



RIGINS

OF A *Movement*

A 20-year retrospective of the
CENTER FOR BUSINESS ETHICS

Bentley College

Bentley

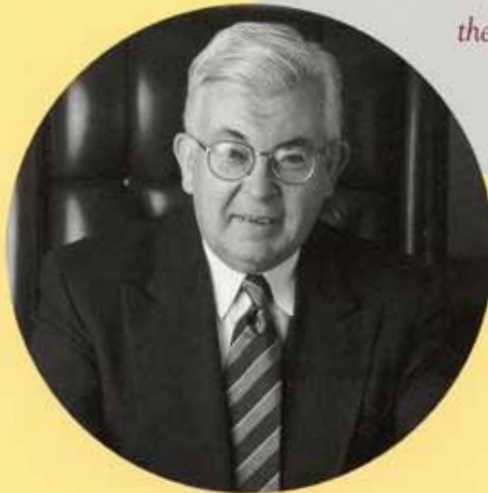
College is pleased and proud to be the home institution for the Center for Business Ethics.

Now in its third decade, the center has evolved into one of the college's flagship operations. Through the center, business ethics has helped shape Bentley's institutional culture and, indeed, define its academic signature. Owing to the center's influence and faculty commitment, we have succeeded in our mission of providing undergraduate and graduate students the ethical dimension needed to shape their professional careers and personal lives.

The corporate community's high regard for the center and its various activities benefits Bentley in many ways, most notably by bridging the theoretical world of academia and practical affairs of business.

Today, as in 1976, Bentley College is honored to house and support the Center for Business Ethics.

Joseph M. Cronin
President, Bentley College





The occasion of the center's 20th anniversary has caused me to reflect on what we have accomplished over a period that spans three decades.

Have we been true to our mission of generating constructive ideas on business ethics, and producing strategies for ethical business conduct? Have we successfully provided bridging between theoretical research and practical business activity? I believe that the accomplishments of the center, documented in this retrospective, give convincing evidence that we have.

When the center was founded in 1976, I don't think any of us imagined that we would succeed in making a national, let alone international, impact. But I think we have. We didn't imagine back then that the center would become a leader in what has turned out to be one of the most significant and promising social movements of this century. But the center has been such a leader.

Indeed, the center has much to be proud of over the past 20 years, and we look forward to continuing to be a leader in this exciting movement of business ethics. But this center celebration would ring hollow if we did not first sincerely thank Bentley College for its unswerving support, and second, acknowledge the many forms of assistance that literally thousands of people and organizations have given us through their actions, their financial support, their confidence and, most of all, their commitment to the mission of ethics in business that we all share.

W. Michael Hoffman
Executive Director

“BUSINESS MUST
FIGHT AS IF IT WERE
AT WAR. AND, LIKE
A GOOD WAR, IT
SHOULD BE FOUGHT
GALLANTLY, DARING-
LY AND, ABOVE ALL,
NOT MORALLY.”

—
THEODORE LEVITT,
1958

“NOT ONLY CAN BUSINESS
SUCCESSFULLY EMBRACE
ETHICS, IT MUST IF IT IS
TO MAINTAIN ITS LEGITIMACY
AND HONOR THE
PUBLIC TRUST. TODAY,
MORE THAN EVER BEFORE,
BUSINESS WITHOUT
ETHICS IS BUSINESS AT
RISK.”

—
W. MICHAEL HOFFMAN,
1996

It was 1958 when Levitt, a respected Harvard business professor, penned those words for the *Harvard Business Review*. Twelve years later, in 1970, Nobel-prize winning economist Milton Friedman expressed a similar opinion in the *New York Times Magazine*: "There is one and only one social responsibility of business — to use its resources and engage in activities designed to increase its profits."

Such sentiments seemed to set the stage for the headlines of the 1970s. The business pages of newspapers nationwide were filled with tales of companies and organizations guilty of ethical transgressions, including allegations of corporate bribery at the Lockheed Corporation and revelations of illegal political campaign contributions by numerous major U.S. corporations. Not even the nation's chief executive, Richard Nixon, who in 1974 vacated the highest office in the land following the Watergate scandal, was immune.

