



CRO Association Faces New 'Era of Responsibility'

Introducing themselves and their collectively extensive professional backgrounds, the new members of the CRO Association's board of governors address today's most pertinent CSR issues in a Q&A

Photos

Name & Title

Q&A

What do you hope to see the association accomplish?



Stanley Litow, IBM: We hope this will advance the CRO profession and overall improve performance in corporate citizenship. To do so, first and foremost, we will need to come up with a constantly improving metric that can help us bridge the gap that now exists in measuring excellence in corporate citizenship in even better fashion, so we can use those metrics not just as measurement for measurement sake, but as the linchpin to first, benchmarking and then, as a basis for continuous improvement.

In your experience in the corporate responsibility field, what in your opinion are the most important skill sets of a modern CR practitioner in a larger enterprise?



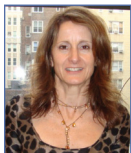
Kevin Martinez, KPMG: Integration! There is no question that a talented CRO professional is multi-dimensional, hungry for information and uses it to connect people, projects and resources. Putting it all together and making it look like it was part of the plan. Knowing that the simplest solution is usually the right solution is one thing but executing the simplest solution will take a myriad of relationships, experiences and knowing where the advocates and resources exist.



Kevin Moss, BT: Beyond the obvious need to have a passion for corporate responsibility, the most important attributes are to have a strong understanding of your company's core business and customers, a long-term perspective and the ability to bring a commercial focus to sustainability issues. I always say that my job is to act as a catalyst and, failing that, an irritant to help my colleagues look for, identify and act on the sustainability implications of the company's activities. The CRO needs to have a broad perspective looking at what I call the four dimensions of sustainability: direct impact, in-life impact, leveraged impact and informing and influencing stakeholders.



Joseph Wolfsberger, Eaton: It is incredibly important—especially in a struggling economy—to be able to create a compelling value proposition around sustainability. Certainly, there are the significant societal benefits of sustainability, but having the ability to convey the contributions that it can make to the organization and its stakeholders is a valuable skill. The ability to engage a broad audience from all levels of an organization will help to ensure the program's success.



Marcela Manubens, Phillips Van Heusen: In principle, an effective practitioner needs a good business understanding of the organization to identify what matters most and what the critical areas, priorities, opportunities, challenges and resources are. A CR practitioner must create value, whether tangible, such as in increase in productivity, or intangible like "reputational" value, and demonstrate the connection between CR and sustainable business. In our field, it is of vital importance to make the business case for CR and measure P&L impact. Also important are very strong communication and interpersonal skills and the ability to engage at all levels and build bridges in a global scale, in addition to an effective understanding and management of the "global factor" in today's business world. This CR practitioner must possess the ability to manage teams effectively across borders with a multidimensional approach that takes into consideration culture, language, political and socioeconomic factors.



Mitch Jackson, FedEx: Corporate responsibility covers such a broad area, including corporate social responsibility, governance and sustainability. As a result, coordination can be challenging. It requires the expertise of many people in multiple departments in a company. A key, needed feature is the glue that holds these efforts together—that glue includes teamwork. Without teamwork, you have individual efforts. That can work, but, is it fully leveraged within an organization? Teamwork provides that leverage.

If you had to reduce your orientation toward the practice of corporate responsibility to three key tenets, what would they be?



Wolfsberger: First, corporate responsibility must be part of the business fabric of an organization. It cannot be a stand-alone department, but rather a key part of the system a company uses to operate its businesses. Second, programs to advance sustainability must enlist the help of a variety of functions within the organization. No program will be successful without participation from operations, human resources, supply chain, R&D, marketing, corporate communications and other business functions. Third, build on the existing foundation of the company. Look to the values that it has established and use them to gain support for sustainability. Look for existing processes in which sustainability can become an integrated component.



Manubens: Throughout the organization, you should create and foster a CR culture based on a value system that addresses human and labor rights, environment and community stewardship. You should also focus on priorities, positive impact and sustainability; provide awareness, training and capacity building so associates can incorporate CR values into the business formula and be effective executors of the CR strategy. Finally, it's important to measure CR outputs and individual performance to bring accountability and demonstrate the business case.



Jackson: For FedEx, there are actually six principles that drive our citizenship, including: valuing our team members, serving our customers, preserving and enhancing our reputation, continuing to earn the trust of the communities we serve, growing our business responsibly and providing transparent and effective internal and external communications. A key feature of each of these is trust with all of our stakeholders.



