## Joan Elise Dubinsky

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### *Career overview*

Thought leader in organizational ethics, compliance, and responsible business practices within international organizations, governments, and business sectors. Independent Ethics Advisor to governance officials, board members, and senior leadership. Ensuring ethics and compliance functions, including whistleblowing, harassment prevention, internal investigations, and safeguarding systems, are fit for purpose through evaluation and assessment. Senior advisor to the *Business Ethics Pioneers* project, collecting the oral history of the business ethics movement through the eyes of academics and practitioners.

### GOVERNANCE and LEADERSHIP APPOINTMENTS

* Independent Ethics Advisor to the Board of Directors of The Global Fund to Fight AIDS, Tuberculosis, and Malaria, Geneva, Switzerland, 2016 to 2020
* Fellow, Center for Professional Responsibility in Business and Society, School of Business, University of Illinois, 2016 to present
* Fellow, Rutland Institute for Ethics, Clemson University, Clemson, South Carolina, 2019 to present
* Kallman Executive Fellow, Center for Business Ethics, Bentley University, Waltham, Massachusetts, 1999 to present
* Founding Member, Advisory Board of the National Center of Ethics and Social Responsibility, St. Thomas Aquinas College, Sparkill, New York, 2012 to present
* Board Member, Globethics.net Foundation, Geneva, Switzerland, 2015 to 2018; Member, Ethics Committee, 2019 to present
* Executive Fellow, the Ethics Resource Center, Washington, D.C., 1998 – 2000; 2009 to 2011

### ACADEMIC APPOINTMENTS

* Lecturer, School of Public Policy, University of Maryland, College Park, Maryland, 2017 to present
* Lecturer, Heller School for Social Policy and Management, Brandeis University, 2015-present
* Instructor, Bocconi University and the United Nations System Staff College, Executive Masters in Management of International Organizations 2016

### EMPLOYMENT

**President, Rosentreter Group**, a management consulting practice in business ethics, corporate compliance, and organizational development, 1997 through 2009; 2015 through present.

**Director, United Nations Ethics Office/Chief Ethics Officer** (Retired) United Nations, 2010 through 2015. Member, Management Committee of the Secretary-General.

**Chairperson of the Ethics Panel of the United Nations**, 2010 through 2015.

**Director of Ethics**, BAE Systems, Inc., 2009 through 2010.

**Chief Ethics Officer**, International Monetary Fund, 2004 through 2009.

**Associate Director, Employee and Organizational Development**, Human Resources Department, Howard Hughes Medical Institute, 1997 through 2004.

**Senior Manager**, Business Ethics & Responsible Business Practices, Arthur Andersen, 1996 through 1997.

**Senior Legal Counsel and Compliance Officer**, The MITRE Corporation, 1993 through 1996.

**Ethics Officer** (1985 – 1993), **Corporate Secretary** (1989 – 1992), and **Associate General Counsel** (1984 – 1993), the American National Red Cross.

**Assistant City Attorney**, City of Austin, Texas, 1979 through 1984.

### EDUCATION

* University of Texas School of Law, Doctor of Jurisprudence, 1979
  + - * + Herbert L. Smith Prize for Student Research in Administrative Law, University of Texas Law School Foundation, 1979
        + Member, *International Law Journal*, 1977-1979
* Residential College, University of Michigan, Bachelor of Arts with Honors, 1974
  + - * + Phi Beta Kappa, University of Michigan, 1974

### TEACHING EXPERIENCE

* Lecturer, School of Public Policy, University of Maryland, Ethics in Public Administration, 2016 to present
* Lecturer, Heller School of Public Policy and Management, Brandeis University, Ethics and the United Nations, 2016 to present
* Academic Consultant, University of Illinois, National Center for Professional and Research Ethics, 2015 to 2019
* Co-Presenter, “Leadership Academy,” Nanyang Technological University, Singapore in conjunction with the National Center for Professional and Research Ethics, University of Illinois, 2016 - 2018
* Contributor, MOOC on “Professional IQ”, in conjunction with Coursera and the National Center for Professional and Research Ethics, University of Illinois, 2016
* Guest Lecturer, Mendoza School of Business, Notre Dame University, 2015 - 2016
* Guest Lecturer, The Graduate Institute, Geneva, Switzerland, April 2015
* Guest Lecturer, Penn State University, Smeal College of Business, April 2015
* Guest Lecturer, Northeastern University, D’Amore-McKim School of Business, Center for Emerging Markets, April 2015
* Guest Lecturer, University of Maryland, School of Public Policy, Center for International and Security Studies at Maryland, February 2015
* Guest Lecturer, University of Illinois, Executive MBA Programme, January 2015 and Schools of Business and Law, 2015 through present
* Guest Lecturer, Mount St. Mary’s University, Emmitsburg, Maryland, February 2013
* Guest Lecturer, UN Leadership Development Programmes, United Nations System Staff College, Turin, Italy, 2011 through present
* Presenter, Senior Leadership Programme for Special Representatives of the Secretary-General, New York, New York, 2010 through 2013, United Nations System Staff College
* Reader, Graduate and Undergraduate Papers nominated for the Hoffman Award in Business Ethics, Bentley University, Waltham, Massachusetts, 2008 through present
* Guest Lecturer, Center for Business Ethics, Bentley University, Waltham, Massachusetts. Faculty member and program reviewer for the Managing Ethics in Organizations curriculum, 1995 through present. Lectures include, Globalizing Ethics and Compliance Functions, *Professionalism and the Ethics Officer, Use and Abuse of Ethics Programs in Employment Litigation*, *Legal Underpinnings for Ethics Programs*, *Sarbanes-Oxley Act of 2002*, *and* *Federal Sentencing Guidelines for Organizations*
* Principal Instructor for Harvard Medical School’s management and leadership development curriculum for Post-Docs, Assistant and Associate Professors in the Biomedical Life Sciences, “*Great Expectations*,” 2003 through 2005
* Principal Instructor for management and leadership development curriculum for the Howard Hughes Medical Institute, Chevy Chase, Maryland, 1998 through 2004