As widespread cynicism about business set in, public opinion on the issue of business ethics began to shift tremendously, and reached a turning point in 1978. That's when three young women were burned to death when their Ford Pinto was struck from behind and its gas tank exploded. A court of law cleared the auto maker of criminal charges, but the court of public opinion rendered a different ruling. "It was the first time an American corporation, the Ford Motor Company, had been indicted for criminal homicide," says W. Michael Hoffman, founding executive director of Bentley's Center for Business Ethics. "That's when *everybody* began to wake up."

1976

The Center for Business Ethics is founded after the college is awarded a \$30,000 curriculum-planning grant from the National Endowment for the Humanities.

1977

The first of 10 center-sponsored conferences on business ethics is held on campus.

1977

Business Ethics Report, a written review of the first conference, is published. Similar reports follow each of the next nine conferences.

The center conducts its first national survey, relating to the teaching of courses in business ethics.

1980

The roots of business ethics

For Hoffman, the business-ethics alarm had sounded two years earlier. That's when he founded the Center for Business Ethics, a groundbreaking venture that put Bentley at the forefront of both a significant interdisciplinary field of study and a powerful social movement that compels corporate America to reconcile more than its bottom line.

"It was within the academic world that business ethics conferences started being held, where articles started being written, where textbooks began to come out," Hoffman says. A concern for ethics was emerging in other industries, too. Begun in the 1960s, the field of medical ethics was an area of booming interest by the middle 1970s. "Medical ethics provided a model of an interdisciplinary applied area of study," says Hoffman, explaining that the business community could similarly establish guidelines to deal with ethical and moral matters.

Another factor in the emergence of business ethics was the nature of philosophical inquiry itself. For most of the 20th century, philosophy has been abstract and detached. A faction of philosophers, Hoffman among them, began looking for ways to make the discipline more relevant to the practical world. "It had become just philosophers talking to other philosophers," notes Hoffman, who in 1974 arrived at Bentley as chairman of its Philosophy Department. "People were more and more interested in applied ethics, in having an impact on the world."

Hoffman's immediate concern was a much smaller community: Bentley College. "At the time, business ethics was a strange thing to be doing," he admits, "but I saw an



Bentley faculty members who have participated in the center's Research Fellows program include (from left) the late Ernie Kallman (Computer Information Systems), Frank Reeves (Philosophy), Floyd Windal (Accountancy), John Grillo (Computer Information Systems) and Tony Buono (Management).

opportunity to make philosophy more relevant to the general mission of the college." In 1976, he sent off a proposal to the National Endowment for the Humanities (NEH), requesting that it underwrite three interdisciplinary courses in this curious new field. The NEH rejected the \$30,000 proposal. "They told me they had never received a proposal for business ethics," he recalls, "so the next day I flew down to Washington to explain it to them."

The NEH reversed its funding decision, and in the spring of 1977, nearly 100 students enrolled in one of three courses in business ethics. From there, Hoffman spearheaded the expansion of the college's ethics program to include a national Center for Business Ethics, believed to be the second such organization in the country.

"THE CENTER HAS BEEN CENTRAL IN THE DEVELOPMENT OF BUSINESS ETHICS AS A FIELD. IT'S BEEN A MODEL IN THAT IT HAS BROUGHT TOGETHER PRACTITIONERS WITH PEOPLE FROM ACADEMIA. THE INTERACTION OF THEORY AND PRACTICE IS WHAT THE CENTER IS MOST KNOWN FOR. IT'S A CONCEPT AND AN EXAMPLE THAT HAS NOT BEEN MATCHED, ALTHOUGH SEVERAL HAVE TRIED."

Richard De George
President
*International Society for Business,
Economics and Ethics*

1984

Executive Director Mike Hoffman and Research Associate Jenny Moore publish the first edition of *Business Ethics: Readings and Cases in Corporate Morality*.

