strategies. He has published more than 20 manuscripts and his work has earned wide recognition. The honors include best paper awards from the Academy of Management's Organizations and Natural Environment Division in 2001 and from the Policy Sciences Society in 2003. His articles have also been mentioned in more than 30 news stories by national and local newspapers including the *New York Times*, *Los Angeles Times*, *Denver Post*, *Seattle Post*, and *Boston Globe*. In 2009, a paper he co-authored with Peter deLeon, which examined voluntary environmental behavior by the U.S. ski industry, was ranked the most-cited manuscript published in the *Policy Studies Journal* between 2004 and 2009. He is also the author of two books: *Voluntary Environmental Programs: A Policy Perspective* (co-edited with Peter deLeon; Lexington Press, 2010) and *Business and Public Policy* (Cambridge University Press, forthcoming 2010). In 2009, Rivera was appointed an associate editor of the journals *Policy Sciences* and *Business & Society*.

S. PRAKASH SETHI is president and CEO of Sethi International Center for Corporate Accountability Inc. and University Distinguished Professor of Management at the Zicklin School of Business, Baruch College, CUNY. He is currently visiting Yale University as the Forrest Mars Sr. Professor of Ethics, Politics and Economics. Sethi enjoys international recognition as a preeminent researcher and scholar in the areas of corporate social responsibility and accountability, ethical norms of business conduct, sustainable development, human rights, environmental protection, and international codes of conduct. He has done pioneering work in creating and implementing international corporate codes of conduct and global supply-chain management. His field work spans more than three decades in different parts of the world, including China, the Czech Republic, India, Indonesia, Malaysia, Russia, Romania, South Africa and Thailand.

In addition to his academic responsibilities, Sethi is the founder and president of International Center for Corporate Accountability Inc. This independent nonprofit think tank undertakes cutting-edge research and public policy advocacy in the area of enhanced corporate accountability through voluntary corporate codes of conduct in the national and international arena. In 2008, Sethi was awarded the Reputation Institute Award for Inspiring and Innovative Contribution to Scholarship and Practice. He also received the Beyond the Grey Pinstripes 2003 Faculty Pioneer Award for External Impact, given by the Aspen Institute's Business and Society Program and World Resources Institute. More recently, his work was profiled in a lengthy article for *The New York Times Sunday Magazine*.

Sethi has published 24 books and more than 135 articles in professional and scholarly journals. His writings have also appeared in major national and international news media, including the *New York Times*, *Wall Street Journal*, and *BusinessWeek*. His two most recent books on this subject are *Group Purchasing Organizations: An Undisclosed Scandal in the U.S. Healthcare Industry* (Palgrave McMillan, 2009) and *Setting Global Standards: Guidelines for Creating Codes of Conduct in Multinational Corporations* (John Wiley & Sons, 2003). He holds a master's degree in Economics from Delhi University, India, and MBA and PhD degrees from Columbia University, New York.

ALLEN L. WHITE is vice president and senior fellow, Tellus Institute, Boston, and directs the institute's corporate redesign program. He co-founded the Global Reporting Initiative in 1997 and served as chief executive through 2002. In 2004, he co-founded Corporation 20/20, an initiative he now directs and which focuses on designing future corporations to sustain social purpose. He advises multilaterals, foundations, corporations, and NGOs on corporate responsibility and sustainability strategy, policy and practice. In addition to having held faculty and research positions at the University of Connecticut, Clark University, Tufts University and Battelle Laboratories, he was a Fulbright Scholar in Peru and served in the Peace Corps in Nicaragua.

White has served on advisory boards and committees of the International Corporate Governance Network, ISO, Civic Capital (a social investment hedge fund) and Instituto Ethos (Brazil). He is former chair of iScale, a nonprofit dedicated to scaling social innovation and building capacity among global, multi-stakeholder organizations. He is a member of the steering committee of the Institute for Responsible Investment, Boston College Center for Corporate Citizenship and, since 2004, has served as senior adviser to Business for Social Responsibility. He is also a member of the President's Council of the Presidio Graduate School of Management. White has published and spoken widely on corporate responsibility, corporate governance, business—society relations and global sustainability.

CYNTHIA CLARK WILLIAMS is an assistant professor of management at Bentley University. She teaches strategic management to undergraduates and a doctoral seminar in environmental, social and governance issues. Her research focuses on corporate disclosures, governance, organizational ethics and strategy. Williams also directs the Bentley-based Harold S. Geneen Institute of Corporate Governance, which educates doctoral students in social, comparative and reformatory approaches to governance.

Prior to joining Bentley, Williams was a faculty member at Boston University, following a career in the banking and securities industry. She is an active member of the International Association of Business & Society and the Social Issues in Management Division of the Academy of Management. In addition to being a frequent reviewer for numerous journals, she has presented papers at conferences in North America and Europe. Recent publications include articles in *Management Information Systems Quarterly*, *Business Ethics Quarterly* and *Business & Society*. She holds a PhD from the honors program at Boston University and a master's degree from Northwestern University.

DUANE WINDSOR is the Lynette S. Autrey Professor of Management in the Jesse H. Jones Graduate School of Business at Rice University in Houston, where he has been on the faculty since 1977. He currently teaches required courses in leadership and business ethics in the MBA for Executives program. Windsor's recent research has focused on corporate social responsibility, the stakeholder theory of the firm, and the roles of business and society and business ethics in business school curricula.

Windsor has published several books and monographs (including edited works and major technical studies), in addition to various journal articles and book chapters. He has served as the president, program chair, and proceedings co-editor of the International Association for Business and Society (IABS). He has also been program chair and division chair of the Social Issues in Management (SIM) division of the Academy of Management. In January 2007 he became editor of *Business & Society*, the official journal of IABS, published by Sage. Windsor received his BA at Rice University and PhD at Harvard University.

ARON ZYLBERMAN began his career as a metallurgical engineer and worked in the steel business for 20 years, rising to engineering director. From 1988 to 1992, he was a director for privately owned companies; later, he served for two years as city manager of Campinas, a city of 1 million people in São Paulo state, Brazil. He went on to become an entrepreneur and partner in several medium-sized telecom companies.

In 2002 Zylberman received his executive MBA at Fundação Instituto de Administração (FIA). He collaborated at the FIA's GESC (a management program for nonprofits), teaching fund-raising, project management and strategy, then joined the faculty, teaching corporate social responsibility and business ethics. He also taught a course on corporate social responsibility at the 2003 World Bank Institute program. In addition to teaching and consulting, he runs a project related to corporate social and environmental responsibility at Cyrela Brazil Realty, the largest real estate company in Brazil.