### ARTICLES AND PUBLICATIONS

Dubinsky, J.E. and Richter, A., *Global Ethics & Integrity Benchmarks, 3rd edition*, February, 2020

Dubinsky, J.E., “Ethics and Civility are Cousins—Not Twins,” Rutland Center for Ethics, Clemson University, 2020

Dubinsky, J.E., “Ethics at the Right Angle,” Rutland Center for Ethics, Clemson University, 2019

Dubinsky, J.E., “Measuring Ethical Fitness: Global Ethics & Integrity Benchmarks,” *National Defense Magazine*, 8 March 2018, <http://www.nationaldefensemagazine.org/articles/2018/3/6/an-assessment-tool-for-measuring-ethical-fitness>

Dubinsky, J.E., Guest Editorial, “Why be ethical?” Globethics Foundation Newsletter, August 2017; <http://www.globethics.net/-/globethics-net-newsletter-no-7-2017>

McManus Warnell, J. and Dubinsky, J.E., “Business Students and Faculty on the Same Side of the Desk: Engaged Students and Collaborative Faculty Present Three New International Business Ethics Case Studies,” *Journal of Business Ethics Education*. 13:2017-242 (2017).

Dubinsky, J.E., “Dear Gentle Reader: A Conversation on Ethics Advice and Ethics Officer Independence, “ *ethikos*, November-December 2016.

Dubinsky, J.E., “Seeking the Causes of Wrongdoing,” reprinted as an Ethikos Classic, *ethikos*, September/October 2016.

Dubinsky, J.E., “The Many, Varied (and Inconsistent) Values of the International Civil Service,” in *Global Values and Virtues for Leadership: Challenges and Chances for the Future*, ed., Stuckelberger, C., Ike, O., and Fust, W., Globethics.net, Global Series, 2016 ([www.globethics.net](http://www.globethics.net)).

Dubinsky, J. E., and Richter, Alan, *Global Ethics & Integrity Benchmarks Assessment Tool,* 2nd edition, January 2015. ([www.qedconsulting.com](http://www.qedconsulting.com))

Dubinsky, J. E., *“Ethics and Reputational Risk Assessment for UN Field Missions, New York, 2012 and 2014.*

Dubinsky, J. E., *Activities of the UN Ethics Office: Report of the Secretary General to the UN General Assembly, A/65/343, A/66/319, A/67/306, A/68/348, A/69/332,*  A/70/307, covering 2010 through 2015. ([www.un.org/ethics/en](http://www.un.org/ethics/en))

Dubinsky J. E., and Richter, Alan, “The Global Ethics & Integrity Benchmarks: A Self-Assessment Tool for Organizations,” Carnegie Council Policy Innovations, March 11, 2009 ([www.policyinnovations.org/ideas/innovations/data/000088](http://www.policyinnovations.org/ideas/innovations/data/000088))

Dubinsky, J. E., “Code Redux: Corporate Code of Conduct Update and Revision Process,” March 5, 2009, Corporate Compliance Insights. ([www.corporatecomplianceinsights.com/2009](http://www.corporatecomplianceinsights.com/2009))

Dubinsky, J. E., “Code Redux: Tips for Writing and Updating Your Corporate Code of Conduct,” March 3, 2009, Corporate Compliance Insights. ([www.corporatecomplianceinsights.com/2009](http://www.corporatecomplianceinsights.com/2009))

Dubinsky, J. E., and Richter, Alan, *Global Ethics & Integrity Benchmarks Assessment Tool*, QED Consulting and the Rosentreter Group, January 2009. ([www.qedconsulting.com](http://www.qedconsulting.com))

Dubinsky, J. E., “Code Redux: Updating Your Code of Conduct,” *Federal Ethics Reports,* October 2008.

