



**MK471-0: CORPORATE AND SOCIAL RESPONSIBILITY:
THE CHANGING CONTEXT FOR STRATEGIC COMMUNICATORS
SPRING 2011**

Monday evening, 6:00-9:45 p.m.
Location: Main Campus, Boston Common

Instructor: **Art Stewart**
Art_Stewart@emerson.edu
President/Chief Strategy Officer
[Stewart Strategies Group, LLC](#), Washington, DC
M.P.M. Georgetown University (2008)
Post-Graduate Certificate - Senior Executive Leadership, Georgetown (2004)
B.S. Emerson College (1982)

Guest speaker class format:

This course will feature several guest speakers who are leaders in the U.S. and global CSR/sustainability movement. Their appearance will be during the first 90 minutes of a class and is designed to bring the focus of a particular content module to life from their real-world experience. Most of them will be with us on campus to participate in the class. However, one or two of them will need to engage with us via Skype, due to their out-of-town location.

Classes with local guest speakers will follow a uniform format:

- ◆ Brief introduction by Art Stewart
- ◆ 30-45 minute interview-style conversation between Mr. Stewart and the guest
- ◆ 5-10 minute optional presentation by the guest highlighting their specific professional endeavors
- ◆ 10 minute break
- ◆ 15+ minutes of student Q&A

Classes with our guest speakers via Skype will follow this format:

- ◆ Brief introduction by Art Stewart
- ◆ 30-45 minute interview-style conversation between Mr. Stewart and the guest
- ◆ 5 minute optional presentation by the guest highlighting their specific professional endeavors
- ◆ 15+ minutes of student Q&A

Confirmed guest speakers:

Michael Connor

Editor and Publisher, [Business Ethics](#) magazine
Executive Director, [Open Media and Information Companies Initiative](#)
Former host, "Good Company with Michael Connor," Sirius Satellite Radio
Award-winning journalist for *The Wall Street Journal* and ABC News

Maria Sillanpaa

Founding Director, [Sustainability Advisory Group](#), U.K.
Ranked as #3 in CSR International's Top 100 Leaders in the Advisory Category
Co-author, "*The Stakeholder Corporation: A Blueprint for Maximizing Stakeholder Value*" (London: Pitman, 1997)
Former Manager, Ethical Audit Team, The Body Shop International
Member, Technical Advisory Committee, [Global Reporting Initiative](#)

Lucy McGovern, MBA

Senior Funding Advisor - Humanitarian Response, [Oxfam America](#)
Former Development Officer, Oxfam America

2. MK471-0: CORPORATE AND SOCIAL RESPONSIBILITY

Robert Pojasek, Ph.D

Sustainability Practice Leader, [Capaccio Environmental Engineering](#)
 Adjunct Professor (Sustainability Curriculum), Harvard University
 Chair - Board of Governors, [Corporate Responsibility Officer Association](#)

Farron Levy, MPP

CEO, [True Impact](#)
 Faculty Member, Boston College Center for Corporate Citizenship
 Former Partner & Director of CSR Cost-Benefit Analysis Services, SmithOBrien
 Former Director, CitySkills, Inc.

Vada Manager

Former Senior Director - Global Issues Management, [NIKE](#), Inc.
 Former Senior Manager - Global Communications, Levi Strauss & Co.
 Former Vice President, Powell Tate Public Affairs
 Chairperson - Civilian Public Affairs Committee, U.S. Military Academy at West Point

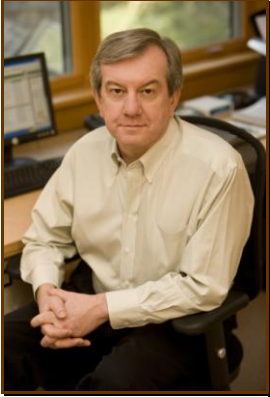
Dana Green

Change Leadership Expert
 Former President & CEO, [Sage/Kotter](#)
 Former Director, Microsoft Corporation
 Former Senior Manager, Boeing

Course Schedule:

MODULE/DATE	TOPICAL FOCUS	ACTIVITIES & ASSIGNMENTS
Module 1 January 24	The evolution of CSR and public interest values in business The 'New Responsibility Paradigm'	
Module 2 January 31 February 7	Organization ethics and public trust Business challenges of CSR - domestic and global	Guest Speaker: Michael Connor
Module 3 February 14	Nonprofits versus government Public policy and social responsibility Public-Private Partnerships (PPP)	
Module 4 February 22 <i>(President's Day make up)</i>	Global Sustainable Development CSR trends and legislation worldwide CSR/Sustainability Reporting	Guest Speakers: Maria Sillanpaa (via Skype) and Lucy McGovern
Module 5 February 28	Shareholder-customer relations versus holistic Stakeholder Engagement	
Module 6 March 14 March 21	Local sustainability: government, citizenry, and communities C-suite and Board re-orientation Formalizing the profession: The new "CRO"	Guest Speaker: Robert Pojasek
Module 7 March 28	Enterprise technologies in accountability and transparency Social Media and CSR	Guest Speaker: Farron Levy
Module 8 April 4	Issues Management Values Marketing Strategy Cause Branding	Guest Speaker: Vada Manager
Module 9 April 11	Communications management and functionality in the responsible corporation Change Communication	
Module 10 April 25 May 2	Next generation "Conscious Leadership" and Value Creation Course Final Projects and Wrap	Guest Speaker: Dana Green (via Skype)

3. MK471-0: CORPORATE AND SOCIAL RESPONSIBILITY



Michael Connor

Michael Connor is an award-winning media executive, entrepreneur, and journalist with extensive experience in television, print, and the Internet. He writes about, and serves as a consultant, in the fields of business ethics, corporate responsibility, and sustainability.

Michael is Editor and Publisher of [Business Ethics](#) and was previously host of *Good Company with Michael Connor*, a one-hour weekly program dealing with corporate responsibility and sustainability broadcast nationally on Sirius Satellite Radio.

He is a regular speaker at conferences and seminars, and has been called on frequently for expert commentary by national media including CNN International, CNBC, ABC News 20/20, *USA Today* and public radio. In 2010 he was named a Media Fellow in Stanford University's Rock Center for Corporate Governance.

Since April 2007, Michael has also served as Executive Director of the Open Media and Information Companies Initiative - [Open MIC](#) - a non-profit organization working to promote an open and diverse media environment through market-based solutions.

Michael began his career as a journalist, first as a staff reporter for *The Wall Street Journal*, and later as Correspondent and Senior Producer for ABC News, where his television work received numerous honors, including a national Emmy, a Columbia-duPont Award, a Writers Guild Award, and a nomination for an Academy Award. He also held executive positions at Dow Jones & Co., where he led global development of the company's TV and multimedia operations, and served as Executive Producer of *The Wall Street Journal Report*, a weekly syndicated program.

Michael has launched and managed numerous ventures on multiple media platforms in the U.S., Europe, and Asia. Internationally, he was instrumental in the development and launch of Asia Business News, a Singapore-based pan-Asian TV network, and later served as founding Chief Executive of European Business News (EBN), Dow Jones's London-based pan-European TV network. These two networks were later merged with CNBC and formed the distribution backbone of CNBC International.

Michael has also served as a Senior Vice President of *Mag Rack*, Cablevision Inc.'s pioneering video-on-demand service for the cable TV industry. He is a board member of the Center for an Urban Future, a progressive policy think tank in New York City.

He is a graduate of the College of the Holy Cross.



Maria Sillanpaa
(via Skype)

Maria Sillanpaa is a Founding Director of the [Sustainability Advisory Group](#) and is internationally recognized as a leading practitioner in corporate responsibility and sustainability management, reporting, and assurance. She has worked exclusively in the field for over 20 years, including pivotal roles at The Body Shop International, KPMG and AccountAbility, where her diverse project experience includes performance audits through to creating new holistic corporate responsibility strategies.

Maria has made pioneering contributions in CSR, especially in the areas of strategy development, stakeholder engagement, supply chain, reporting, and assurance. A selection of her clients includes AVIVA, BBC, BSKYB, The Co-operative Group, The Gap Inc, ING Bank, Nakheel, Nike, Novo Nordisk, Pfizer, Sainsbury's, Shell, Siemens, Westfield, and The Body Shop.

Maria spent six years managing the Ethical Audit Team at The Body Shop, where she was responsible for the design and implementation of social auditing, and for the publication of the company's non-financial Values Reports.

During her time at KPMG, she contributed to their social auditing and sustainability reporting practices.

Maria was a founding member of AccountAbility's Executive Committee when it was established in 1995, and was instrumental in setting up the AA1000 Assurance and Stakeholder Engagement Standards. She currently sits on the Technical Advisory Committee of the [Global Reporting Initiative](#).