1985

The sixth conference, *Ethical Dilemmas for the Multinational Enterprise*, attracts an international audience.

1985

The center's Business Ethics Library is established.

1985-
1986

A second survey, *Instilling Ethical Values in the Corporation*, is conducted and sent to *Fortune* 1,000 companies

Members of the Class of 1990 fund a major remodeling of the library. The senior class gift also includes a collection of books on environmental ethics.

1990

Spreading the message

The formal establishment of the center coincided with an explosion of interest in business ethics. A business ethics bibliography published out of the Center for the Study of Applied Ethics listed more than 600 books and 2,000 articles published between 1976 and 1980. And a study by Bentley's Center for Business Ethics revealed a 500 percent increase in the teaching of business ethics during the same period. Even corporations were showing more interest: A 1979 Ethics Resource Center survey showed that nearly 75 percent of *Fortune* 500 companies had established written ethics codes, with more than half having been written or revised since 1975.

"AS THE BUSINESS COMMUNITY BEGAN TO EXPERIENCE A GROWING CONSCIOUSNESS ABOUT ETHICAL DILEMMAS IN THE WORKPLACE, PEOPLE WERE SEEKING RESOURCES TO GUIDE US, TO GIVE US A SENSE OF THE BEST EXAMPLES. IT BECAME VERY CLEAR THAT THE CENTER FOR BUSINESS ETHICS, EVEN AS LONG AGO AS A DECADE, WAS WAY OUT ON THE FOREFRONT OF THE WORK THAT WAS BEING DONE."

Keith Darcy
Executive Fellow
Former Vice President and Associate Corporate Ethics Officer
Prudential Securities, Inc.

Bentley's center gained national prominence following the first of 10 biennial conferences to examine business ethics. Held in March 1977, the inaugural conference attracted luminaries from business, government and academia to the



On behalf of their classmates, members of the 1990 Senior Class Cabinet presented the Center for Business Ethics with the Senior Class Gift — a major remodeling of the center's Business Ethics Library and a collection of books on environmental ethics.



Bentley campus to discuss "Business Values and Social Justice: Compatibility or Contradiction?" The intriguing topic and star-studded list of principal speakers brought the conference nationwide coverage in print and broadcast media.

Alasdair MacIntyre, one of the foremost philosophical minds in the country, delivered one of the plenary presentations, while Elliot Richardson, a U.S. ambassador and former attorney general, delivered closing remarks. Also taking the podium during the two-day conference were Speaker of the House Tip O'Neill; world renowned sociologist Daniel Bell of Harvard; and top executives from corporations including General Mills, Gulf Oil, and F.W. Woolworth Company. Leonard Wood, executive vice president for The Gallup Organization, presented the findings of a poll on public attitudes about business ethics, specifically conducted for the conference.

"We wound up breaking news in just about every single daily newspaper in the country," Hoffman says, recalling the first conference. "We knew we had something. Maybe it was luck or coincidence, but many of the subsequent conference themes seemed to anticipate a business ethics trend or issue."

For example, following the 1985 conference, "Ethical Dilemmas for the Multinational Enterprise," international business ethics became a hot issue. Hoffman says the proceedings of the conference was the first significant publication to examine the topic. Similarly, the third conference, "The Work Ethic in Business," preceded a widespread interest in privacy issues and quality-of-work issues between employers and employees.

1990

The Gadfly Project, an annual two-week ethics workshop to promote the teaching of ethics across the curriculum, is held for the first time.

1989-1990

A third survey, *Instilling Ethical Values in Large Corporations*, is sent to *Fortune* 1,000 companies.

1991

Members of the Center for Business Ethics Advisory Board meet for the first time.

1991

The first conference for ethics officers, jointly sponsored by the center and The Dreiford Group, is held, leading to the formation of the Ethics Officer Association.

1991

The center establishes the Research Fellow program for selected Bentley faculty working on business ethics projects.