Martinez: First, remember you are a steward of the company and partner for societal change but servant leadership demands active push back to test all ideas. Second, never underestimate the corporate culture as a tool to deliver a CSR messaging and strategy. So many companies are built on operating principles that support complex notions of CSR and they are there for a reason—use them. On the flip side, if they are weak, advocate for stronger meaning. Lastly, leadership will call upon you to be and do many things. Don't try to be an authority on everything. Demonstrate your organizational agility by knowing who the thought leaders are and how to solicit advice from them. Be prepared to have a great network of colleagues that you can share and test ideas with throughout your career.

Can you summarize your reply to those CR skeptics who say that CSR has no link to bottom-line corporate performance?



Moss: Having been a product manager with a clear set of P&L objectives in previous roles, I do not see any mismatch between CSR and what managers have to do every day of the week. As I see it, every CSR initiative should have a clear and commercially compelling objective, whether it is future business assurance, employee retention, risk mitigation, customer loyalty or cost reduction. Additionally, every manager (whether a CSR professional or not) should be worrying not only about today's profit but about profits tomorrow and next year, too. Exhausting a business resource faster than it is being replenished might deliver short-term returns, but will compromise future business. And that applies whether the resource is a raw material, employee's energy or your customer's wealth and well-being.

What will be the biggest challenge of the association?



Litow: The biggest challenge is to take corporate citizenship from something that is very valuable and something considered as a “nice thing to do” and connect it directly to strategic business performance, and we simply can't do this without metrics that are clear, understandable and unimpeachable. Currently, corporate citizenship is viewed as something important by some in the corporate world, but not by all. It is understood and valued by some in the voluntary sector and the public sector but not by enough. Part of this has to do with the absence of universally accepted rubrics and metrics. It is my hope that by working together we can first develop them, and then gain their acceptance. It's a huge, huge, important challenge.

What key pieces of advice would you have for those seeking career roles in the CR field today?



Martinez: Retail is one of the very best proving grounds for CSR practitioners. No matter what you do in retail CSR, you are too late shifting priorities happen hourly, not in days and week. Retail taught me to be grounded in brand and expect that brand should be grounded in CSR; the two are mutually dependent. Marketing, Operations and HR are great advocates if they understand that it helps them meet the measure of success. If your advocates don't see the connection they can be great barriers so, spend the extra time developing relationships with these core functions.



Wolfsberger: This is probably one of the most exciting times to be in the field of corporate responsibility. There is a growing awareness around the benefits of sustainability, not only in the developed nations, but across the globe. Professionals who work in this field will have many career opportunities while knowing they are working to create a positive impact on humanity. People from many cultural and academic backgrounds will find opportunities to be part of the effort. Even those who do not devote themselves entirely to corporate responsibility will have the chance to contribute as part of their jobs in operations, supply chain, R&D and other functions within a company.

Mitch, as your main focus at FedEx is in EH&S and environmental affairs & sustainability, how would you describe your approach to keeping your stakeholders apprised of the most important developments in your field?



Jackson: It really comes down to communication. The Global Environmental Management Initiative defines transparency as “the openness of an organization with regard to sharing information about how it operates.” For example, our global citizenship report gives details and data on our operations and impacts—those that are beneficial and those that challenge. But we want to balance that need for information with readability of content, without inundating readers with data without context. Also, communication by top management is helpful. For instance, just in the past few weeks, our chairman and CEO, Fred Smith, re-emphasized how sustainability is good for our business to all FedEx team members. So, in this regard, I'm fortunate to already have engaged and informed top management.

**Stan, what is the most pertinent CSR-related issue or challenge in the tech space right now?**

Litow: Clearly we have all made a good deal of progress in the last several years, no question about it. But we need to set the bar higher still. There must be a far better acceptance and understanding in the marketplace of what it means to be an effective corporate citizen, especially in the current economic environment. A recent McKinsey study found that from a financial standpoint, in both the investor community and among CFOs, corporate citizenship is better understood than it used to be, but it is not understood or managed as well as it ought to be. It is expected by consumers, desired by government and covered by some of our best corporate leaders, but far too many in the financial community fail to appreciate its benefits in mitigating risk and in proving clear fiscal reward. Hence it is not understood or as high on the agenda as it should be.

What advice would you give CEOs of major companies on how to approach the CR function?