Dubinsky, J. E., “Codes of Conduct” (pp. 59-75), “Providing Ethical Advice and Receiving Allegations,” (pp. 76-93), “Internal Investigations,” (pp. 94-109) in The Ethics and Compliance Handbook: A Practical Guide from Leading Organizations, The Ethics & Compliance Officer Association, May 2008.

Berenbiem, R., and Dubinsky, J. E., “Working at the Intersection of Human Resources and Business Ethics—the Need for Collaboration,” *Executive Action Reports*, The Conference Board, 2008.

Berenbiem, R., and Dubinsky, J. E., *Working at the Intersection of Human Resources, Ethics, and Compliance: A Call for Collaboration*, for The Conference Board, New York. Selected Research Papers, 2008-2009.

Dubinsky, J. E., “Incentives and Discipline: At the Intersection of Human Resources and Business Ethics,” *Federal Ethics Report*, September 2007

Dubinsky, J. E., “Ethical Leadership: Finding the Common Ground at the IMF,” *Federal Ethics Report*, March 2006

Dubinsky, J. E., “What an Ethical Executive Does,” Proceedings of the EBEN and Estonian Business School Research Conference, June 2005, Tallinn, Estonia

Dubinsky, J. E. “What an Ethical Executive Does,” *The Leaderboard,* March 2005, published by Entelchy Associates ([www.entelchypartners.com](http://www.entelchypartners.com))

Dubinsky, J. E., “When Training is the Right Answer,” *Federal Ethics Report*, January 2004

Dubinsky, J. E., (with others), “Laboratory Leadership in Science,” (pp. 49 – 76), “Staffing Your Laboratory,” (pp. 77 – 96), in Making the Right Moves: Practical Guide to Scientific Management for Postdocs and New Faculty, Howard Hughes Medical Institute and Burroughs Wellcome Fund, 2004

Dubinsky, J. E., “The Value of Numbers in Ethics Programs,” *Federal Ethics Report*, October 2002

Dubinsky, J. E., “Business Ethics: A Set of Practical Tools,” *Internal Auditor* (July/August 2002)

Dubinsky, J. E., “Determining Inappropriate Internet Use in the Workplace,” *Federal Ethics Report*, May 2001

Dubinsky, J. E., “Respecting Proprietary Information,” in Managing Ethically: An Executive’s Guide, *eds.* Hofmann, P. B., and Nelson, W. A., Health Administration Press, 2001

Dubinsky, J. E., “Speaking of Ethics,” in *Preventing Business Fraud Reporter*, 2000 through 2003. Column articles include: “Musings about Enron,” “A Little Manipulation Can Cause Big Problems when Booking a Sale,” “What to Do if You Think you have Compromised a Bid,” “How to Recognize and Handle Potential Conflicts of Interest,” “Even Former Employees have Ethical Obligations,” and “When do Gifts Create Conflicts of Interest”

Dubinsky, J. E., “Moving Clients from Compliance to Business Ethics Programs,” *CPA Consultant,* January-April, 2000, AICPA Newsletter

Dubinsky, J. E., “To Talk about Ethics, We Must Train on Ethics,” Strategic *Finance*, April 2000

Dubinsky, J. E., “Measuring Effectiveness of Corporate Ethics Programs,” *Center for Business Ethics News*, Winter, 2000

Dubinsky, J. E. Profiled in Ethics Matters: How to Implement Values Driven Management, by Dawn-Marie Driscoll and W. Michael Hoffman. Center for Business Ethics, Waltham, and Massachusetts: 2000

Dubinsky, J. E., “Respecting Proprietary Information,” *Healthcare Executive*, November/December, 1999

Dubinsky, J. E., “PBGC’s New Perspective on Business Ethics,” *Federal Ethics Report*, October 1999, Washington Service Bureau, CCH

Dubinsky, J. E. Featured in *The Ethical Employee: How to Do the Right Thing in Business*, National Institute of Business Management Special Report N291, September, 1999

Dubinsky, J. E., “Talking About Ethics: Universal Principles, Codes of Conduct, Values, Technology and Governance” two-part series in *ASAE Association Management*, March and April 1999

Dubinsky, J. E., “Investigations and Due Process,” in A Companion to Business Ethics, Robert F. Frederick, ed., Blackwell Companions to Philosophy, London, August, 1999

Dubinsky, J. E., “Beware the Contingent Workforce,” *Ethics Today*, Summer, 1998

Dubinsky, J. E., “With an Office Romance, Sometimes the Best Course is to do Nothing,” *Ethikos*, May/June, 1998

Dubinsky, J. E., “Creating, Storing and Destroying Documents, *Federal Ethics Report*, May, 1998

Dubinsky, J. E., “Ensuring Due Process in Conducting Corporate Internal Investigations,” *Law Governance Review*, Spring, 1998

Dubinsky, J. E., “What Lawyers Should Know About Business Ethics,” *Law Governance Review*, Summer, 1997

Dubinsky, J. E., “Seeking the Causes of Wrongdoing,” *Ethikos*, July/August, 1997

Dubinsky, J. E., “Membership Organizations,” a chapter in Nonprofit Governance: The Executives Guide, published by the American Bar Association and the American Corporate Secretaries Society, January, 1997

Dubinsky, J. E., “The Art of Writing an Ethics Case Study,” Vol. 7, #5, *Ethikos*, March/April, 1994

Dubinsky, J. E., (with others), Legal Resources Manual, American National Red Cross, 1986 and 1993, Washington, D.C.

