

Managing *Ethics* in Organizations

Faculty Bios

June 18 – July 24, 2020



Cynthia Clark, PhD serves as the director of the Harold S. Geneen Institute of Corporate Governance, an institute dedicated to bridging board of director research with practice. She has conducted numerous training sessions on ethical decision-making, activism and optimal nominating and governance procedures to boards of directors. Cynthia's research interests concern ethics and governance issues in organizations with a particular focus on how firms do or do not address them such as conflicts of interest, shareholder activism, privacy breaches and disclosing information. Recently published work has appeared in *Harvard Business Review*, *Strategic Management Journal*, *Business Ethics Quarterly*, *Journal of Business Ethics*, *MIS Quarterly*, *Organization & Environment* and *Business & Society*. Cynthia serves on the editorial board of *Business & Society*. Additionally, she is an active member and Governance Fellow with the National Association of Corporate Directors (NACD) and the Society for Governance Professionals. She has been widely cited in the media on governance issues including *The Wall Street Journal*, *The Boston Globe*, *CNN* and *Reuters* and multiple appearances on *Bloomberg Radio*. Prior to joining Bentley, Cynthia was a member of the faculty at Boston University, following a career in the banking and securities industry. She holds a PhD from the honors program at Boston University and a Master's degree from Northwestern University.



Gary David, PhD conducts ethnographic research in a variety of setting, with research on: 1) integrated experience design, 2) examinations of implementation and use of technology, 2) collaborative communication, 3) organizational culture and change, and 4) assets-based innovation. He also has his own consultancy called ethno-analytics, which integrates big data in local contexts. Present projects include examining the nature of collaborative activity in multicultural worksites, the impact of speech recognition technology and electronic medical records on healthcare, the implementation of enterprise systems on workplaces, and how co-workers build a collaborative relationship through engaging in workplace practices. Additionally, he is involved in work applying conversation analysis and forensic linguistic to the examination of customer experience, police interrogations, and workplace interactions.

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Gerald Dawes is currently a Director in the Business Ethics and Compliance Department (BEC) at Con Edison Company of New York. In this position, he is responsible for promoting ethics standards and guiding compliance with applicable laws throughout the company. He has over 30 years of broad energy industry experience particularly in the areas of construction, natural gas and electric operations.

Mr. Dawes previously held various other positions of leadership in Con Edison as well as with the American Gas Association (AGA), where he worked on a wide range of federal and regional natural gas related initiatives. At Con Edison, he has held leadership positions in various departments such as Construction, Gas Operations, Corporate Environment, Health and Safety (EH&S), Distribution Engineering, Customer Service, Energy Management, and Electric Operations. He has also served as an Assistant to the Chairman of the company.

Throughout his professional career, Mr. Dawes has been recognized for his outstanding company and community work. For example, he has been the recipient of Con Edison's highest honor – the "Living Our Values" (LOV) award; and he has received the Con Edison/YMCA "Black Achiever of the Year" award. He is an active member of the New York chapter of the American Association of Blacks in Energy (AABE – NYMAC) where he previously served as President and is a current member of the Executive Board. He is a founder of an AABE student chapter at New York University (NYU) where he serves as a guest lecturer and mentors many students and colleagues. He was recognized as the "Dedicated Alumnus of the Year" in 2017 by alums of the NYU Tandon School of Engineering, and he was also recognized by NYU with an award as the "Volunteer of the Year" in 2017.

Mr. Dawes is currently a member of the Leadership team for the Polytechnic Alumni Association (PAA) – the Alumni Association of the NYU Tandon School of Engineering and is the former President of the PAA.

Mr. Dawes holds a bachelor's and a master's degree in Electrical Engineering from the NYU Tandon School of Engineering. He has participated in various professional development programs offered by the Ethics and Compliance Initiative (ECI), the Society of Corporate Compliance and Ethics (SCCE), the Gas Technology Institute (GTI), General Electric (GE), Power Technologies Incorporated (PTI), and the Fuqua School of Business at Duke University.