Manubens: There are two important aspects CEOs are keeping in mind: the internal, which is creating a CR function embedded in the business practices and organization overall and the external, which is creating value for investors and consumers. It is critical for the company's leadership to provide an overall vision and consistent "integration" message throughout the organization. Understanding and measuring the impact of their decisions on the company's CR performance and connecting this with P&L will reinforce the culture. A conversation toward triple bottom-line will provide a more comprehensive measurement and an important insight on intangibles such as "reputational value."



Wolfsberger: Do not look on sustainability as a cost, or as simply another initiative that will run its course, but rather as an opportunity to create a competitive advantage. Companies can reduce costs by eliminating waste. They can also use their successes in sustainability to gain market share, improve their brand image, and help with talent acquisition. In a good economy, sustainability can be a powerful tool in growing the company. In a poor economy, it becomes even more important by helping to reduce costs, contribute revenue, and provide a positive impact on morale.



Martinez: Build CSR into your brand and your cultural principles in sophisticated ways. Live the values and demonstrate great leadership by demanding strategic ties to business. Use the advice of your CSR advisor and leadership team to build an integrated and cohesive CSR strategy that makes all employees accountable for its success. Advocate adding CSR performance measures to annual reviews that can alter wage and promotion. Don't confuse "doing" with "believing." CSR practitioners are valuable assets to have in any strategic planning setting. There are few professionals who have the broad bandwidth.

Kevin, what key lessons have you learned as a CR blogger?

Moss: It is important to define your target audience. There is a great temptation to aim for quantity of readers, but quantity may not be important if your goal is to communicate with and engender discussion among a specific professional community. I have found the most interesting aspect of social networking is the blurring of what used to be a bright distinct line between one's work life and social life. Similarly, traditional distinctions as to whether an individual is speaking on behalf of the company (e.g. a company press release) or purely expressing their own views—these lines of division are also breaking down. Social networking tools require a new approach to these more traditional structures.

Ten years from now, what important contributions do you hope the CR space will make to corporate performance?

Jackson: Actually, I think it can be boiled down to one fundamental contribution—that corporate responsibility is part and parcel of how a company does business—that it is ingrained into its DNA.

What would you like the association ultimately to achieve?

Litow: For those of us in corporations, nothing is as vital or as important as performance. It is the beginning and the end of how we are all judged. So, if we can develop a sound metric and get people to use that as a basis for benchmarking, I believe we can then use that as the building block to improve the quality of performance overall. But in addition to the need for improved scholarship and measurement in corporate citizenship, there is a crying need for improved partnership. The public, private and voluntary sector must do more than demand higher performance from one another. They need to make a major leap forward by understanding that the greatest improvement will come from shared understanding and shared and collaborative action. If we develop the tools, use them to improve and then agree to work together, the result will be improved environmental performance, improved labor practices, more effective social entrepreneurship and the economic growth we sorely need.

**What do you hope to see the association accomplish?**

Robert Pojasek, Harvard: I would like to see us use peer-to-peer communication to understand what all of our programs have in common and where we have been successful and where we have not been able to integrate our work into the culture of the organization. This will help us identify the opportunities to improve. We can move from the point of view of "doing less of a bad thing" to a performance-based mission with a set of leading indicators that balance the large list of lagging indicators that we have been struggling with. It would be great if we could move from the worship of "best practice" to the more innovative step of "next practices." We can work together as an association to help our companies create a positive view of a sustainable and responsible enterprise and help them bring that vision to each and every employee at each and every facility.



If you had to summarize your experiences around CR into three big trends, what would they be?



Stephen Jordan, U.S. Chamber of Commerce Business Civic Leadership Center: Whereas 10 years ago it was hard to fathom a corporate leader, a U.N. agency head, a state department appointee, and an aid organization executive sitting around a table together to hash out the details of a big social project, now it's becoming the norm and we see hundreds of examples of collaboration. People from all sectors are getting very creative in how to tackle problems together, rather than running redundant or counterproductive projects. From the business perspective, we still want to see more actual partnership building and less fait accompli-style funding requests, but we think this concept is starting to be more understood and appreciated. Another trend we are seeing is the blending of social and economic development projects. A third trend is a focus on impact and sustainable investment instead of simply philanthropic giving, especially given this current economic environment. Companies are making mission-critical social investments and perhaps backing off more on what are seen as "nice to do."

What corporate responsibility issues do you feel need to be addressed? And how?