Conference themes mirror evolution of business ethics

Held on campus every other year, Bentley's conferences played a leading role as business ethics continued to be discussed in board rooms and living rooms across the country. Other notable participants have included consumer activist Ralph Nader, Senator Howard Metzenbaum and Digital Equipment Corporation CEO Kenneth Olsen. These first-rate speakers helped to increase the center's already national profile.

The center remained at the forefront of the ethics movement throughout the 1980s. At least 50 research centers and institutes were founded or refocused for business ethics studies, a national society for business ethics was organized, and major journals devoted to business ethics were established. Book publishers began to turn out numerous texts in business ethics, and the American Assembly of Collegiate Schools of Business required that accredited business curricula include an ethics component.



Center-sponsored conferences, workshops and executive-education courses attract corporate executives to the Bentley campus. Pictured above are (from left): Executive Fellow Vic Pompa, advisory board member Carl Lorentzen, Executive Scholar Jack Casey, Bentley's Vice President for Academic Affairs and Provost Phil Friedman, and Executive Fellow Frank Daly.

The Center for Business Ethics gained national prominence following the first of 10 biennial conferences to examine related trends and issues. Like the initial gathering, in 1977, each of the subsequent conferences was developed around a timely theme and attracted to campus notable members of the business, government and academic communities.

- **March 1977**
Business Values and Social Justice
- **April 1978**
Power and Responsibility in the American Business System
- **October 1979**
The Work Ethic in Business
- **April 1981**
The Management of Computer Technology: Values and Choices in Corporate and Public Policy
- **October 1983**
Corporate Governance: Institutionalizing Ethical Responsibility
- **October 1985**
Ethical Dilemmas for the Multinational Enterprise
- **October 1987**
The Ethics of Organizational Transformation: Mergers, Takeovers and Corporate Restructuring
- **October 1989**
Business, Ethics, and the Environment
- **March 1992**
International Perspectives on Business Ethics
- **October 1994**
Trust, Responsibility, and Control: The Ethics of Accounting and Finance

Educating students, professionals

"The center has what I would like to call both an outreach and inreach mission at Bentley College," Hoffman says. "Our outreach mission includes things that take us outside of Bentley in terms of working with corporations and other kinds of constituencies. Within Bentley, our primary mission is to build ethics into the curriculum."

"NYNEX CONSIDERS THE CENTER A STRATEGIC PARTNER. AS WE CONTINUE TO CHANGE OUR CORPORATE CULTURE IN ORDER TO COMPETE IN A VERY DYNAMIC MARKETPLACE, THE CENTER WILL BE A VALUABLE RESOURCE IN TERMS OF HOW WE WILL BE ABLE TO MAINTAIN SOUND AND ETHICAL DECISION MAKING AMONG OUR EMPLOYEES."

Jacqueline Gates
Vice President of Ethics and
Business Conduct
NYNEX Corporation

In 1990, the center began the Gadfly Project, an innovative, workshop-based program that promotes the teaching of ethics across the curriculum. "Teaching ethics is just as important — if not more important — than teaching writing throughout the curriculum," Hoffman says. "We want to make sure students understand *why* we're teaching business ethics, that our goal is to instill an attitude of ethical and moral awareness as they move into the professional world. Just as we're trying to teach our students to

1991

Research Fellow Jerry Ferrera publishes "Ethics in the Legal Environment: Augmentation of Legal Realism," an award-winning article that appears in *The Journal of Legal Studies Education*.

1992

The center conducts a survey to determine the number and function of ethics officers at *Fortune* 1,000 corporations.

1992

The center establishes its Executive Fellow program. Jack Casey, managing director at Scudder, Stevens and Clark, is the center's first executive fellow/scholar.

1992

The center publishes the first issue of *Center for Business Ethics News*, a newsletter containing staff- and guest-written articles and conference announcements.