Dubinsky, J. E., Ethics Resource Manual, American National Red Cross, 1990; Washington, D.C.

Dubinsky, J. E., “Note, Illegal Aliens Voting Rights Under the National Labor Relations Act,” Vol. 14, #2, *Texas International Law Journal*, Spring, 1979

Dubinsky, J. E., “Religion, Law & Amorality; A Student Perspective,” *National Institute for*

*Campus Ministries Journal*, Summer, 1978

### PAPERS, PANELS AND PRESENTATIONS

Designer and Presenter, *Acting Ethically* and *Leading Ethically*, a series of interactive virtual workshops on ethical decision making for the International Civil Aviation Organization (ICAO), Montreal, Quebec, Canada, July 2020 to present

Lecturer, “Ethical Risks of Implementing Partnerships,” United Nations Staff System College, Bonn, Germany, March 2017, September 2018, July 2019, March 2020

Lecturer, “Private Sector Partnerships and the SDG’s: Ethical and Reputational Risks, “ United Nations Staff System College, Bonn, Germany, May 2018 and May 2019

Speaker, “Ethics and Political Posturing on the World Stage,” Rutland Institute for Ethics, Clemson University, October 2018

Contributor, “A Conversation with the Kallman Fellows of the W. Michael Hoffman Center for Business Ethics: On Ethical Culture,” Bentley University, October 2019

Speaker, “Doing Ethics in an Imperfect World,” Upstate International/Council of World Affairs, South Carolina, October 2018

Keynote Speaker, ICMA Annual Conference, Women’s Professional Luncheon, “Lust and Love at the Workplace,” September 2018

Moderator, FCPA@40 Conference, sponsored by the Schools of Law and Business, University of Illinois, February 2018

Presenter, “Love and Lust in the Workplace,” “Doing Ethics in an Imperfect World,” and “The Ethics of Art,” Association for Professional and Practical Ethics, Annual Conference, March 2018 and March 2019

Presented Paper, McManus Warnell, J. and Dubinsky, J.E., “Business Students and Faculty on the Same Side of the Desk: Engaged Students and Collaborative Faculty Present Three New International Business Ethics Case Studies,” *Journal of Business Ethics Education* (13:2017-242) at the 2017 International Vincentian Business Ethics Conference, DePaul University

Guest Lecturer, Ethics of Art, College of Business, University of Illinois, April 2017

Speaker, Ethical Decision-Making, a module in Strategic Decision Making within the United Nations, UNSSC, 2017 to present

Panelist, “Sanctions and Debarments in IFIs, UN Organizations and other International Organizations,” Law and Justice Week, the World Bank, Washington, DC, November 2015

Keynote speaker, “Where Dilemmas Meet Solutions: Global Perspectives in Ethical Challenges and Responsibilities,” BELIEF Week, Northern Illinois University, October 2015

Guest lecturer, “The UN and the Sustainable Development Goals: A Cliffhanger,” the Keough School of Global Affairs, Notre Dame University, September 2015

Keynote speaker, “Ethics and the UN Experience,” Leighton Lecture on Ethics + Leadership, Center for Professional Responsibility in Business and Society, College of Business, University of Illinoi at Urbana-Champaign, April 2015

Keynote speaker, “Doing ethics in an imperfect world,” Mendoza College of Business, Ethics Week 2015, Notre Dame University, February 2015

Keynote speaker, “When Ethics, Values and Culture Intersect,” Senior Leadership Retreat, International Atomic Energy Agency, Vienna, Austria, January 2015

Keynote speaker, “Ethics and Ebola,” Graduate School of Business, University of Illinois, January 2015

Presenter, “Ethics and the UN: A Values Focus,” Kallman Executive Fellows, Center for Business Ethics, Bentley University, Waltham, Massachusetts, November 2014.

Keynote speaker, Ethics and Public Policy Forum, Globethics and UN Office of Partnerships, October 2014, New York.

Speaker, “Innovations and Challenges: Ethics and Procurement/Ethics and Leadership,” Ethics Network for Multilateral Organizations, Copenhagen, July 2014.

Presenter, “Ethical Leadership at the United Nations,” UN System Staff College, New York, NY, July, 2014.

Panelist, “Ethical Leadership Development for UN Executives,” Annual Ethics Curriculum Conference, Center for Professional Responsibility in Business & Society, University of Illinois, May 2014.