Pojasek: In my talk at SustainPro, I outlined five basics of sustainability. These are all activities that the member companies use to operate their business at both the corporate and facility level. We will need to see how things like management systems and continuity program will help us drive our work into the consciousness of each and every employee working at all of our local facilities. Corporate responsibility needs to be made operational throughout the operation and cannot be just a management of issues at the corporate level. Only by making it a part of programs already in place can we hope to succeed at the local level.

What have you learned about the Holy Grail of establishing links between CR and corporate performance?



Tim Fort, George Washington University and ICR: Turning a profit, meeting commitments, being trustworthy and meeting the minimal standard of the law are all important. The current downturn points to the importance of turning a profit. The recent January 2009 special issue of *The Economist*, "The World," calls CSR corporate survival responsibility. So, yes, profits are important. And yes, being able to directly correlate CSR to a firm's bottom line is going to be seen as a Holy Grail. Just as it is for HR, accounting, business-government relations or external affairs departments, precisely quantifying the amount of profit or precisely identifying exactly how much profit is generated from this particular activity is likely not going to happen. There are too many factors involved. CSR and ethics are not about a specific initiative. They are not necessarily separate and separable from creating a good, safe product or providing reliable, viable services. Research shows that trust, built from CSR and ethics, decreases transaction costs. And research shows that CSR leads to the ability to attract and retain a higher quality talent pool. It is also correlated with a better reputation.

What is it about sustainability that makes it such an important part of competitive advantage today?



Brian Ballou and Dan Heitger, Miami University of Ohio: Students of the current generation need to feel passionate about the topics being discussed in an academic setting, regardless of the discipline. Sustainability and other stakeholder issues around environmental, social, economic, regulatory, and political issues bring out a great deal of passion in students both in the United States and abroad because they represent the most important risks faced by current and future generations. This sustainability challenge will not and cannot be solved in the short term involving only current organizational leaders. Instead, it will be solved only if, and when, future business and organizational leaders approach the challenge with an open mind and the arsenal of a diverse, innovative, and, just as importantly, integrated knowledge and skills set. Leading university initiatives, such as Miami University's Center for Business Excellence, are vitally important in exciting and training future organizational leaders. While at the HRH Prince Charles Accounting for Sustainability Forum in London, we learned that such student passion for sustainability issues was just as high at Oxford University and many other European universities. While we believe sustainability-focused programs create an academic competitive advantage for those universities that develop them, we are more interested in seeing such universities widely disseminate the details of their programs to universities across the globe. Accordingly, all universities would have an opportunity, and maybe even the responsibility, to incorporate elements of sustainability-focused programs broadly across disciplines throughout the university. We are trying to help make that happen using a variety of initiatives in which we partner with outside organizations.



For those corporate leaders who might believe, like the late economist Milton Friedman, that there is no link between CR and corporate performance, what would you say?



Jordan: Looking through the lens of a business executive, corporate citizenship is all about the process of analyzing situations, developing a focus, mobilizing resources, nurturing trust and confidence in what you're doing, measuring results, and managing external expectations. At its core, corporate responsibility is a risk-management tool. It can help identify threats, whether they come from harsh operating environments, hostile organizations, public backlash, or wasteful or unproductive spending. What could better bolster corporate performance?

What corporate-related sustainability efforts do you think we'll see from the new administration?



Pojasek: This administration believes that it can stimulate the economy and try to solve some of the environmental and social issues at the same time. This is at the very heart of sustainability. In previous administrations these goals were always addressed by different programs. If the administration can make its institutionalized silos talk to one another, it can be successful in obtaining its outcome. One example is having a person act as the go-between the U.S. Environmental Protection Agency and the U.S. Department of Energy to make sure they have common purposes with regard to dealing with greenhouse gas emissions. The bigger issue is to tie these programs into social and economic programs operated by the other agencies such as getting people back to work. Many of our member companies will need to look at this model to try to address the coordination of their silos.



Fort: CSR doesn't need to be the first thing cut in a downturn. CSR and ethics are never redundant when tied to the core identity of the firm. As part of the core mission of a company: whom it employs, how it treats its employees, attraction and retention of employees, workplace conditions, sustainable suppliers, and building a distribution network; CSR is about how a company makes its money. And to some companies, CSR is all about its core identity. Some might ask: might not these companies at some point be across the headlines of major newspapers for a misdeed or mishandling an activity? And the answer is: absolutely. But, the difference with these firms is that the misdeed is a hiccup—not a way of doing business. Overall, CSR and ethics are about how a company makes its money. Not how it gives its money away. It's about a company's identity. Who it is. What it stands for. Why people get up in the morning and show up at work.

