

Bentley College and State Street Corporation present

# The Bentley Global Business Ethics Symposium

**May 23, 2005**

**8:00 a.m. to 5:00 p.m.**

at Bentley

175 Forest Street

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*



**STATE STREET.**

**Global Business Ethics Symposium  
ETHICS AND RISK MANAGEMENT  
IN A GLOBAL ENVIRONMENT**

Presented by Bentley College and State Street Corporation

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**KEYNOTES**

**Opening Remarks**

**Joseph Chow**

*Executive Vice President and Chief Risk and  
Corporate Administration Officer, State Street*

**Luncheon Keynote**

**William Bacic**

*Managing Partner New England, Deloitte & Touche*

The Bentley Global Business Ethics Symposium, sponsored by State Street Corporation, is the first in a multi-year partnership that will bring 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 Corporation 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 partnership unites business and higher education to build a strong ethical foundation from which to serve our many constituencies and communities.

The **Bentley Global Business Ethics Symposium sponsored by State Street Corporation** will bring together international experts, corporate leaders, academics and media for in-depth discussions of best practices and challenges in business ethics and ethics education. Our goal 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; and
- 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 business university located in Waltham, Massachusetts. Centered on education and research in business and related professions, the Bentley curriculum blends business with technology, liberal arts and a global perspective.

Our commitment to ethics education has been a cornerstone of the school's curriculum and campus culture since 1976. We are honored to partner with State Street Corporation to further this mission.

# The Program

## ETHICS AND RISK MANAGEMENT IN A GLOBAL ENVIRONMENT

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

9:00 to 9:45 a.m. **Welcome:**

Anthony F. Buono, *Professor of Management and Sociology and Coordinator, Bentley Alliance for Ethics and Social Responsibility*

Robert Galliers, *Provost and Academic Vice President, Bentley College*

**Opening Remarks:**

Joseph Chow, *Executive Vice President and Chief Risk and Corporate Administration Officer, State Street*

9:45 to 11:00 a.m. **Broadening our Understanding of Risk Management**

**MODERATOR:**

W. Michael Hoffman, *Executive Director, Center for Business Ethics, Bentley College*

**PANELISTS:**

Scott Harshbarger, *Murphy, Hesse, Toomey & Lehane, LLP*

Barbara Kipp, *Global Ethics and Business Conduct Leader, PricewaterhouseCoopers*

Stephen Potts, *Chairman, Ethics Resource Center*

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

11:15 a.m. to **Ethics, Risk Management and Corporate Governance**

12:30 p.m. **MODERATOR:**

John Hansen, *Research Fellow, Center for Business Ethics*

**PANELISTS:**

John Boatright, *Baumhart Professor of Business Ethics, Loyola University Chicago*

Laurence Stybel, *Co-founder, Stybel Peabody Lincolnshire*

Patricia Werhane, *Wicklander Chair of Business Ethics and Executive Director, Institute for Business and Professional Ethics, DePaul University; Peter and Adeline Ruffin Professor of Business Ethics and Senior Fellow, Olsson Center for Applied Ethics, Darden School, University of Virginia.*

11:15 a.m. to **Sustainability: Ethics, Risk Management and the**  
12:30 p.m. **Triple Bottom Line**

**MODERATOR:**

Lisa Newton, *Professor of Philosophy, Fairfield University*

**PANELISTS:**

Dirk Matten, *Director, Centre for Research into Sustainability, University of London*

Takaji Hishiyama, *Former Senior Vice President, Mitsubishi Petroleum Development Co.*

Mette Morsing, *Director, Center for Corporate Values and Responsibility, Copenhagen Business School*

12:30 to 2:00 p.m. **Luncheon Speech:**

William Bacic, *Managing Partner New England, Deloitte & Touche*

- 2:15 to 3:30 p.m. **Ethics, Risk and Stakeholder Management**  
 MODERATOR:  
 Robert Frederick, *Professor of Philosophy and Chair, Department of Philosophy, Bentley College*  
 PANELISTS:  
 Thomas Donaldson, *Mark O. Winkelman Professor, Wharton School, University of Pennsylvania*  
 C. Lee Essrig, *Director of External Relations and Ethics Officer, Ethics Officer Association*  
 James Post, *Professor of Strategy and Policy Development, Boston University*  
 Donna Wood, *David W. Wilson Chair of Business Ethics, University of Northern Iowa*
- 2:15 to 3:30 p.m. **Corporate Reputation as a Strategic Asset**  
 MODERATOR:  
 Michael Michael, *Senior Fellow, John F. Kennedy School of Government, Harvard University*  
 PANELISTS:  
 Denise Drace-Brownell, *Senior Counsel and Managing Director, DDB, Associates, LLC*  
 Joan Dubinsky, *Ethics Officer, International Monetary Fund, and Founder, Rosentreter Group*  
 Mark Sparano, *Chief Risk Officer and Managing Director, Risk Management, U.S. Trust Co.*
- 3:30 to 3:45 p.m. **Break**
- 3:45 to 5:00 p.m. **Developing an Ethical Infrastructure**  
 MODERATOR:  
 Keith Darcy, *Interim Executive Director, Ethics Officer Association*  
 PANELISTS:  
 Patricia Ellis, *Vice President of Business Ethics and Compliance, Raytheon Company*  
 Joan Fontrodona, *Academic Director, Center for Business in Society, IESE (Spain)*  
 Duane Windsor, *Lynette S. Autrey Professor of Management, Rice University*
- 3:45 to 5:00 p.m. **Automating Ethics: The Role, Potential and Limitations of Information Technology**  
 MODERATOR:  
 Donna Fletcher, *Associate Professor of Finance, Director Risk Management Research Program, Bentley College*  
 PANELISTS:  
 Michael Duffy, *President and CEO, Open Pages*  
 Charles Le Grand, *Founder, CHL Global Associates, Inc.*  
 Diane Wolff, *President and Founder, Blue Sage Group*
- 5:00 to 6:30 p.m. **Closing Comments, Reception and Networking**  
 Anthony F. Buono, *Professor of Management and Sociology and Coordinator, Bentley Alliance for Ethics and Social Responsibility*