Presenter, “Assessing Ethics & Compliance Programme Effectivness,” European Business Ethics Forum, London, U.K., February 2014.

Panelist, “The Value of Whistleblower Programmes,” Working Group on the 10th Principle against Corruption, United Nations Global Compact, New York, New York, December 2013.

Lecturer, “Internal Controls, Reporting & Investigations,” for the ECOA’s On-line Professional Development Course on Anti-Corruption, Waltham, Massachusetts, 2013-2014.

Presenter, “Ethical Due Diligence: Partnerships for Development,” UN System Staff College, New York, NY, 2012 - 2014.

Presenter, “Ethical Decision-Making in the Context of the UN,” UN System Staff College, New York, NY, October 2013.

Featured Speaker, “Doing Ethics in an Imperfect World,” Mount St. Mary’s University Presidential Lecture Series, Washington, DC, February 2013.

Panelist, “Looking Ahead to 2014: Key Issues for Ethics & Compliance Practitioners,” European Business Ethics Forum, Amsterdam, January 2013.

Guest Presenter, “Ethics in and at the United Nations,” The Conference Board’s Global Council on Ethics and Compliance, New York, February 2013.

Keynote Speaker, “Ethical Risk Proofing,” UN System Staff College, New York, New York, November 2012.

Presenter, “Analyzing Ethics and Reputational Risk Assessment Data,” ECOA, St. Louis, Missouri, October 2012.

Presenter, “Ethical Leadership Behaviour,” Leadership Development Programme, United Nations Women, UN System Staff College, Turin, Italy, 2012-2013.

Presenter, “Financial Disclosure Systems in International Organizations”, Ethics Network for Multilateral Organizations, Geneva, July 2012.

Presenter, Joint Experts Group on Preventing Corruption in Public Administration, New York, June 2012.

Panelist, “Towards a Universalistic Approach to Conflicts of Interest,” International Ethics and Compliance Forum, University de Cergy-Pontoise, Paris, France, November 2011.

Presenter, “Ethics Issues in International Procurement,” High-Level Committee on Management’s Procurement Network, Rome, Italy, September 2011.

Panelist, “Ethics in International Organizations,” before the Geneva Group of Nations, September, 2011.

Presenter, “Ethical Piracy on the High Seas,” Ethics and Compliance Officers Annual Conference, Seattle, Washington, September 2011.

Presenter, “Role of Ethics Offices in Preventing Corruption,” Open-Ended Intergovernmental Working Group of States Parties to the UN Convention against Corruption, Vienna, Austria, July 2011.

Presenter, “Independence, Confidentiality, and Professionalism” UN Ethics Network Annual Meeting, Vienna, Austria, July 2011.

Presenter, “Professionalism and Ethics Practitioners,” Bon Secours Health System, Baltimore, Maryland, March, 2011.

Presenter, “How to Encourage a Speak Up/Open Culture in International Organizations,” European Business Ethics Forum, London, UK, February 2011.

Presenter, “Management and Oversight of Compliance Programs,” PLI Advanced Corporate Compliance Institute, New York, New York, October 2010.

Panelist, “Organizational Conflicts of Interest and Personal Conflicts of Interest – Upcoming Changes,” ECOA Annual Conference, Anaheim, California, September, 2010.

Presenter, “Professionalism and the Role of the Ethics & Compliance Officer, ECOA Annual Conference, Anaheim, California, September, 2010.

Presenter, “Maintaining Success: Professionalism and the Role of the Ethics & Compliance Officer,” Managing Ethics in Organizations short course, Bentley University, June 2010.

Panelist, “Ethics & Integrity,” Central Bank Compliance Conference, sponsored by the Federal Reserve Bank of New York, June 2010.

Panelist, “Measuring the Impact of Ethics & Compliance Programs,” CABEN Meeting, Washington, DC, June 2010.

Presenter, “Employee Reporting Systems,” Defense Industry Initiative Annual Conference, Washington, DC, June 2010.

Speaker, “Best Practices in Establishing an Ethical Culture,” European Business Ethics Forum, Berlin, Germany, January 2010.

Keynote Speaker, “Global Ethics & Integrity Benchmarks,” Greater Washington Society of Certified Public Accountants Non-Profit Conference, December 2009.

Co presenter, “Global Ethics & Integrity Benchmarks,” The ECOA Webinar, July 2009.

Co presenter, “Best Practices in Challenging Times,” The Conference Board Webinar, June 2009.

Lead Presenter, “Conducting Sensitive Investigations,” and “Establishing an International Ethics Office,” 10th Annual International Investigators Conference, Dead Sea, Jordan, June 2009.

Presenter, “Conducting Sensitive Investigations,” Sponsoring Partners Forum, Ethics & Compliance Officer Association, Colorado Springs, Colorado, May 2009.

Facilitator, “Business Strategy and Business Ethics: Roundtable,” Sponsoring Partners Forum, Ethics & Compliance Officer Association, Colorado Springs, Colorado, May 2009.