Brian and Dan, you were selected by the American Institute of CPAs to be a delegate to Prince Charles' Accounting for Sustainability Forum in London recently. In your opinion, what is so vitally important about setting standards for accounting for natural resource usage and GHG emissions in the same way we account for finances?



Ballou and Heitger: The issue as we see it is not that accounting standards for environmental, social and other issues of stakeholder interest need to be set in the same way as for financial reporting. Rather, the vital issue is that there needs to be some generally accepted process by which issues of stakeholder interest are better linked to financial impacts on organizations so that they receive appropriate prioritization and increased attention by organizational leaders (e.g., chief executive officer, board of director members, chief financial officer, etc.). The accounting profession is focused on identifying relevant and reliable measures for business activities that can be compared across organizations and supported by independent assurance. In the current global economic and political environment, sustainability issues are gaining a great deal of traction in conversations by organizational leaders and key stakeholder groups, albeit often with vastly different perspectives with varying agendas. However, without globally accepted measures that demonstrate how sustainability initiatives create long-term value for organizations, boards of directors and executive officers of organizations will find it challenging to prioritize them, particularly when facing financial and other shareholder-related pressures associated with the current global recession. Adding to this challenge is the general public's growing level of distrust in the integrity of organizational leaders, at least in the United States. Without providing independent assurance by those certified to attest to the reliability of information, the value attributed to statements and measures about sustainability effectiveness is substantially limited and less likely to succeed.



Are there any big trends in the public-private partnerships field that you see having a major influence on CR?



Jordan: The recession has really crystallized the focus on greater collaboration, greater impact, and effective long-term planning. As one corporate citizenship executive recently told a BCLC staffer, "Every \$1 spent now needs to create \$2 worth of impact." Public-private partnerships are a way to accomplish this.

Bob, as the chairman, what do you specifically bring to the association?



Pojaseck: I am hoping to help us focus on the outcomes of a CSR/sustainability effort. How can we get the principles to work within our organizational cultures? When we think about outcomes instead of initiatives we can be more effective in making our practice operational throughout the organization. I have emphasized getting back to the five basics of our philosophy of having a sustainable business. We want our employees to feel that these efforts are making their work easier and that can make them more successful.



What do you want to see the association accomplish?



Justin Smith, Domtar: To provide opportunities for the professional development of its members and to become a forum for the sharing of CR best practices across industries. The CROA can become that one organization that advocates on the behalf of CROs and enables them to stay informed, educated and connected to other CR professionals.

Amit, what trends do you see in your new role in how companies are using IT and other investments to connect their CR practices and corporate performance?



Amit Chatterjee, Hara Management Group: The Climate impact market has multiple aspects that are emerging at different rates. The most apparent trend we see companies struggling with is how to define and prioritize their climate impact initiatives. Adoption rates will vary based on geographic and industry sector. After companies determine their priorities, education drives the amount of investment they allocate to climate impact initiatives. For certain sectors, the need to address this topic is immediate, for others, until regulation affects them directly, they don't feel compelled to act. Determining priorities and maturity of opportunity is critical for all organizations. At that point, the value of technology and the business cases regarding energy efficiency and operational improvements through climate impact become apparent.



If you had to point to one key corporate responsibility principle or trend, what would it be?



Narina Sippy, SAP: President Obama's policies have made GRC and sustainability central to managing enterprise risk and energy and compliance costs. So today the big trend is toward organizations centralizing accountability for enterprise GRC and sustainability with a few individuals, one of whom either answers to the board or is a C-suite officer. This elevation of GRC and sustainability roles has been accelerated by the recent availability of new IT tools for GRC and sustainability management.

Jonathan, in your experience providing solutions to senior corporate leaders in governance, risk and compliance (GRC), what are one or two of the biggest GRC "blind spots" that companies have that have resulted in major disruption?



Jonathan Marks, Crowe Horwath: In many cases, incomplete communication of the intent and focus on an appropriate governance structure, which requires the senior leaders to clearly define the most important elements, has as much impact as missing the interrelationships and interdependencies of corporate governance components and the lack of a consistent, sustainable "tone at the top."

What do you specifically bring to the association?



Smith: I hope to bring perspective and insight from my experience with CR activities that I have witnessed, both as a provider and as a stakeholder working within a company actively engaged in CR initiatives. As an employee of a company that embraces CR, I have seen how I can act as an agent for positive change within the organization. These experiences—along with my continued professional development—I hope will lend themselves well toward providing some unique viewpoints, challenging questions and ideas to the association.