## Speakers

**WILLIAM BACIC** is the managing partner for Deloitte's New England Practice. Prior to this appointment, he served as the managing partner for the Financial Services Industry Practice for the New England region. He has more than 25 years of experience in public accounting, servicing the financial services industry with specialization in the investment management industry. Bacic currently serves as the lead client service partner for several of the firm's most significant clients, including Fidelity Investments, FleetBoston Financial Corp. and MFS Investment Management. Bacic also serves as the advisory partner on Citizens Financial Group, Eaton Vance Corp., MetLife Funds, Investors Financial Services Corp., and PerkinElmer Inc. He is a member of the American Institute of Certified Public Accountants, Massachusetts Society of Certified Public Accountants (MSCPA), Boston College Carroll School of Management Advisory Council, Chief Executives Club of Boston, and the Junior Achievement Advisory Council. He is on the Board of Directors of the Massachusetts Business Roundtable, Boston Chamber of Commerce, and the Boy Scouts Minuteman Council, Boston, where he also serves as vice president of finance. Bacic is also a member of the Board of Overseers for the Museum of Fine Arts. He has a BS in accounting from Villanova University.

**JOHN R. BOATRIGHT** is the Raymond C. Baumhart, S.J., Professor of Business Ethics in the Graduate School of Business at Loyola University Chicago, where he is also director of the Graduate Certificate Program in Business Ethics. He served five years as the executive director for the Society for Business Ethics, and is a past president of the society. He is the author of two books *Ethics and the Conduct of Business and Ethics in Finance*, and the editor of a casebook. He has contributed chapters to many books, and has published widely in major journals, including the *Journal of Banking and Finance*, *Business Ethics Quarterly*, *Journal of Business Ethics*, *Business and Society Review*, and *Business and Professional Ethics Journal*. Boatright was recognized as Researcher of the Year in 2000 by the Loyola University Graduate School of Business. His current research focuses on ethical issues in financial services and in corporate governance. He has lectured extensively on business ethics in North America, Europe, Asia and Latin America, and has taught in an MBA program in China. He has also provided ethics training for a number of companies and organizations. He received a bachelor's degree from the College of Wooster and his MA and PhD from the University of Chicago. He is married with two adult children.

**DENISE DRACE-BROWNELL**, an accomplished business executive and lawyer, combines the goals of corporate compliance with improved corporate performance. Drace-Brownell designed and instituted a corporate-wide compliance and risk management program at Ebasco that expedited the completion of engineering projects in a high-risk field. Wall Street recognized the value of the program, granting multimillion-dollar bonding status, and it facilitated a premium sale of Enserch Environmental (formerly Ebasco) to Foster Wheeler Corporation.

With training in law, finance and technology, Drace-Brownell has more than 20 years of experience finding effective business solutions in legal compliance matters for a variety of industries, including life sciences, devices, services and manufacturing. She has served as legal counsel to boards, CEOs, operations managers and top government officials. While president of a brand strategy unit at McCann WorldGroup, she developed methodologies to identify and build corporate reputation. Her methodology was used in the positioning of several corporate restructurings, including the GlaxoSmithKline merger.

Her clients have included Fortune 500 companies, Foster Wheeler, Akzo Nobel and United Technologies, and numerous emerging companies such as Myriad Genetics and The Medicines Company. Drace-Brownell holds a BS from the University of Illinois; a master of public health and finance training from Columbia University; and a JD from Rutgers University, with special study at the University of Pennsylvania in regulated industries. Drace-Brownell is a consultant to several companies, including foreign-based corporations seeking to enter the United States

public markets. She serves on the boards of the University of Illinois Resources Development Board; and the Board of the New York Children's Vision Coalition.

**ANTHONY F. BUONO** has a joint appointment as professor of management and sociology at Bentley College and is coordinator of the Bentley Alliance for Ethics and Social Responsibility. He has written and edited eight books, including *The Human Side of Mergers and Acquisitions*, *A Primer on Organizational Behavior, Corporate Policy, Values and Social Responsibility*, and, most recently, *Creative Consulting: Innovative Perspectives on Management Consulting*. He is also editor of the *Research in Management Consulting* book series. 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 has received Bentley's highest honors for both teaching and research. Buono's research and consulting focus on organizational change, interorganizational 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.