"ONE OF THE THINGS THE CENTER OFFERS IS THE ABILITY TO DISCUSS ISSUES WITH A THIRD PARTY WHO DOESN'T HAVE A VESTED INTEREST. THAT FEED-BACK ENABLES US TO MAKE APPROPRIATE DECISIONS."

Pat Rodgers
EOA Director
Director, Corporate Ethics
Program
Hughes Aircraft Company

communicate, we're also trying to get them to think in a manner that will preserve their integrity and allow them to build their character throughout four years of college and into their careers."

Hoffman's opinion is echoed by Gregory H. Adamian, president of Bentley College from 1970 to 1991 and one of the center's biggest supporters in its formative years. "Business specialists and professionals who are unmindful of their responsibilities to the public perpetuate a disservice to society," the chancellor says.

The two-week Gadfly workshops, which have been supported by the General Electric Company, NYNEX and advisory board member Robert Mueller, enable business and arts and sciences professors to share ideas on how to build ethics into their courses, and give them the tools to make ethics a real part of their teaching. More than 40 faculty members (representing each business discipline) have participated in the workshops and gone on to serve as "gadflies" within their own departments, encouraging colleagues to begin teaching ethics cases and ethics materials within their courses.



Bentley's undergraduate curriculum includes a four-course concentration in business ethics.



The MBA concentration in business ethics offered through the Bentley Graduate School of Business is the first of its kind in the nation.

Hoffman says the Gadfly approach has been more successful than requiring each student to take a specially designed course in business ethics. "We felt it was more important to have ethics really infiltrate all of the different academic disciplines," he says. "This is the way students can be most influenced."

Undergraduate students also have the option of completing a four-course concentration in business ethics. Students choose among five philosophy courses that specifically focus on ethical issues: *Corporate Social Responsibility*, *Philosophy of Work*, *International Business Ethics*, *Special Problems in Business and Professional Ethics*, and a course in theoretical ethics with a focus on ethically sensitive social issues. Scholarship support is available for students pursuing the business ethics concentration.

Recently, business ethics has been uniquely integrated into the graduate school curriculum, over and above the Gadfly Project. Last fall, the center helped launch a four-

course MBA concentration in business ethics. The program, which is the first of its kind in the nation, prepares students to operate more effectively as ethical managers and to understand what is required to develop and strengthen organizational cultures that value ethics.

"WHEN I'M IN A BUSINESS SETTING OR A BOARD SETTING, I TAKE GREAT PRIDE IN MENTIONING MY AFFILIATION WITH THE CENTER FOR BUSINESS ETHICS — THE PREEMINENT INSTITUTE IN THE WORLD FOR RESEARCH AND MATERIALS ON BUSINESS ETHICS."

Dawn-Marie Driscoll
Advisory Board Member,
Executive Fellow
Former Vice President of
Corporate Affairs and General
Counsel
Filene's

1993

NYNEX wins the center's first Business Ethics Award.

1993

Raytheon Company pledges \$250,000 to support the Business Ethics Library.

1993

Research Fellows Ernie Kallman and John Grillo publish *Ethical Decision Making and Information Technology*.

1994

Liberty Mutual Group pledges \$50,000 to the Center for Business Ethics.

1994

Research Fellow Frank Reeves publishes "The Gadfly Business Ethics Project" in the *Journal of Business Ethics*.



The Adamian Graduate Center, home of the Center for Business Ethics.

"There hasn't been a real educational leadership effort in higher education to develop programs for people who would like to pursue a career in business ethics," says Hoffman. "We feel the MBA concentration is going to be extremely important to people who want to work in corporate ethics offices."

Required courses include *Ethical Issues in Corporate Life*, *Law and Ethics in Business*, and *Managing Ethics in Organizations or Research in Business Ethics* (students choose one or the other). The final required course is chosen from among eight electives.

The center also provides ethics education for business professionals. One of its most popular offerings, in connection with the Ethics Officer Association, is an executive education course for business people working in the area of ethics and compliance. In addition, the center initiated an advanced graduate business certificate program in business ethics, providing an opportunity for professionals with a graduate degree in business to complete the four graduate-level courses.