In 1997, Maria wrote the seminal [The Stakeholder Corporation: A Blueprint for Maximizing Stakeholder Value](#) (with David Wheeler), which has been endorsed by global leaders from prime ministers to Noble Laureates. She was recently ranked as number three in CSR International's Global Top 100 Leaders in CSR - in the advisory category.



Lucy McGovern, MBA

Lucy McGovern, MBA, is currently the Senior Funding Advisor for [Oxfam America](#)'s Humanitarian Response Department. During her three years at Oxfam, she has raised over \$20 million from private institutions for their global emergency response programs - including relief efforts addressing drought in Ethiopia, hurricanes on the U.S. Gulf Coast, conflict in Sudan, cholera in Zimbabwe, cyclones and flooding in Southeast Asia, drought and flooding in Central America as well as the 2010 earthquake in Haiti and the current flooding in Pakistan.

Lucy has 10 years of career experience with international and locally-based nonprofits including 3 years living and working in Liberia, West Africa.

Her previous experience includes private sector posts as a consultant for Deloitte & Touche as well as Booz Allen Hamilton. At Deloitte, she provided financial analysis and support for client projects in the pharmaceutical and retail industries. For Booz Allen, she conducted research and analysis for a government client involved in an \$800 million litigation case with a private corporation.

Lucy holds a BA in History and an MBA both from the University of Massachusetts.

4. MK471-0: CORPORATE AND SOCIAL RESPONSIBILITY



Robert Pojasek, Ph.D

Robert Pojasek, Ph.D., serves as Senior Program Director at [CAPACCIO Environmental Engineering](#), and assists clients with developing and facilitating the planning and implementation of sustainability programs and management systems at both the corporate and facility level.

Dr. Pojasek has extensive experience with the implementation of a variety of management system standards including quality, environment, occupational health and safety, corporate social responsibility and sustainability. He utilizes combinations of conventional management systems (ISO 9001, ISO 14001, and OHSAS 18001); risk management (ISO 31000); social responsibility (ISO 26000 and AS 8303); sustainability (BS 8900), business excellence frameworks (e.g., Baldrige Performance Excellence), and process improvement (Lean and Six Sigma). Dr. Pojasek has prepared business continuity plans and pollution prevention plans. He has also prepared corporate responsibility reports and applications for Dow Jones sustainability index recognition and is also experienced with implementing the U.S. Environmental Protection Agency's National Enforcement Investigation Center (NEIC) compliance-focused management system and the Occupational Safety & Health Administration Voluntary Protection Program (OSHA VPP).

With over 35 years of experience in the environmental, health and safety consulting field, Dr. Pojasek has worked with a diverse range of clients in the manufacturing and service sectors and for non-government organizations (NGOs) and government agencies. During this time, he has been very active in the practice of pollution prevention and has presented numerous conference sessions and written one hundred publications on pollution prevention and sustainability practices. He currently writes a blog on sustainability on the website [greenbiz.com](#). As an adjunct Professor at Harvard University, he teaches a popular distance-learning course, "Strategies for Sustainability Management," and serves as a thesis director for students conducting research in sustainability at the masters' degree level.

Dr. Pojasek is the author of [Making the Business Case for Environmental, Health & Safety](#) (winner of the 2006 APEX Award for Publication Excellence); the lead author of [An Organizational Guide to Pollution Prevention](#) (published by the U.S. EPA); and a columnist writing on sustainability for the journal *Environmental Quality Management* (Wiley).

He continues to serve as the first Chair, Board of Governors, of the [Corporate Responsibility Officer Association](#).



Vada Manager

Vada Manager, long respected as a premier strategist and business executive, began his career at age nineteen as a gubernatorial-appointed member of the Arizona Board of Regents that governed a nearly \$800 million state university system.

For twelve years Vada was Senior Director of Global Issues Management at [NIKE, Inc.](#), with direct and indirect management responsibilities in global sourcing procedures, brand/marketing communications support for NIKE subsidiaries, plus litigation support and athlete/product/corporate crisis management. He provided consultation to several of the company's key initiatives for online commerce and new acquisitions, such as the Starter and Converse brands. During his tenure, NIKE revenues grew from \$6 billion to \$18 billion. Vada was also a member of their Corporate Leadership Team - the company's most highly valued group of global executives.