**JOSEPH W. CHOW** is executive vice president and chief risk and corporate administration officer for State Street, responsible for risk management, compliance, regulatory affairs, community affairs, and the New Basel Capital Accord Implementation program. He is a member of the Operating Group, the company's most senior strategy and policy-making management committee. Chow served previously as head of credit and risk policy, responsible for company-wide credit policy and the oversight of other major risks, including fiduciary, operational and market risks.

Before joining State Street, Chow held a number of international and corporate banking positions with the Bank of Boston. He received a BA in economics from Brandeis University, a master's in city planning from the Massachusetts Institute of Technology, and an MS in management (finance) from the MIT Sloan School of Management.

**KEITH T. DARCY** has combined a 30-year career in the financial services industry with his profession as an educator and his lifelong involvement in business ethics, corporate governance and organizational leadership. Darcy is currently serving as interim executive director and CEO of the Ethics Officer Association (EOA), the largest organization of ethics and compliance practitioners, with more than 1,200 members worldwide. The EOA counts among its member companies more than one-half of the Fortune 100, with ethics officers serving in North and South America, Europe, Asia and Australia.

In addition to his responsibilities at the EOA, Darcy currently serves on the board of directors of E\*Trade Bank, where he is a member of the Audit Committee and chairs the Governance Committee. He is also a director of New York National Bank where he serves on the Audit and Compliance Committees. In addition, Darcy is chairman of the board at the Better Business Bureau Foundation, where he chairs the Audit Committee.

During his career in financial services, Darcy served as executive vice president and a member of the Office of the President of IBJ Whitehall Bank & Trust Company (IBJW), New York City, N.Y., (formerly the J. Henry Schroder Bank & Trust Company). Prior to that, Darcy helped a major securities firm establish the first ethics office among Wall Street firms in conformance with standards promulgated by the U.S. Sentencing Commission. For fifteen years, he was a senior executive at Marine Midland Bank N.A. (now HSBC) where he headed both consumer banking and corporate finance groups and was a key advisor to the President of Marine Midland Bank, N.Y. Darcy also served as chief executive officer of IGM, an insurance company jointly owned by General Reinsurance Corporation and Frank B. Hall & Company, and served as CEO of a related derivatives trading company.

Darcy teaches *Ethics and Leadership* in the Executive Programs at the Wharton School, University of Pennsylvania. He is also executive-in-residence at University of Maryland's University College, a teaching fellow at the R.H. Smith School of Business at the University of Maryland, and executive-in-residence at Manhattanville College, Purchase, N.Y. Darcy also serves as executive fellow and vice chairman of the Center for Business Ethics at Bentley College in Waltham, Mass. In addition, he teaches at INSEAD in France and Singapore, and moderates programs for the Aspen Institute. He previously served as associate dean and distinguished professor of business at Georgetown University's McDonough School of Business.

Darcy has contributed his expertise to numerous books including *The Change Management Handbook* (Irwin Press), *A Companion to Business Ethics* (Blackwell Publishers, Oxford) and *Restoring Trust: HR's Role in Corporate Governance* (HR Society Publishing). He holds a BS from Fordham University's College of Business, an MBA from the Hagan Graduate School of Business at Iona College, and has done additional post-graduate study at New York Theological Seminary.

**THOMAS DONALDSON** is the Mark O. Winkelman Professor at the Wharton School of the University of Pennsylvania, and director of the Wharton PhD program in Ethics and Law. He has written broadly in the area of business ethics, values, and leadership. Books that he has written or edited include: *The Ties that Bind: A Social Contract Approach to Business Ethics* (Harvard University Business School Press, 1999), co-written with Thomas W Dunfee; *Ethical Issues in Business, 7th Edition* (Prentice-Hall Inc., 2002), co-edited with Patricia Werhane; *Ethics in Business and Economics-2 Volume Set* (Ashgate Publishing, 1998), co-edited with Thomas W. Dunfee; *Ethics in International Business* (Oxford University Press, 1989); and *Corporations and Morality* (Prentice-Hall Inc., 1982). His book, *The Ethics of International Business*, was the winner of the 1998 SIM Academy of Management Best Book Award.

He is president-elect of the Social Issues in Management Division of the Academy of Management, and was a founding member and past president of the Society for Business Ethics. He is currently the associate editor of the *Academy of Management Review*, and a member of the editorial boards of a number of journals, including the *Business Ethics Quarterly* and *Studies in Economic Ethics and Philosophy*. His writings have appeared in publications such as *The Academy of Management Review*, *the Harvard Business Review*, *Ethics*, and *Economics and Philosophy*.

At Wharton, Donaldson has received numerous teaching awards, including the Outstanding Teacher of the Year award in 1998. From 1990 to 1996, he was the John F. Connelly Professor of Business Ethics in the School of Business at Georgetown University. While there, he was voted Outstanding Teacher of the Year by MBA students and Distinguished Researcher of the Year by business school faculty members.