Lead Presenter, “Working at the Intersection of Human Resources, Ethics and Compliance: Preliminary Research Findings,” The Conference Board Business Ethics Conference, New York, April 2009.

Presenter, “Recovering from Corporate Ethical Damage: How to rebuild trust, reputation, and morale,” European Business Ethics Forum, Paris, France, January 2009.

Panelist, “Codes of Conduct: The Next Generation,” Advanced Corporate Compliance & Ethics Workshop, Practicing Law Institute, New York, November 2008.

Presenter, “Transparency and Confidentiality,” Annual Conference of the Ethics & Compliance Officer Association, Orlando, Florida, September 2008.

Speaker, “Crisis Management and the Ethics Office, Annual Conference of the Ethics & Compliance Officer Association, Orlando, Florida, September 2008.

Speaker, “Creating an Ethics Office Annual Report,” Greater Houston Business Ethics Roundtable, July 2008.

Speaker, “Integrating Ethics, Compliance and Human Resources,” Regional Compliance Conference, Society for Corporate Compliance and Ethics, Northern Virginia, May 2008.

Lead Presenter, “Integrating Ethics, Compliance and Human Resources,” The Conference Board Business Ethics Conference, New York, April 2008.

Panelist, “The Tough and Still Unanswered Questions,” The Conference Board Business Ethics Conferences, New York, April 2008.

Speaker, “Involving the Ethics Function in Policy and Strategy Issues,” European Business Ethics Forum, London, England, January 2008.

Keynote Speaker, “Sex and Ethics: Remember the Human Dimension,” Greater Washington Society of Certified Public Accountants Non-Profit Conference, December 2008.

Panelist, “Compliance and Human Resources Dynamics,” Advanced Corporate Compliance Workshop, Practicing Law Institute, New York, November 2007.

Presenter and Moderator, “Private Moments: Career Challenges for Ethics Officers,” Business Ethics Roundtable, Ethics & Compliance Officer Association, Boston, October 2007.

Moderator and Panelist, “Ethics and Investigations in International Organizations,” 8th Annual International Investigators Conference, United Nations Plaza, Vienna, Austria, May 2007.

Panelist, “Financial Conflicts of Interest in International Financial Institutions,” 8th Annual International Investigators Conference, United Nations Plaza, Vienna Austria, May 2007.

Lead Presenter, “Sex and Ethics: Navigating the Boundary between Private and Professional Lives,” Sponsoring Partner Forum, Ethics and Compliance Officer Association, Fort Lauderdale, Florida, April 2007 and ECOA Annual Conference, Los Angeles, California, September 2007.

Facilitator, “Independence—Key to Ethics Officer Effectiveness?”, Sponsoring Partner Forum, Ethics and Compliance Officer Association, Fort Lauderdale, Florida, April 2007.

Lead presenter, “Integrating Human Resources and Ethics and Compliance Programs,” The Conference Board Business Ethics Conferences, San Diego and New York--March and April 2007.

Presenter, “Ethics Training: Art or Science” the Ethics and Compliance Officers Annual Conference, Salt Lake City, Utah, October 2006.

Panelist, “Real World of Compliance Officers,” Advanced Corporate Compliance Institute, sponsored by the Practicing Law Institute, New York, June and September 2006.

Panelist, “Community and Social Responsibility: Emerging Markets,” Second Annual Global Business Ethics Seminar, sponsored by the Center for Business Ethics, Bentley College and State Street Bank, Waltham, Massachusetts, May 2006.

Instructor, “Conducting Effective Ethics Investigations,” one day workshop for The Conference Board’s Annual Business Ethics Conference, New York, May 2006.

Panelist, “Ethics in Practice,” School of Public Policy, George Mason University, Arlington, Virginia, March 2006.

Keynote Speaker, 1st Annual BB&T Business Ethics Seminar, Belk School of Business, University of North Carolina at Charlotte, February 2006.

Course designer and lead faculty member, “Ethics Management 101: Introduction to Managing an Ethical Organization,” Full-day workshop sponsored by the Conference Board, 2004 – 2006.

Panelist, “International Business Ethics,” a Continuing Education Seminar for Attorneys at American Express, New York, December 2005.

Panelist, “Corporate Reputation as a Strategic Asset,” First Annual Global Business Ethics Seminar, sponsored by the Center for Business Ethics, Bentley College and State Street Bank, Waltham, Massachusetts, May 2005.

Keynote Speaker, “Business Ethics Issues for Non-Profit Organizations,” the AICPA Annual Non-Profit Conference (Washington, D.C. Chapter), December 2004 and December 2005.

Course designer and lead faculty member, “Conducting Effective Ethics Investigations,” Interactive workshop sponsored by the Ethics Officer Association at its Annual Conference, 1999 through 2005.

Panelist, “International Business Ethics: Issues for Corporate Counsel,” American Corporate Counsel Association, Greater New York Chapter, October 2004.