Making news for 20 years

Since its founding, the Center for Business Ethics has been featured in print media outlets from coast to coast. In addition, Executive Director W. Michael Hoffman is a frequent contributor to ethics-related news and trend stories. In an average week, the center fields half a dozen inquiries from reporters seeking expert commentary and analysis. Here are the headlines from some of the center's most significant media coverage — from 1976 to 1996.

Los Angeles Times, 1982

"U.S. business finds profit in its ethics"

The New York Times, 1983

"Business ethics' new appeal"

Washington Post, 1985

"Doing business ethically"

USA Today, 1986

"Companies get serious about ethics"

U.S. News & World Report, 1987

"Ethics 101: Can the good guys win?"

Newsweek, 1988

"Business ethics for sale"

Business Week, 1991

"What's behind businesses' sudden fervor for ethics?"

The Boston Globe, 1992

"Ethics and bottom line at Bentley"

The Wall Street Journal, 1993

"More big businesses set up ethics offices"

The Wall Street Journal, 1994

"The curse of whistle-blowing"

Across the Board, 1995

"1-800-SNITCH: Are ethics hotlines working?"

Investor's Business Daily, 1996

"The latest in executive counselor's: ethics officers"

REMEMBERING A COLLEAGUE AND FRIEND

From the day he arrived at Bentley in 1981, Professor of Computer Information Systems Ernie Kallman was a respected teacher and a model scholar. An active member of the Bentley community, Kallman quickly became a familiar face among students, his teaching colleagues and staff members.



Weakened by a sudden illness that worsened throughout the summer, Kallman passed away on September 22. Among those who will miss him most are his colleagues at the Center for Business Ethics, where he was project manager.

During his all-too-brief affiliation with the 20-year-old center, Kallman played an instrumental role in developing, organizing and coordinating several of the center's initiatives.

Working closely with Executive Director W. Michael Hoffman and other staff members, Kallman was successful in formalizing the center's Executive Fellows program. The Sears, Roebuck-sponsored lecture series, which debuts during the 1996-1997 academic year, was one of Kallman's initial undertakings. He also put his computer skills to use on the center's behalf, developing a proposal to virtualize the center's library and implementing a plan to introduce a Center for Business Ethics site on the World Wide Web.

Kallman, who in 1993 co-authored a book on business ethics, *Ethical Decision Making and Information Technology*, was a familiar presence at the center, where he spent much of his time as a research fellow, pursuing his own interest in computer ethics.

"Ernie was the quintessential project manager — not only because he was a true manager and knew how to get things done, but also because of his intense interest and extensive knowledge of business ethics," says Hoffman. "And, most of all, because of his commitment to the mission of the center. There are no words to describe how much we miss him, both professionally and personally."

1994

Alumnus and advisory board member Mark Skaletsky '70 pledges \$25,000 (later \$25,000 more) to establish the Mark Skaletsky Family Scholarship Fund, which benefits a student concentrating in business ethics.

1994

Research Fellow Tony Buono co-authors *A Primer on Organizational Behavior*, which includes expanded sections on business ethics.

1994

Research Fellow Joe Weiss publishes *Business Ethics: A Managerial, Stakeholder Approach*.

1994

Texas Instruments is the second winner of the center's Business Ethics Award.

Ethics Officer Association

There's no doubt that attention to ethics is on the rise at companies across the world. The impetus for this moral awakening, Hoffman and other experts say, is financial reality. Lapses by a single employee can cost a company millions of dollars in fines. As a result, more and more companies are creating a new post: the ethics officer. Hoffman estimates that between 35 and 40 percent of major U.S. companies have such officers, many of whom are members of the Ethics Officer Association, which is based at the Center for Business Ethics.

The EOA was established at the Center for Business Ethics in 1991, almost simultaneously with the passage of strict, mandatory federal sentencing guidelines for organizations. But the EOA's roots go back to the late 1980s, when many corporate leaders turned to Hoffman and the center for guidance in establishing an ethics and compliance program at their own companies.