He has consulted and lectured at many organizations including Goldman Sachs, the Walt Disney Company, Microsoft, Exelon, Motorola, AT&T, JP Morgan, Johnson & Johnson, KPMG, Los Alamos National Laboratory, Shell International, IBM, Axel Johnson Inc., Western Mining Company-Australia, NYNEX, Pfizer, American Home Products, the AMA, the IMF, Bankers Trust, the United Nations and the World Bank. He has appeared on the Today Show, the NBC Nightly News with Tom Brokaw, CNN, MSNBC, CNBC, PBS and NPR ("All Things Considered" and "Marketplace"). In summer 2002, he testified before the United States Senate regarding the Sarbanes-Oxley corporate reform legislation.

**JOAN ELISE DUBINSKY** serves as the ethics officer for the International Monetary Fund, based in Washington, D.C. At the IMF, Dubinsky is responsible for providing ethics advice, developing training and conducting investigations. Her goal is to help the institution and its staff members make ethical decisions in a constantly changing global economy. The IMF presents unique ethical challenges, stemming from its critical role in supporting the fiscal and monetary policies of 184 member nations.



In addition, Dubinsky leads the Rosentreter Group, a management consulting practice providing personalized expertise in business ethics, organizational development, corporate compliance, and human resources. Her clients include leading corporations, nonprofit organizations and public agencies. Appointed in 1985 as one of the nation's first ethics officers to serve a major corporation, Dubinsky offers years of practical experience in making business ethics a fundamental part of how organizations operate. She has been retained to implement values- and rules-based ethics initiatives, conduct program assessments, measure the effectiveness of compliance systems, develop executive level interventions, and design high-impact training programs. Dubinsky is well known for her effective, insightful and engaging approach when speaking, training and working with clients.

Before founding the Rosentreter Group, Dubinsky served as senior legal counsel and compliance officer for The MITRE Corporation. She served as the corporate secretary, associate general counsel and ethics officer for the American Red Cross. A Phi Beta Kappa, Dubinsky received her undergraduate degree with honors, concentrating in religious philosophy, from the Residential College at the University of Michigan, and her JD from the University of Texas. She is an executive fellow with the Center for Business Ethics. Joan has published articles in such journals as *Law Governance Review*, *Ethikos*, *Federal Ethics Reporter*, *IOMA's Report on Preventing Business Fraud*, *CPA Consultant*, and the *Center for Business Ethics News*. Her work in ethics training was prominently featured in *Ethics Matters: How to Implement Values-Driven Management*, by Dawn-Marie Driscoll and W. Michael Hoffman (2000). Her work on investigations is highlighted in *Blackwell's Companion to Business Ethics*, ed. by Robert Fredericks (1999). She is also a member of The Ethics Trust ([www.ethicstrust.com](http://www.ethicstrust.com)), a strategic alliance of leading business ethics consultants.

**MICHAEL J. DUFFY**, president and CEO of OpenPages, has guided the firm to become the market leader in the emerging growth sector of Enterprise Governance, Risk and Compliance Management (GRCM). Duffy's background as a degreed accountant and a former controller led directly to the seminal insights in design and content of the compliance solutions that OpenPages has pioneered to address the corporate accountability requirements mandated by the Sarbanes-Oxley Act, and related domains of operational risk management. In June 2004, *Treasury and Risk Management Magazine* named Duffy as one of the 100 Most Influential People in Finance.

Following his graduation from Bentley College in 1979, Duffy joined Xtra Corporation where he served in accounting, audit and management roles over the next five years. His entry into the enterprise applications arena began at Management Sciences America (MSA), a leading enterprise financial application software company, followed by leadership positions at Software 2000, a provider of financial applications for the AS/400 platform. Duffy later advanced to the position of vice president of sales and marketing for GTE Internetworking, and subsequently to service as senior vice president of worldwide sales, marketing, and services at Shiva Corporation, which was acquired by Intel. He was chosen as general manager of Intel's wide area networking business, and then recruited by the board of OpenPages to assume the offices of president and CEO.

**PATRICIA J. ELLIS** is vice president of business ethics and compliance of Raytheon Company. She is responsible for providing leadership and direction to effectively integrate the company's high standards of ethical conduct into all aspects of company business. She has been the 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 chairman of the Working Group of the Defense Industry Initiative and as a supporting fellow of the Ethics Resource Center's Fellow's Program. Ellis is also a former

director of the Ethics Officer Association. She has a BA in economics, *magna cum laude*, from Boston College and an MBA in finance, *summa cum laude*, from Babson College.

**LEE ESSRIG** is the Ethics Officer Association (EOA)'s first director of external relations and its Ethics Officer. The EOA is the world's largest multi-industry organization for professionals responsible for ethics, compliance, and business conduct programs. The Association has more than 1,200 members, all of whom are professional ethics and compliance officers (practitioners in the field of business ethics and compliance). For more than 12 years, the EOA has been the leading peer-to-peer association in the ethics and compliance field. Essrig previously served as the EOA's first director of global initiatives. Since 2000, she has directed the EOA's initiative to develop an international business conduct standard. Lee has served on the Board of Directors of the EOA and has been a faculty member of the EOA-Bentley College Center for Business Ethics course, "Managing Ethics in Organizations."