What was your motivation for getting into your professional practice, and what continues to drive you?



Chatterjee: This is a mission we must engage now, even as the market opportunity will emerge over time. I was drawn to this space because significance beyond success matters to me and to the team we have put together. While the world has been focused on creating a multiplier effect for financial metrics, a new dimension is emerging—a multiplier effect for social capital. Personally, I find it extremely gratifying to see opportunities to help companies understand how to begin down a path of transformation that helps not only their bottom line, but the world around us.



Marks: Much as for people, introspection within the corporate "body" is difficult. Many at the C-level find it challenging to view and assess their own organization objectively. Participating in bridging the governance gaps within an organization and assisting others to see the things they might have missed previously is rewarding when the result is a positive change within that organization.

There is a perception that Silicon Valley's views of CR practices are different than those in, say, Kansas City. Amit, in your experience, is that true, and if so, why?



Chatterjee: Geographic variables do affect priorities, but some core concerns about climate change remain constant—they just manifest themselves differently. The priority to act is influenced by the local environment. Industrial engines of a region impact business concerns. For example, farming vs. semiconductor manufacturing impacts a local economy and as a result, climate change strategies reflect that bias. Ultimately, a global perspective is required, but action is initiated locally. Climate change affects everyone, but the priorities of what to address first depends on geography, industry and the operational impacts that climate change can make within a given timeframe. The challenge put forward to all types of CR for climate impact is that the CR practice must return a sufficiently compelling business case within a reasonable time frame.

What are the major trends driving practitioners and corporate leaders the CR field today?



Marks: Finding a way to tie the pieces together into an integrated approach that is more valuable than the individual pieces and to regain the long-term respect of the public by helping companies establish good, sustainable governance processes. Consumers, customers, the press, regulators and others have access to an incredible amount of data about how organizations behave. This new and intense scrutiny, and the way this information is interpreted and managed, must be monitored to help prevent behavior that is inconsistent with the organization's mission and objectives. Practitioners and corporate leaders need to be able to assist their clients and organizations in navigating this environment.

Amit, in the past you have described yourself as a believer in the saying "you can only manage what you can measure." What of those who say there's nothing about CR that you can measure so why bother trying to manage it?



Chatterjee: Every opportunity to become a change agent must begin with analytic rigor. The nascent opportunities for business advantage in addressing climate change is a target for skeptics because the documentation and standards are not yet mature. However, given the significant focus in the areas of activities and business process, the analytics are becoming easier. Leadership will emerge with benchmark data to address the doubts of the skeptics. At that point, the empirical benchmark will drive the broader market to focus on opportunities in this space. With climate change we are close to reaching that leverage point.



What advice would you give CEOs of major companies on how to approach the CR function?



Marks: The first thing would be to determine the target at which the CEO is aiming: understand what is to be accomplished; inventory what is done now to establish the basis from which to go forward; define and communicate very clearly what is important to the organization; and plan and execute integrating the corporate responsibility functions into the fabric of the organization, but do so over a realistic time frame.

What would you like the association ultimately to achieve?



Smith: In many organizations, the role of the CRO is as yet misunderstood or unknown—employees may not be aware of the CRO's existence or even the nature of the CRO's responsibilities. I would like for the association to help build the profession of CR into a known and indispensable role in corporate leadership. A corporation wouldn't likely make sound decisions on investments without a CFO; in this day and age, with the importance of aligning corporate values and activities, the existence of a CRO is no less significant.



Since 1982, **Jay Whitehead** has led business media companies in seven domains, venture capital, law, human resources, finance and accounting, investor relations, computing, and now corporate responsibility. He has been a founder or senior business leader of 26 business publications, including *PC*, *CRN UPSIDE*, *Research*, *San Francisco Daily Journal*, *California Republic*, *HRO Today*, *FAO Today* and now *CRO* magazine. He has also founded and run several industry-leading conference businesses, including *HRO World* and *HRO World Europe* (acquired by LRP Publications in 2006).



Richard Crespin is the Global Executive Director of the HROA and the President of Member Services for the SharedXpertise Forums. The HROA is the only independent organization for all those who practice, purchase, provide, or advise on HR transformation and outsourcing. The SharedXpertise Forums help organizations transform, sharing their expertise through research, education, online and offline networking, information portals, and forums in F&A, HR, and Shared Services functions. The SharedXpertise Forums (formerly the SBPOA), include the Finance Forum and the HROA. In addition to serving as Global Executive Director of the HROA, Mr. Crespin has worked with some of the largest finance and logistics enterprises in the world, including the world's largest supply chain organization, the US Transportation Command, and in the back-offices of several large multinational banks.