Presenter, “Measuring the Effectiveness of Business Ethics Programs: What can be measured? And, is it effective?” Society for Business Ethics Annual Conference, August 2004.

Course designer and lead faculty member, “Ethics Boot Camp: For New Ethics Officers,” Conference Board Program on Business Ethics, May 2002.

Lead designer and featured faculty member, “Advanced Leadership Workshop,” Ethics Officer Association March 2001 through 2003.

Panelist, “Reaching the Other 98% of Your Employees,” 1st Annual Fraud Conference, Greater Washington Society of CPA’s, November, 2000

Instructional designer, LRN On-Line learning program on *Conflicts of Interest*, September 2000.

Instructional designer and lead faculty member for Ethics Officer Association’s Short Course for Ethics Office Administrators, 2000 through 2003.

Presenter, “Teaching Business Ethics in a Compliance Culture,” Annual Office of Government Ethics Conference, September, 2000

Presenter, “Ethics and Non-profit Organizations,” CLE program for the American Cancer Society Office of the General Counsel, June 2000

Presenter, “Virtual Morality: When Technology Meets Ethics,” 8th Annual Institute for Management Accountants Conference, Philadelphia, Pennsylvania, June 2000.

Moderator and Panelist, “The Wide World of Ethics Training,” The Conference Board Annual Business Ethics Program, New York, May 2000

Moderator and Panelist, “Developing an Ethics Program Business Plan,” EOA Sponsoring Partners’ Forum, Scottsdale, Arizona, April, 2000, and 8th Annual EOA Conference, Chicago, Illinois, October, 2000.

Presenter, “Creating a Values Based Ethics Program,” the Ethics Officer Annual Conference, Washington, D.C., October, 1999.

Speaker, “Tales from the Corporate Trenches: Corporate Compliance and Business Ethics”, the AICPA Annual Fraud Conference, Washington, D.C. September, 1999.

Course designer and presenter, “Think like a Philosopher; Act like a Manager,” interactive training programs for Armed Forces Emergency Services, American Red Cross 1999 Annual Conference.

Keynote Speaker, “Ethics in Action Workshop” for the 1999 Annual Conference of the Institute for Management Accountants, Seattle, Washington.

Presenter, “Designing and Building Ethics Programs for Small and Mid-Sized Organizations,” the Ethics Officer Association Annual Conference, New Orleans, Louisiana, October, 1998.

Presenter, “Learning a New Language: Auditors and their Boards Talk about Ethics,” the Institute for Internal Auditors Annual Conference on Governance, Baltimore, Maryland, October, 1998.

Presenter, “Ethical Issues in Partnerships between Corporations and Community Service Organizations,” sponsored by USAID and the World Bank, June, 1998.

Keynote Speaker, “Measuring the Effectiveness of Business Ethics Programs,” the Greater Houston Business Ethics Roundtable, 1997.

Presenter, “Ethics & Fundraising Dilemmas,” the Nonprofit Risk Management Institute Annual Conference, 1997.

Presenter, “Ethics Documents: Creating, Storing and Destroying,” the Ethics Officer Association Annual Meeting, 1997.

Presenter, “Ethics Programs in Uncertain Times: Downsizings and Lay-offs,” Ninth Annual

Business Ethics Conference, The Conference Board, May, 1997.

Presenter, “So, Your Boss Told You to Teach Ethics!” American Society of Training and Development Annual Conference, May, 1997.

Presenter, “The Importance of Business Ethics,” Institute for Internal Auditors, Washington, D.C. Chapter, February, 1997.

Keynote Speaker: “New Horizons in Corporate Governance,” First Annual Institute

for Internal Auditors Corporate Governance Conference, November, 1996.

Presenter, “Beyond Compliance: Ethics and Responsible Business Practices,” Health Care:

Fraud and Abuse Program, sponsored by the Management Circle, October, 1996.

Course designer and presenter, Business Ethics Short Course for the National Center for Non Profit Law, October, 1996.

Course designer and presenter “For Ethics Officers: Anatomy of a Lawsuit,” the Ethics Officers

Association, September 1996.

Course designer and presenter, “Moral Reasoning and Applied Ethics” course series for The MITRE Corporation, 1995 – 1997.

Course designer and presenter, “Procurement Integrity” short course for The MITRE Corporation, 1995-1996.

Presenter, “Ethical Anatomy of a Whistleblower,” Ethics Officer Association Annual Sponsors Forum, April, 1996.

Discussion Leader, “Business Ethics,” American Red Cross Conference on Volunteerism, February, 1996.

Panelist, “Beyond Bottom Line,” Society of Women Engineers Annual Conference, June, 1995.

Presenter, “Corporate Ethics and Compliance Programs: Getting Started,” the ABA Corporate Counsel National Institute, May, 1995.

Presenter, “Lessons Learned: Corporate Compliance Programs,” Second Annual Ethics Officer Association Conference, November 1994.