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Steve B. Harris is an experienced ethics and compliance leader with a reputation for building exceptional ethics and compliance programs. He is known for critical and strategic thinking, creativity, careful listening and practical problem solving, all of which have contributed to his success at building strong partnerships with business leaders and regulators.

Steve is Senior Vice President, Chief Ethics & Compliance Officer at Lincoln Financial Group. Lincoln is a Fortune 250 financial services company founded in 1905. In this role, Steve has ultimate accountability for the effectiveness of the compliance programs covering all of the company's businesses and functions, which include Life Insurance, Annuities, Retirement Plans, Group Protection and Mutual Funds. Prior to joining Lincoln, Steve worked at The Hartford Financial Services Group, Inc. for 12 years, including 6 years as Vice President, Corporate Chief Compliance Officer. Prior to becoming an ethics and compliance officer, Steve was an employment lawyer for 25 years.

Steve has been a frequent speaker at national and regional conferences on ethics and compliance, and is a member of the Society of Corporate Compliance and Ethics and the Ethics & Compliance Initiative. In 2017, Steve was elected an Executive Fellow at the Hoffman Center for Business Ethics at Bentley University.



Susan Lange is a section manager in Business Ethics and Compliance at Consolidated Edison, Inc. and has responsibility for the company's ethics and compliance training programs including: new hire orientation, leadership skills, specialized training, and annual standards of business conduct training. She uses her 15+years of experience in learning and professional development to help the company design and implement training programs that support an open and ethical culture.

Prior to joining Consolidated Edison, she worked in various human capital management capacities for multinational corporations in the banking, insurance, and pharmaceutical industries. In addition to ethics and compliance, areas of responsibility at various times have included training strategy, leadership development, policy management, and organizational development initiatives.

Susan attended the State University of New York College at Oswego where she received a Bachelor's Degree in Communications. Susan holds a Masters of Education in Instructional Design from Arizona State University and she is certified as a Leading Professional in Ethics & Compliance (LPEC).

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Patty Lin is a Senior Manager of the in-house Ethics & Business Conduct team within PwC US Ethics & Compliance. Patty and the team manage the firm's Ethics Helpline, provide policy guidance, training and communications on the firm's ethics policies, and conduct investigations of alleged violations of policy and law. Patty has over eight years of investigation experience through PwC and two institutions of higher education. Patty has a Juris Doctor degree (JD) from Tulane Law School and is a graduate of The University of Texas at Austin.



Jeffrey Moriarty, PhD, is Professor and Chair of the Philosophy Department at Bentley University. Currently he is also Interim Director of Bentley's Hoffman Center for Business Ethics. His research focuses on questions of distributive justice in states, organizations, and markets, especially justice in pay. Publications to feature his work on these and related topics include *Business Ethics Quarterly*, the *Journal of Business Ethics*, *Economics and Philosophy*, *Noûs*, and *Philosophical Studies*.

Jeff has taught business and leadership ethics to undergraduate, graduate, and professional audiences. Other teaching interests include political philosophy, environmental ethics, and the philosophy of sport. He has been quoted in media outlets such as the *New York Times*, *The Hill*, *Vox*, and *CBS News Radio*.

He serves as an associate editor at both *Business Ethics Quarterly* and *Business & Society Review* and is Immediate Past President of the Society for Business Ethics. He has a Ph.D. from Rutgers University and an A.B. from Princeton University, both in philosophy.



Jeff Oak, PhD recently retired Chief Enterprise Risk Officer for Bon Secours Mercy Health (BSMH). Reporting to the CEO, he was responsible for ensuring that BSMH's 60,000 associates understood and upheld the organization's Code of Conduct. He oversaw the ethics and compliance (E&C) program, data privacy and security, internal audit and enterprise risk management.

From 2005 through 2018 he was the Chief Corporate Responsibility Officer for Bon Secours Health System (BSHS), a predecessor organization of BSMH. Under his leadership the E&C program was recognized nationally for innovation, and in 2017 BSHS was named by Ethisphere Institute as one of "the world's most ethical companies." He previously served the first Chief Compliance and Business Integrity Officer for the Veterans Health Administration, the largest integrated health system in the US.