Prior to NIKE, Vada served in a similar capacity for Levi Strauss & Co., including direct engagement with Executive Chairman Peter Haas and Chairman & CEO Bob Haas.

Vada has an extensive background in business strategy and sports/corporate/brand communications. His past professional affiliations and/or institutional clients include former U.S. Secretary of the Interior and Arizona Governor Bruce Babbitt; Governor Rose Mofford; Washington, D.C. Mayor Sharon Pratt Kelly; Major League Baseball; and the PGA Tour. He also served as Vice President of Public Finance for Young Smith & Peacock, a NYSE registered brokerage and investment banking firm. His earlier years in Washington included a stint as Vice President for Powell Tate Public Affairs and Communications Director for the DNC.

He is the chairperson of the Civilian Public Affairs Committee (CPAC) for the U.S. Military Academy at West Point and a member of the Alumni Council at his undergraduate alma mater, Arizona State University. Vada is an inductee in the ASU Hall of Fame and was also named Sports Executive of the Year by Rainbow-PUSH. He serves on the board of directors for Ashland Inc., a \$10 billion Fortune 500 specialty chemical company in Kentucky.

5. MK471-0: CORPORATE AND SOCIAL RESPONSIBILITY



Farron Levy, MPP

Farron Levy, MPP, is president of [True Impact](#), a leading provider of web-based tools and consulting support to help organizations measure the social, financial, and environmental return on investment (ROI) of their programs, activities, and operations.

Typically applied to community investment, environmental, human resource, or other corporate citizenship initiatives, True Impact's "triple bottom line" evaluations have been adopted by clients such as Allstate, Cox Communications, Deloitte, Home Depot, PNC Bank, Verizon, and their nonprofit partners.

Farron was formerly a partner and director of cost-benefit analysis services at CSR consultancy SmithO'Brien; co-founder and president of a web based yield management service for the restaurant industry; and an analyst with Industrial Economics, Inc., an environmental and economic consulting firm.

Farron has also managed urban economic development projects for the Commonwealth of Massachusetts, Social Venture Network, and CitySkills, Inc. (where he was executive director); and served as an advisor to City Year, New Profit, Inc., and CitySoft. He is on the faculty of Boston College's Center for Corporate Citizenship, where he teaches coursework on ROI evaluation.

Farron earned an MPP from Harvard University's Kennedy School of Government, and a BS with honors from Carnegie Mellon University.



Dana Green
(via Skype)

Dana Green offers more than 30 years of experience in highly entrepreneurial settings involving large-scale business development, change leadership, and strategic management initiatives - with particular expertise in leading executives through enterprise-wide transformation.

Dana is President of D.A. Green & Associates, a business strategy and transformation development firm serving Fortune 1000 organizations. Most recently he launched and then served as the initial President and CEO of Sage|Kotter, LLC (now [Kotter International](#)) with Dr. John Kotter, Harvard Business School professor emeritus, author of the *New York Times* best-seller, [Leading Change](#), and architect of the widely acclaimed 8-Step Change methodology.

Sage|Kotter, now Kotter International, helped senior executives from global public and private sectors develop the practical skills to successfully lead enterprise-wide change efforts in large complex environments. Working alongside Dr. Kotter, Dana created the company's multi-year strategic outlook, developed several primary service offerings, and led implementation of key aspects of the 8-Step change process with clients. Projects included a global organizational and leadership change initiative for Westinghouse; an Americas sales transformation initiative for NetApp; a divisional change and transformation effort at Microsoft; and an enterprise-wide organizational and leadership change project for the U.S. Army.

Dana was previously founder and managing principal of The Sage Group, offering leadership consulting, strategic and tactical change guidance, and skill augmentation to domestic small and medium-sized businesses. Prior to forming Sage, Dana spent nine years with Microsoft Corporation, holding leadership responsibilities with several noteworthy ventures such as the creation of MSN; the founding of Expedia, from concept through buildup, spinout, and IPO; and the establishment of MSNBC. In addition, Dana led key aspects of 44 corporate acquisitions valued at over \$8 billion.

He began his career as a senior manager at The Boeing Company, where his many projects over eleven years included the European economic offset planning associated with the U.S. Government's sale of Boeing's AWACS aircraft to NATO, program managing large-scale supercomputing and software development initiatives for the City of New York and the U.S. Air Force, and several engagements with the Department of Defense.

Dana earned a B.A. from Seattle Pacific University, with a concentration in Economic and Business Management, and has completed MBA coursework at the American Graduate University.