Before joining the EOA, Essrig was a consultant, specializing in ethics and compliance, corporate responsibility, business practices, and values. She is the former vice president of business practices and corporate compliance for Fresenius Medical Care North America, where she created and implemented a company-wide ethics and compliance program. Previously, she served as Honeywell Inc.'s first full-time ethics and compliance officer, having worldwide responsibility for leading the company's ethics and compliance activities. In her 14 years with Honeywell, Essrig also held various positions in the company's law department, including four years at Honeywell's European headquarters in Brussels, Belgium.

Essrig is frequently invited to speak on matters of business ethics. She has appeared on news broadcasts including CNN International and New England Cable News. She has been quoted in numerous newspapers and magazines such as *Fortune* magazine, *USA Today*, the *Boston Globe*, the *St. Petersburg Times*, and *The Guardian* newspaper in the UK. She has conducted ethics training programs in Africa, Asia, Eastern and Western Europe, the Middle East, and Latin and North America. Essrig has a BA in psychology from Sweet Briar College and an MA in gifted education from the University of South Florida. For five years, she was a public school teacher and consultant, specializing in education for gifted children. Essrig received a JD from the University of Florida and served as a law clerk to United States District Court Judge W. Terrell Hodges in Tampa. She is admitted to practice law by the Florida Bar, the United States District Courts for the Middle and Southern Districts of Florida, and the Supreme Court of the United States.

**DONNA FLETCHER** is an associate professor of finance and director of the Risk Management Research Program at the Hughey Center for Financial Services at Bentley College. She is also former chair of the Finance Department and the College Promotion and Tenure Committee. She holds a BS in accounting from Lehigh University and a PhD in business and economics from Lehigh. Fletcher has published a number of journal articles on capital markets, swaps and volatility forecasting and assessment, and is a reviewer for several finance and economic journals. Her current research focuses on operational risk management and creating a metric for ethical business practice and reporting. Prior to attending graduate school, Fletcher worked in public accounting for Peat Marwick, Mitchell and Co. in New York City, N.Y., and in the controller's department, trading and arbitrage division for Goldman Sachs and Co.

**JOAN FONTRODONA** is an assistant professor in the Department of Business Ethics at IESE Business School in Barcelona, Spain and academic director of IESE's Center for Business in Society. He holds an MBA and a doctorate in philosophy. He has been a visiting professor at Francisco Marroquin University (Guatemala), the McCallum Graduate School of Business (Bentley College), associate professor at the International University of Catalonia (Barcelona, Spain), visiting scholar at the Center for Business Ethics, and visiting fellow at Harvard Business School.

He is also coordinator of the International Business Ethics Faculty Meeting and Co-director of IESE's priority line of research on anthropological and ethical foundations of organizations and management. He is general secretary of the Spanish Association of Economic and Management Ethics (EBEN-Spain), vice secretary of the Spanish Association of the Global Compact (ASEPAM), member of the Academic Board of the European Academy of Business in Society (EABIS), and associate researcher of the Instituto Empresa y Humanismo (University of Navarra, Spain).

He is the author and co-author of several books, including *La ética que necesita la empresa* (Unión Editorial, 1998), *Ciencia y Práctica de la Acción Directiva* (Rialp, 1999), *Ética del Marketing* (Unión Editorial, 1999), *Ética de la Empresa* (Ariel, 2001), and *Tras la euphoria: Guía ética para empresarios en la nueva economía* (Prentice-Hall, 2002). His latest books are *Pragmatism and Management Inquiry: Insights from the Thought of Charles S. Peirce* (Quorum Books, 2002), and, as a co-author, *Retos educativos de la globalización* (Eunsa, 2003), and *Globalización, Internet y Marketing: una respuesta ética* (Universidad Católica San Antonio, 2003).

**ROBERT E. FREDERICK** is professor of philosophy and chair of the Philosophy Department at Bentley College in Waltham, Mass. He is also 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 holds 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 ten books on various topics in applied ethics and philosophy. Prior to attending graduate school and joining Bentley, Frederick worked for nine years at a large financial institution in Atlanta, Ga., where he was vice president for administrative services.

**ROBERT D. GALLIERS** was appointed provost of Bentley College in 2002. He was previously professor of information systems and research director in the Department of Information Systems at the London School of Economics. He retains his connection with the LSE as a visiting professor. Before joining LSE, he served as Lucas Professor of Business Management Systems and dean of Warwick Business School, UK, and earlier as foundation professor and head of the School of Information Systems at Curtin University in Australia. A leader in the field of management information systems, Galliers is editor-in-chief of the *Journal of Strategic Information Systems*, and a fellow of the British Computer Society (FBCS), the Association for Information Systems (FAIS) and the Royal Society of Arts (FRSA). He has served as president of the Association for Information Systems and as co-chair of the 2002 International Conference on Information Systems. He has held visiting professorships at INSEAD, France, University of St Gallen, Switzerland, the City University of Hong Kong, the Institute for Advanced Management Studies, Belgium, National University of Singapore, Hong Polytechnic University and Bond University, Australia. He is a member of the Scientific Council of the Faculty of Economics and Business Administration of Tilburg University, The Netherlands, and the Board of Advisors of Jönköping International Business School, Jönköping University, Sweden.