"MOST COMPANIES HAVE ONLY ONE ETHICS OFFICER, AND IT CAN BE LONELY IF YOU ARE THAT PERSON. HAVING THE ASSOCIATION, SUPPORTED BY THE CENTER, GIVES US THE BACKING WE NEED TO BE ACCEPTED AND UNDERSTOOD FOR WHAT WE DO."

Joan Dubinsky
Former Senior Legal Counsel
The Mitre Corporation



In 1995, the Center for Business Ethics and the Ethics Officer Association collaborated to offer a one-week executive education course, *Managing Ethics in Organizations*. This group of new and prospective ethics officers was the first to complete the specially designed course, which is part of the center's graduate and executive education efforts.

"I started keeping a record of who I had been talking to, and then I decided to invite them to campus," Hoffman says, recalling the first pre-association gathering of ethics officers in the summer of 1991. During two subsequent meetings — at Raytheon and Honeywell — a planning committee comprising 15 to 20 members drew up bylaws, elected a board of directors, named Hoffman executive director and had the association chartered.

Like the center, the Ethics Officer Association is governed by a slate of officers and a board of directors that work closely with Ed Petry, who in 1995 succeeded Hoffman as the EOA's executive director. Because the role of ethics officer is still relatively new, the EOA has focused its efforts on providing educational and networking opportunities. In 1993, it began hosting annual conferences designed to address current issues facing ethics officers and to promote a general exchange of ethics-related information, trends and practices. The fourth conference, hosted by Boeing, took place in September in Seattle, bringing together more than 200 ethics practitioners. The EOA has also sponsored five forums exclusively for its more than 100 Sponsoring Partner company members.

Last fall, the center and the association collaborated to introduce a one-week executive education course, *Managing Ethics in Organizations*. The course, which meets the needs of new and prospective ethics officers, is part of a broad professional development curriculum that also includes specially designed half-day and daylong courses.

1994

The 10th and final conference on business ethics concludes a series that spanned three decades.

1994

NYNEX pledges \$75,000 to support program development.

1995

The Leon Sullivan Scholarship Fund, given to a student who shows an interest in business ethics, is awarded for the first time.

1995

Paul W. Briggs '42 pledges \$50,000 for the Paul W. and Beatrice S. Briggs Scholarship Fund, which supports students concentrating in business ethics.

1995

Executive Director Mike Hoffman and Research Scholar Bob Frederick publish the third edition of *Business Ethics: Readings and Cases in Corporate Morality*.

Center for Business Ethics Executive Fellows

Joseph R. Barresi

Former Inspector General
Commonwealth of Massachusetts

John L. Casey

Former Managing Director
Scudder, Stevens & Clark, Inc.

Francis J. Daly

Corporate Director
Ethics and Business Conduct

Keith T. Darcy

Former Vice President and Associate
Corporate Ethics Officer
Prudential Securities, Inc.
Associate Dean for Executive Education
and Distinguished Professor of Business
Georgetown University

John Desmond

Former Senior Vice President-Legal and
Corporate Compliance Officer
Boston Edison Company

Dawn-Marie Driscoll

Former Vice President of Corporate Affairs
and General Counsel
Filene's
President
Driscoll Associates

Frederic E. Greenman

Senior Vice President and General
Counsel
New England Electric

Victor J. Pompa

Education and Communication Manager
Office of Ethics and Business Practices
Digital Equipment Corporation

Paul E. Pullen

Former Director, Ethics Compliance
Raytheon Company

Participants in the Executive Fellows program, formed in January 1993, play an important role in raising awareness of business ethics, Bentley and the center. The group's recently formalized charter and mission statement describes how executive fellows will build relationships with the public and business communities, make themselves available to address professional associations and students, and generally advance the center's interests. "This group of distinguished leaders is a tremendous resource," says Hoffman. "The experience and expertise each member brings allows us to extend the center's work both within and outside the college community."