Brian Ballou and **Dan Heitger** co-direct the Center for Business Excellence at Miami University that integrates the topics of corporate governance and executive decision-making, leadership in strategy and risk management, transparency in stakeholder engagement, and sustainability. These courses are delivered to a variety of audiences, including undergraduate and graduate students and executives. Ballou and Heitger have performed joint research projects with executives from a variety of organizations including AICPA, Costco, Ernst & Young, KPMG and U.S. Congress. Their publications have appeared in *Harvard Business Review*, *Auditing: A Journal of Practice & Theory*, *Behavioral Research in Accounting*, among others. Heitger was the only academic to be named as one of the initial Yale University Millstein Center Rising Stars of Corporate Governance. Ballou received his B.S.B.A. from The Ohio State University and Heitger received his B.S. from Indiana University. They both received their Ph.D. from Michigan State University.

Amit Chatterjee established the Hara Management Group, which focuses on how businesses will meet the increasing climate change transparency requirements of sustainability. Prior to Hara, Amit was senior vice president for SAP, managing the business unit for enterprise solutions in governance, risk and compliance (GRC). Chatterjee was named one of *Treasury & Risk* magazine's top 100 Most Influential People in Finance for 2007. Before leading the GRC team, Chatterjee held a number of senior positions at SAP. Prior to SAP, Chatterjee held management roles at several startups including Luminant (IPO 1999), Kendara (sold to Excite@Home) and McKinsey & Co. He attended the University of California, Berkeley and Stanford University.

Timothy L. Fort is the Executive Director of the Institute for Corporate Responsibility and holds the Lindner-Gambal Professorship of Business Ethics at George Washington University Business School. He is also an academic advisor for the Business Roundtable Institute for Corporate Ethics. He holds B.A. and M. Geopolitical and Disciplinary Boundaries (Cambridge, 2007), *Prophets, Profits, and Peace* (Yale, 2008), *The Role of Business in Fostering Peaceful Societies* (Cambridge, 2004) and *Ethics and Governance: Business as Mediating Institution* (Oxford, 2001).

Mitch Jackson is Staff Director of FedEx Corporation's Environmental Affairs & Sustainability. In that capacity, he has responsibility for the strategic direction and management of environmental, energy management and sustainability issues. Mitch holds a bachelor's degree in mechanical engineering and a master's degree in operations management. Among his committee participations, Mitch is a past chairman of the Global Environmental Management Initiative. He is a vice president on American Trucking Associations' Board of Directors. He also serves on The Keystone Center's Energy Board, and has served on the Heinz Family Philanthropies' Heinz Awards environment jury for the past three years.



Stephen Jordan is Senior Vice President and Executive Director of the U.S. Chamber of Commerce Business Civic Leadership Center, where he leads BCLC's engagement with a broad spectrum of companies and chambers of commerce in the United States and overseas. He has produced numerous conferences, policy papers, and other projects and programs related to the fields of corporate citizenship, business and society relations, global development, education and more. He also helped launch the Partnership for Critical Infrastructure Security, the National Cyber Safety Alliance, Business Strengthening America, and the U.S. Business Education Network. Jordan currently serves on the U.S. National Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO). He holds an M.B.A. from Georgetown University and an M.A. in political and social thought from the University of Virginia.

Stanley Litow is IBM's Vice President for Corporate Citizenship & Corporate Affairs, and President of its foundation. He heads global corporate citizenship efforts and corporate social responsibility at IBM across more than 170 countries. Under his leadership, IBM has developed innovative voice recognition technology to help non-literate children and adults learn to read, automatic language translation and bilingual email, open source technology to help people with disabilities access the web, a humanitarian grid to power research on cancer and AIDS and new digital imaging technology to improve water quality.

Marcela Manubens, Senior Vice-President of Global Human Rights and Social Responsibility Program for Phillips-Van Heusen, created and directs the company's program on human rights and social responsibility worldwide. Since 1996, Manubens has participated in the Fair Labor Association, a tripartite initiative to eradicate sweatshops. She sits on the board of the Fair Labor Association and is a member of the executive committee and of the audit committee of the board. Manubens has taught at Columbia University and is a member of the Women's Foreign Policy Group. She represented U.S. business in the launching of the Global Report on Child Labor by the ILO at the United Nations and, in 2006, Manubens gave testimony in the United States Congress as an expert witness upon the invitation of the Congressional Human Rights Caucus. Manubens holds an MBA from the University of Bridgeport and a Doctorship in Economics Sciences from Universidad de Belgrano, Argentina. She also attended the American University, International Service Program.