He has published widely in many of the leading international journals on Information Systems and has also co-authored a number of books, the most recent being the third edition of the best seller, *Strategic Information Management* (Butterworth-Heinemann, 2003), *Rethinking Management Information Systems* (Oxford University Press, 1999) and *IT and Organizational Transformation* (Wiley, 1998). Galliers began his professional career outside of academia, first in social work administration and then in management consulting. He holds an AB with honors in economics from Harvard University, an MA with distinction in management systems from Lancaster University, and a PhD in information systems from the London School of Economics. He was awarded an Honorary Doctor of Science degree by Turku School of Economics and Business Administration,

Finland, in 1995. His research focuses on information systems strategy and the management of change associated with the adoption and appropriation of ICT-based systems within and between organizations.

**JOHN HANSEN** is an attorney with more than 20 years experience in private practice and as in-house counsel in Fortune 500 companies. Hansen consults with public companies and nonprofit organizations, and his areas of practice include corporate governance and organizational ethics, risk management and regulatory compliance.

Hansen is a research fellow at the Center for Business Ethics at Bentley College where he participates in executive education programs in managing compliance and ethics in organizations. He is a frequent speaker at industry conferences on a variety of legal and business ethics topics. As legal counsel to State Street Corporation, a global financial services company with offices in more than twenty countries, Hansen advised the company on governance, regulatory compliance and business conduct matters. He also served as the global ethics officer for the company.

Hansen is a graduate of Case Western Reserve University School of Law. He received a master of public administration degree from Syracuse University. His undergraduate degree is from the University of Massachusetts at Boston. Hansen is also admitted to the bar in the Commonwealth of Massachusetts and the state of Ohio. He is a member of the Association of Corporate Counsel, the Boston Bar Association, and the National Association of Corporate Directors.

**SCOTT HARSHBARGER** has had a lengthy career in public service, including experience as a prosecutor, regulator and public advocate. Harshbarger served as the president and CEO of Common Cause in Washington, D.C. for three years. In this role, he led the reform and renewal of nationally recognized, independent, nonpartisan citizens' lobbying, advocacy and government and corporate watchdog group. Harshbarger built partnerships and coalitions with business and grassroots organizations to push passage of the landmark federal campaign finance reform legislation, commonly known as "McCain-Feingold." Harshbarger also launched Common Cause's corporate governance project in 2002 and dramatically expanded Common Cause's national agenda to include election reform and monitoring the performance of executive agencies.

Harshbarger served as the Massachusetts attorney general from 1991 to 1999. During this time, he was elected president of the National Association of Attorneys General after serving as vice president of the same organization. As the state's leading law enforcement officer, Harshbarger worked to create a level playing field for businesses by prosecuting white collar crime and insurance fraud and enforcing child labor laws. Harshbarger led the passage of unprecedented brown-fields legislation, helping spur economic development in formerly depressed neighborhoods. He was also the first attorney general in the nation to work with the health care community and develop hospital and HMO community benefit guidelines. Harshbarger led the state's effort to be one of the first five states in the country to sue tobacco manufacturers for the costs of health care associated with tobacco use. As a result of the lawsuit, Massachusetts will receive approximately \$300 million per year for at least each of the next 25 years.

During his tenure as attorney general, Harshbarger was the Democratic nominee for governor in 1998. He received 48 percent of the votes in a close election with an incumbent governor. Prior to his role as Attorney General, Harshbarger served as the district attorney of Middlesex county from 1983 to 1991. He received national recognition for leadership as he created public protection bureaus for family and community crimes, and implemented projects for juvenile justice, child abuse and law enforcement training programs.

Harshbarger has also served as counsel to the State Ethics Commission, chief of the Public Protection Bureau in the Attorney General's Office, and deputy chief counsel for the Massachusetts Defenders Committee. He is currently a board member of DC Vote and the Epilepsy Foundation.

He also is on the steering committee for the American Public Health Association, and a principal for the Council on Excellence. A graduate of Harvard College and Harvard Law School, Harshbarger taught legal ethics at Boston University Law School, and was a Visiting Professor at Harvard Law School and Northeastern Law School. He was a Rockefeller Fellow at Union Theological Seminary in New York City, and is now a member of the Board of Trustees.

**TAKAJI (TED) HISHIYAMA** is a former senior executive of Mitsubishi Oil Company and Visiting Executive Scholar, Center for Business Ethics at Bentley College. Now a gadfly of business ethics as a consultant for corporations, Hishiyama teaches at the college level and writes books and articles on business ethics in Japan.