The group's charter stipulates that between six and 15 individuals may be designated executive fellows. Hoffman says the program offers mutual benefits for the center and the executive fellows. "The center provides them with an opportunity to continue and expand their ethics-related work during their careers and, in some cases, after retirement," he says, noting that many executive fellows conduct research and prepare papers using resources available at the center's extensive library.



The center's library is a valuable resource for its nine executive fellows, including John Desmond, former senior vice president-legal and corporate compliance officer at the Boston Edison Company.

20 and counting

Now in its 20th year, the center has played a pivotal role as business ethics has evolved from voices and visions in the halls of academe. The center will continue to fulfill its dual mission of bringing business ethics to students and to working professionals.

The Business Ethics Lecture Series, introduced this academic year and supported by a grant from Sears, Roebuck, is likely to become an annual activity of the center. Lecturers will include CEOs, high-ranking government officials, public-interest group leaders, and renowned scholars.

Another center initiative is what Hoffman describes as a "virtualization" of the center's library, which contains a specialized business ethics collection of books, videos, journals, teaching and training materials, case studies, research papers, numerous newsletters from other centers, and an assortment of documents outlining ethics initiatives from corporations. The ultimate goal, according to Hoffman, is "to allow people anywhere in the country to electronically visit the center's Web page and be able not only to find out what's in the library but also to download materials in text and video form."

Carrying out these ambitious plans will require the continued support of corporations, foundations and individuals. "In the past two to three years we've been seeking outside support more actively, and we've been successful in our efforts," says Hoffman, noting the more than \$500,000 raised in just over two years. "I'd certainly like to continue the mission of the center in new ways and

1995

Managing Ethics in Organizations, a one-week executive education course that is co-sponsored by the center and the Ethics Officer Association, marks the beginning of an ongoing strategic alliance between the two.

1995

Executive Fellow Dawn-Marie Driscoll, Executive Director Mike Hoffman and EOA Executive Director Ed Petry publish *The Ethical Edge: Tales of Organizations That Have Faced Moral Crises*.

1996

Sears, Roebuck & Co. pledges \$25,000 to launch the Sears Business Ethics Lecture Series.

1996

The center establishes a presence on the World Wide Web and begins accepting electronic mail correspondence.

1996

A first-of-its-kind MBA concentration in business ethics is launched.

continue to serve the marketplace, just as we've done over the past 20 years."

One of the ways Hoffman hopes to continue to push the ethics movement forward is by revamping the center's conference format. Preliminary plans call for two-day, industry-specific workshops, during which small groups of attendees will examine ethical matters related to their common business practice. "We would invite the people we think would best develop an action plan for that industry in terms of its ethical environment," explains Hoffman. A white paper would then be disseminated to business leaders, with the workshop participants' recommendations and action plan, and the center would assist in leading the plan forward within the industry.

Such programming innovations will allow the center to fulfill its larger mission, according to Hoffman: "Our overall goal is to promote activities that will help to build a better ethical environment within which to do business."



Like the center's mission and activities, the personnel team has expanded throughout the center's 20-year history. The staff (front, from left): Mary Chiasson, administrative coordinator; Kelly LeBlanc, administrative secretary; (back, from left) Ed Petry, senior research associate and executive director of the Ethics Officer Association; Mike Hoffman, executive director; Judy Kamm, senior research associate; Bob Frederick, research scholar.

"THE CENTER WAS TRULY A PIONEER IN THE FIELD, PROVIDING INFORMATION, RESEARCH AND PUBLICATIONS, ALL OF WHICH HAVE HELPED TO MOVE THE FIELD OF BUSINESS ETHICS FORWARD. ONE OF THE MOST CRITICAL COMPONENTS OF THAT HAS BEEN THE ETHICS OFFICER ASSOCIATION. IT HAS MADE A FUNDAMENTAL DIFFERENCE IN THE BUSINESS ETHICS MOVEMENT."

Lori Tansey
President
International Business Ethics Institute

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