Jonathan Marks is a Partner-Executive with in the risks services group of Crowe Horwath. In his role, Marks advises engagement teams and clients on a wide range of capital markets activities, which includes corporate governance, internal audit, risk management, fraud, IFRS, SEC compliance and regulatory matters. Prior to joining Crowe Horwath, Marks was co-owner of a national consulting practice where he directed the firm's SEC, technical accounting, governance, internal audit, risk management, fraud, quality assurance review and education/training practices. Marks is a member of FEI, NACD, ACG, ACFE, IIA, AICPA and other professional associations.

As Executive Director of Corporate Citizenship at KPMG, **Kevin Martinez** chairs the Firm's CSR Council whose role is to establish and develop a national strategy and plan for corporate responsibility that will integrate philanthropy, the KPMG Foundation, volunteerism and pro bono, sustainability and global development initiatives. In his most recent role as Vice President of Community Affairs for The Home Depot and President of The Home Depot Foundation, Martinez's team was responsible for one of the most highly regarded corporate disaster response programs and received awards for their partnership with KaBOOM! to build 1000 playgrounds in 1000 days. Martinez was also previously senior manager of community affairs for Starbucks and managed the corporate social responsibility division of Eddie Bauer.

Kevin Moss, as Head of Corporate Social Responsibility at BT Americas, has responsibility for implementation of BT's CSR strategy in North America. The role covers a broad scope of sustainability issues including environment and climate change impact, community investment and business ethics. Kevin is currently chair of the Energy and Environment Committee of the British American Business Association in Washington, D.C. He also sits on the Corporate Advisory Council of the American Red Cross and is a member of the Global Leadership Network of AccountAbility. Kevin shares his thoughts about the intersection between Information Communication Technology services, business and sustainability on his blog "CSR Perspective," which is found at www.csrperspective.com

Robert Pojasek is a sustainability thought leader and adjunct professor at Harvard University, where he teaches a popular distance-learning course on sustainability management strategy. Pojasek was awarded the Petra T. Shattuck "Excellence in Teaching" award in 2008. His research focuses on sustainability performance measurement with leading indicators. With 37 years experience working with a diverse range of manufacturing and service sectors, nongovernmental organizations and governments, he has helped organizations plan and implement sustainability programs and prepare a variety of nonfinancial reports. Pojasek has served on numerous industry and government advisory boards, both in the United States and abroad. He holds a Ph.D. from the University of Massachusetts, Amherst.

Narina Sippy is Senior Vice President and General Manager of SAP's Governance, Risk and Compliance (GRC) business unit, which includes sustainability solutions. Sippy oversees all aspects of the GRC group's development and growth, with direct responsibility for product strategy, product development, solution management, field enablement, sales and customer relations. Prior to her current role, Sippy was senior vice president of marketing and sales for SAP's business user development group, where she oversaw all go-to-market strategies and activities. She also drove SAP's multi-year effort to holistically address the increasingly strategic role of the CFO in driving business performance. Sippy brings 15 years of experience in enterprise applications positioning, marketing and strategy development.

Justin Smith, as Business Development Manager for Domtar, assists corporate end-user customers in the implementation of environmentally sound paper procurement programs through the use of Domtar's EarthChoice product line. Justin has twelve years of experience in the paper industry working in various direct, channel sales and marketing roles. Justin is a former officer in the Army Reserve and served in both active and reserve capacities before leaving the Army Reserve in 2007 with the rank of Major. Justin holds a B.S. in political Science from Illinois State University as well as a graduate certificate in Middle Eastern political studies from the Hebrew University of Jerusalem. Justin is currently pursuing his MBA in strategic management and marketing at the University of Chicago Booth School of Business where he is a member of NetImpact.

Joseph Wolfsberger is Vice President, Environment, Health and Safety (EHS) for Eaton, a global diversified industrial manufacturer. He is responsible for Eaton's efforts to build and deploy world-class EHS practices utilizing the Eaton Business System. Wolfsberger received his bachelor's degree for the University of Missouri with majors in biology and psychology. He has a master's degree in industrial hygiene from the University of Central Missouri.

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