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**W. MICHAEL HOFFMAN**, is the founding executive director of the Center for Business Ethics at Bentley College in Waltham, Massachusetts, a 29-year-old research and consulting institute. He received his PhD in philosophy at the University of Massachusetts at Amherst and has been a professor for 35 years in higher education. He has written or edited 16 books, including *Business Ethics: Readings and Cases in Corporate Morality* (4th edition), *The Ethical Edge*, and *Ethics Matters*, and has published more than 70 articles. He consults on business ethics for corporations and other organizations, and serves as an expert witness in litigation. Hoffman is the managing principal of The Ethics Trust ([www.ethicstrust.com](http://www.ethicstrust.com)), a strategic alliance of leading business ethics consultants. He was the first executive director of the Ethics Officer Association and currently is the advisor to its board of directors. He is the senior ethics consultant to LRN, The Legal Knowledge Company, headquartered in Los Angeles. He was a 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.

**BARBARA KIPP** is a partner and the global leader of ethics and business conduct and U.S. firm chief privacy officer with PricewaterhouseCoopers. PricewaterhouseCoopers was the recipient of the 1998 American Business Ethics Award. Prior to assuming the role of director of ethics and business conduct in 1996, Kipp was an audit partner with the firm. Kipp assumed the role of chief privacy officer in 2003. Kipp is a CPA, and she received a bachelor's degree in business administration, majoring in accounting, from the University of Massachusetts at Amherst in 1981. In 1997, Kipp was honored as Alumna of the Year by the University of Massachusetts, Department of Accounting and Information Systems.

Kipp's professional and community activities include the Board of Directors and Executive Committee of the Ethics Officer Association; treasurer and Board of Directors of the Ethics Resource Center; Bentley College Center for Business Ethics Executive Fellow; New England Ethics Forum; Board of Directors of the Boston Center for the Arts; University of Massachusetts, Accounting Advisory Council; Bedford POMS (Patrons of Music Students) Executive Committee; and Bedford Youth Basketball, Soccer and Softball Coach. In the past, Kipp has also served on the American Business Ethics Award Judging Panel; Greater Boston Chamber of Commerce, Small Business of the Year Award Committee; Board of Directors of the Metropolitan Wind Symphony, as a volunteer for the Business Volunteers for the Arts, on the Smaller Business Association of New England (SBANE) Associate Members' Committee; North Suburban Chamber of Commerce Economic Development Task Force; Lane School Advisory Council and Destination Imagination coach. She is a graduate of the FBI Citizens' Academy.

Kipp lives with her husband, Thomas, and three children, ages 15, 12, and 9, in Bedford, Massachusetts. She plays Oboe and English horn in the Wellesley Symphony and other local musical groups.

**CHARLES LE GRAND** has more than 30 years of experience dealing with security, reliability, auditability, compliance, risk and assurance matters in information and related technologies. He has served in various management positions and IT roles ranging from programmer/analyst, to IT auditor, to CIO, and managed many successful systems projects. He is a recognized author and speaker on a wide range of technology topics. He produced board-level guidance on information security for the U.S. Critical Infrastructure Assurance Office (now part of the Department of Homeland Security), and coordinated the development of information security metrics for a subcommittee of the U.S. House of Representatives.

Prior to forming CHL Global Associates, Le Grand directed the work of The Institute of Internal Auditors Research Foundation that produced the landmark “Systems Auditability and Control” reports. He also served as IIA’s CIO to develop and implement a three-year project that migrated IIA systems and networks to the Internet, architected and implemented its first two web sites, implemented its first e-mail systems and provided the framework for a global communication network.

Le Grand provided expert testimony to the U.S. President’s Commission on Critical Infrastructure Protection. He served on the board of directors of the Partnership for Critical Infrastructure Security, the Executive Committee of the Generally Accepted Information Security Principles Committee, the Advanced Technology Committee of The Institute of Internal Auditors, the National Cyber Security Partnership, and the Center for Continuous Auditing. He was co-leader of a team that developed “Information Security Program Elements” and “Information Security Metrics” for the Corporate Information Security Working Group. He also serves in an advisory capacity to the U.S. President’s National Infrastructure Advisory Council, and the American Bar Association’s Information Security Committee.

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Before going to the Kennedy School in 2003, Michael spent close to 20 years as an executive at securities firms. Most recently, he was senior vice president and chief compliance officer and ethics officer at Fidelity Investments in Boston, where he was responsible for code of ethics administration and for supporting compliance with securities laws and rules by Fidelity's brokerage businesses. Prior to Fidelity, Michael was executive vice president and general counsel of Tucker Anthony Incorporated, a Boston-based regional broker-dealer. He was also counsel for a small national securities firm based in New York City. He began his career as a litigator at a law firm in New York City.

While he was employed in the securities industry, Michael was an industry leader on a variety of issues involving broker-dealer regulation, and served on various committees of industry organizations, including the National Association of Securities Dealers and the Securities Industry Association. More recently, Michael has been retained (with the approval of securities regulators) to review a firm's compliance with obligations arising from undertakings made in connection with the settlement of a major regulatory action. He has also consulted on matters involving ethics and compliance training, and in arbitrations brought against broker-dealers. He continues to speak on ethics and regulation at conferences of financial services and ethics associations.