Presenter, “Integrating Ethics into Management Decision Making,” the Sixth Annual Business Ethics Conference, The Conference Board, 1994.

Presenter, “Creative Writing 101: The Fine Art of Writing an Ethics Case Study,” California State University at Long Beach, March 1994.

Panel Member, ALI-ABA Video Law Review, Conflict Resolution in the Workplace

Enters a New Era, January 1994.

Presenter, “For Love and Not for Money: Ethics, Trust & Public Accountability,” California State University at Long Beach, February 1993.

Presenter, “Codes of Conduct & Conflicts of Interest in the Non-Profit Sector,” American Society of Corporate Secretaries, September 1992

Presenter, “AIDS in the Workplace: The Legal Issues,” Washington, D.C., Texas, New Jersey, Iowa, Maryland, Illinois, and California. Guest speaker on AIDS issues for the Health & Education Council and the Public Relations Society of America.

Presenter, “Sue Me, Sue You Blues: Personal Liability and the Civil Rights Laws,” 1982 Annual Conference, Texas Chapter of American Planning Association, 1982.

Presenter, “Detecting Patterns of Housing Discrimination,” Housing Discrimination Conference sponsored by U.S. Department of Housing and Urban Development and Colorado Civil Rights Commission, 1982.

Presenter, “Restrictions Surrounding the Political Rights of Municipal Employees,” Texas Municipal League City Attorneys Conference, 1981.

### CONSULTING CLIENTS

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| Products and Services Adecco  AdvancePCS Health Systems  Aurora Foods  Cablevision  CEMEX  The Dow Chemical Company  Ethicon (a division of Johnson & Johnson)  The Friedkin Companies  Gulf States Toyota  Marriott International  Waste Management Systems  Wyeth | Non-Profit Organizations American Red Cross of Greater Chicago  American National Red Cross  Epilepsy Foundation of America  Harvard Medical School  Howard Hughes Medical Institute  International Rescue Committee  Janelia Farm Biomedical Research Facility  Organic Trade Association  Presbyterian Church (USA)  Pact, Inc.  Pathfinder, Inc.  Society for Neuroscience  The Conference Board |
| Government Contractors Computer Sciences Corporation  General Dynamics  Goodrich Corporation  Lockheed Martin  The MITRE Corporation  Raytheon  SERCO-North America  Stanley Associates | International Organizations Consultative Group of Independent Agricultural Research Centers (CGIAR)  Global Alliances for Vaccines, Inc. (GAVI)  Inter American Development Bank  International Civil Aviation Organization (ICAO)  International Labor Organization (ILO)  International Monetary Fund (IMF)  Pan American Health Organization (PAHO)  The Global Fund to Fight AIDS, Tuberculosis, and Malaria  UNAIDS  UNESCO  UNRWA  United Nations  World Bank Group  World Meteorological Organization (WMO)  World Trade Organization (WTO) |
| Governmental Agencies Pension Benefit Guaranty Corporation  Washington Suburban Sanitary Commission | Energy Baker Hughes International  BP, Inc.  CenterPoint Energy  Detroit Edison (DTE)  Duke Energy  Dynegy  Shell Oil, Inc.  Tesoro Petroleum |
| ***Financial Services***  Riverside Group |  |

### QUOTED IN

*New York Times, Washington Post, Conference Board, Compliance Week, Corporate Compliance Insights, Workforce Magazine, SmartMoney, Providence Journal, Federal Ethics Report, Corporate Compliance Quarterly, Ethikos*

### NON-TESTIFYING CONSULTING WITNESS

1. Dorothy Edgar vs. Attorney General of Canada, Her Majesty the Queen in Right of Canada, Represented by the Minister of National Revenue, and Dwight St. Louis, before the Ontario Court (General Division), Court File No. 93-GD-25764.
2. Jack Wertheimer vs. Mark Centers Trust and Marvin L. Slomowitz, et al., U.S. District Court for the Middle District of Pennsylvania, Case No. 3-CV-95-1935.

### COMMUNITY ENGAGEMENT

* Volunteers, Agricultural Farm Park, Montgomery County, Maryland, 2018 to present
* Volunteer, Claude Moore Colonial Farm, McLean, Virginia, 2009 to 2019
* Volunteer, Benjamin Banneker State Park, 2016 to present
* Member, Board of Directors, Olney Theatre Center, Olney, Maryland, 2008 to 2011
* Member, Board of Directors, Tisza Dance Ensemble, Silver Spring, Maryland, 1986 to 1994
* Member, Independent Review Board, Jerome H. Holland Laboratory for Biomedical Sciences, 1993 to 1996

### CERTIFICATIONS

* Development Dimensions International (DDI) Trainer, 2000
* Center for Creative Leadership (CCL), Benchmarks™ and other leadership development multi-rater assessments, 2001
* California Psychological Inventory Spectrum 260™, a management and leadership development predictive profile instrument, 2002