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He is an Expert Review Panel Member for Global Ethics and Integrity Benchmarks; Executive Fellow at the Hoffman Center for Business Ethics at Bentley University; Advisory Council Member at the Cintas Center for Business Ethics at Xavier University; Executive Fellow at the Ethics and Compliance Initiative. He holds a PhD in ethics from Yale University and a BA from Gettysburg College, where he serves as Vice Chair of the Board of Directors.



Carrie Penman As one of the earliest ethics officers in the industry, Carrie Penman has been with NAVEX Global since 2003 after serving four years as deputy director of the Ethics and Compliance Officer Association (ECO) now ECI. A scientist by training, she developed and directed the first corporate-wide global ethics program at Westinghouse Electric Corporation from 1994-1999.

As Chief Risk and Compliance Officer for NAVEX Global, Carrie leads the company's formal risk management processes. She also oversees its internal ethics and compliance activities employing many of the best practices that NAVEX Global recommends to its customers.

Carrie has extensive client-facing risk and compliance consulting experience, including more than 15 years as an advisor to boards and executive teams; most recently as NAVEX Global's Senior Vice President of Advisory Services. She has also served as a corporate monitor and independent consultant for companies with government settlement agreements.

Carrie is the author of numerous compliance related articles and commentary and is regularly featured or quoted as a compliance expert in the press. Carrie was featured in the Wall Street Journal's Risk and Compliance Journal and on the cover of Compliance Week magazine. Carrie is a recognized expert in the area of hotline reporting and is the author of NAVEX Global's annual Hotline Benchmark Report which evaluates data from over one million hotline reports annually.

Carrie is an Executive Fellow at the Bentley University Center for Business Ethics. She previously served on the ECOA Board of Directors and its Executive Committee and served on the Advisory Board for the Duquesne University, Beard Center for Leadership in Ethics.

Carrie is a regular speaker at leading ethics and compliance conferences and events. She is a 20-year member of the faculty of the Managing Ethics in Organizations course that is co-sponsored by ECI and the Center for Business Ethics at Bentley University.

In 2017, Carrie received the Ethics & Compliance Initiative (ECI) Carol R. Marshall Award for Innovation in Corporate Ethics for an extensive career contributing to the advancement of the ethics and compliance field worldwide.

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Susan R Vroman, EdD is a Lecturer of Management at Bentley University. Her research interests include the impact leadership enactment has on organizational culture and employee engagement, with specific focus on supporting flexible work arrangements.

Prior to her academic career, Dr. Vroman worked for over 20 years as an organizational effectiveness and strategic human resource management executive and advisor. With experience working as an internal and external resource, Susan's passion and expertise lie in values-based leadership development and profit-centered culture development. She has demonstrated superior results in designing and creating engaged workforces with direct business results.

Susan has engaged with companies ranging from 8 to 8,000 employees. Her consulting niche is in entrepreneurial businesses that are "coming of age" and where the people business was recently invited to the table. Susan has served as Executive Coach (specializing in high potential emerging leaders), has designed and used tools such as 360 degree questionnaires to help leaders achieve greater professional success, and has facilitated off-site retreats to foster better results. Susan has also led Change Management initiatives ranging from organizational re-engineering to culture and human resource assimilation preparing for and in the aftermath of leadership changes, mergers, and acquisitions. Susan's work facilitating troubled teams has also helped them to overcome obstacles to their success. Susan has been the architect of corporate universities and has also designed and developed learning and development programming for leadership development, supervisory effectiveness, and soft-skills effectiveness.

Susan holds her undergraduate degree in Communication and Human Resource Development from James Madison University, a Master's Degree in Leadership Studies from Harvard University, and her doctorate degree in Organizational Leadership Studies from Northeastern University. She is also certified as a Senior Professional in Human Resources (SPHR), Predictive Index (PI), Myers Briggs Type Indicator (MBTI), and in DiSC.