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**LISA H. NEWTON**, PhD, is professor of philosophy, director of the program in Applied Ethics, and director of the program in Environmental Studies at Fairfield University in Fairfield, Connecticut, and Associate in Medicine at Yale Medical School. A graduate of Columbia University (BS in Philosophy 1962, PhD in Philosophy 1967), she has written or co-written several textbooks in the fields of Ethics and Environmental Studies, including *Business Ethics and the Natural Environment* (Blackwell, 2005), *Ethics and Sustainability: Sustainable Development and the Moral Life* (2003), *Wake Up Calls: Classic Cases in Business Ethics* (2nd edition, 2003), *Watersheds: Cases in Environmental Ethics* (3rd edition, 2001; 4th edition 2004), and *Taking Sides: Controversial Issues in Business Ethics and Society* (8th edition, 2004). Newton has written more than 80 articles in the Applied Ethics fields in which she teaches politics, law, medicine and nursing, business, communications, engineering, and the natural environment. She was the writer and ethics consultant for Media and Society's 1990 series, *Ethics in America*, (Study Guide and Source Reader, 2nd edition, 2004), the videos for which are still occasionally aired on public television. She is on the editorial board of several scholarly journals in her field, including *Business Ethics Quarterly*, *Teaching Ethics*, *The Journal of Value Inquiry*, and *Organizational Ethics*.

Through the consulting function of the program in Applied Ethics, Newton coordinates consulting services for regional healthcare providers. She has started several ethics committees at hospitals and nursing homes, and continues to provide educational, policy review, and case consulting services for hospitals, nursing homes, and home health care services.

**JAMES E. POST** is professor of management and faculty director of the doctoral program in business at Boston University. He holds a JD and a PhD in management, and teaches courses in strategy, public affairs, ethics, and nonprofit management. He has taught in executive programs in Europe, Asia-Pacific and North America. Post is the author, co-author, or editor of 15 books and more than 100 articles on topics related to the role of business in society. His most recent book is *Redefining the Corporation: Stakeholder Management and Organizational Wealth* with L. Preston and S. Sachs (Stanford University Press, 2002). This book examines how the modern corporation — an extended network of relationships and interdependencies involving hundreds of stakeholders — generates wealth through relational management. Post is now engaged in a study of the practical governance and ethical implications of the stakeholder corporation model.

Post has served as an adviser to many companies, government agencies, and nonprofit organizations. He served as a research director and senior research fellow at The Conference Board. He has also served as a member of the independent Nestle Infant Formula Audit Commission.

**STEPHEN D. POTTS** is chairman of the board for the Ethics Resource Center. Prior to holding this position, Potts served as chairman of the ERC Fellows Program, from 2000 to 2004. Before assuming the chairmanship, Potts was actively involved in the Fellows Program as a senior fellow, representing the United States Office of Government Ethics. He stepped down as chairman in 2004 when he accepted the position of ERC board chairman, effective on July 1, 2004.

Potts served as director of the U.S. Office of Government Ethics for two five-year terms, beginning in 1990. Prior to that time, Potts was a partner at Shaw, Pittman, Potts and Trowbridge from 1961 until 1990. He also held the position of vice president at Cherokee Life Insurance Company from 1959 to 1961, and was an associate attorney at Farris, Evans and Evans in Nashville, Tennessee from 1957 to 1959. In addition, Potts served as a 1st Lieutenant in the U.S. Army, Judge Advocate General's Corps from 1955 to 1957.

Currently, Potts is a senior ethics counselor at the Ethics Resource Center, and also serves on the organization's Board of Directors. Other business and government activities and positions held include: member, Board of Directors, Fairways Corporation, 1972 to 1990; member, Board of Directors, Wood River Capital Corporation, 1985 to 1988; member, Board of Directors, Marline Oil Corporation, 1978 to 1985; agency vice president, Cherokee Life Insurance Company, 1959 to 1961; member, American Bar; District of Columbia Bar; and Tennessee Bar Associations; member, President's Council in Integrity and Efficiency, 1990 to 2000; member, President's Commission on the Appointment Process; former member, Board of Directors, Overseas National Airways. He has served as president and member on the boards of numerous civic organizations and continues to play competitive tennis. Potts earned his bachelor's degree in political science from Vanderbilt University, and an LLB from Vanderbilt Law School.

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Stybel and Peter Drucker are contributors to *The Harvard Business Review* on Career Management (Boston: Harvard Business School Publishing, 2003). Stybel's work has also been published in the *Harvard Business Review* and *California Management Review*. His work has been featured *Business Week*, *Fortune*, *the Wall Street Journal*, *the New York Times*, and 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.

He is currently on the boards of two technology companies focusing in the human capital area. Stybel was on the Board of Directors of the New England Chapter of the National Association of Corporate Directors and *Compensation & Benefits Management Journal*. He was president of the Boston Human Resource Association. Stybel currently serves on the Program Committee of the Association for Corporate Growth Dealmakers' Breakfast series. Stybel received his doctorate at Harvard University in the area of organization behavior, and was on the management faculties of Harvard University and Babson College. 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.

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Bentley is a business university. 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, including MBA, Master of Science and certificate programs at the McCallum Graduate School, emphasize the impact of technology on business practice. Enrolling approximately 3,900 full-time undergraduate, 335 adult part-time undergraduate, and 1,300 graduate students, Bentley is located in Waltham, Massachusetts, minutes west of Boston.



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