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ISBEE Newsletter

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2009-2012

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Leadership and Ethics Joanne B. Ciulla



The global financial meltdown raises a number of questions about the ethics, competence, and education of people who hold positions of leadership in business. Notice that I did not say “business leaders.” Sometimes, CEOs “run” or “manage” their businesses, but they do not actually lead them. As a matter of fact, what some business leaders do best is follow the crowd. I have written about

the relationship between ethics and leader effectiveness.⁽¹⁾ Some leaders are ethical, but not very effective and others are effective, but not very ethical; however, the key issue is the relationship between ethics and effectiveness. In this recent crisis, we see some corporate leaders who were so ineffective at leading their businesses that one might argue their incompetence makes them unethical. Maybe we should start suing leaders for malpractice. The curious thing about the financial failure of so many firms is, unlike the case of villains like Bernard Madoff, most were not the result of their leaders’ intentional unethical behavior.

Take, for example, the case of General Motors. At GM, leaders were either “car guys” (engineers) or finance guys. Rick Wagoner was CEO of GM for over 8 years before President Obama asked him to step down in 2009. During his tenure as CEO, GM lost over \$85 billion (and yet, in 2007 his personal compensation was over \$14 million). Wagoner was a finance guy with a Harvard MBA. Before him, CEO Jack Smith was a finance guy, Robert Stempel was a car guy (he once headed the team that invented the catalytic converter), and the now somewhat infamous Roger Smith was a finance guy. The new CEO, Fritz Henderson is a finance guy who also has an MBA from Harvard.

Wagoner and Henderson both have good business educations, but did they learn how to lead a business? Harvard and most business schools today claim to educate leaders, or what Harvard calls general managers, but do they? In the recent crisis and, for that matter, in a number of major business ethics cases, one finds business leaders who are best at doing what everyone else in their industry is doing or following the whims of consumers. The mentality is “if other businesses are making money off the sub-prime mortgage business, then we should too.” In the 1990s, GM developed an electric car called the EV1. It died from lack of support by GM leadership and was crushed in the

Continued on Page 2

organizational bureaucracy. After all, why make electric cars when consumers want gas-guzzling SUVs?

The executives who ran some of the recent corporate failures did not behave like leaders. They did not even behave like good followers, because they uncritically accepted the practices of their industries, the tastes of consumers, and the dictates of the market. For years, business schools have taught students that the market is king. In many business schools, finance and accounting are considered the real essence of business education and the soft stuff like management and business ethics mere sidelines. Yet, the “finance guys” were the ones who brought the world financial system and huge manufacturing concerns such as GM to their knees because they were trained to follow the market, not to lead it. Most of these leaders were not incompetent or unethical, but simply did what they were trained to do. As it turned out, they were masters of and slaves to a system that carried the seeds of its own destruction. Most business schools claim to educate future leaders, but more often than not they have been educating conformists.

All of this takes us to the question, how can we develop ethical and competent business leaders for the future? The management writer Chester Barnard once said that leadership is the art of sensing the whole, which is another way of saying leaders must have a broad critical perspective on their work.⁽²⁾ Where, in an MBA program, do students develop a critical perspective on business? Where do they have an opportunity to think about business in the larger context of their lives, society, and the world? The courses that come to mind are about business ethics, CSR, business and society, and sustainability. A business ethics course should challenge students to think critically and creatively about business, society, the market, and how they want to live their lives as business people.⁽³⁾ Behaving ethically in business and running a sustainable enterprise often entails going against the status quo and convincing others to join you—in short, it requires leadership.

The best sources for teaching leadership are found in literature from the liberal arts. If you want to develop a critical moral perspective on human nature, organizations, and society, examine history, the classics, literature, religion, philosophy, and art, political science, psychology, sociology, etc. I recently collaborated with colleagues from various areas of the humanities, psychology, and political science to develop three edited collections of original papers on leadership. The resulting set of books *Leadership at the Crossroads* ⁽⁴⁾ explores leadership in ways that inform and hopefully cultivate perspective. As I watched the drama of Robert Wagoner at GM, I wondered if he would have led differently if he had read more history and literature when he was in business school. In particular, I wondered what he would have taken away from the article in our collection on Captain Ahab’s leadership in Herman Melville’s novel *Moby Dick*. We’ll never know, but let us hope that the silver lining of the current crisis will include rethinking the curriculum in business schools so that they really do prepare students to be ethical and effective leaders.

Notes:

(1) Ciulla, Joanne B., *Ethics, The Heart of Leadership* (Westport, CT: Quorum, 1998 & Praeger, 2004).

Ciulla, Joanne B., *The Ethics of Leadership* (Belmont, CA: Wadsworth Publishing, 2003).

(2) Barnard, Chester, *The Functions of the Executive* (Cambridge, MA: Harvard University Press, 1971).

(3) This was the explicit intent of our textbook: Ciulla, Joanne B., Clancy Martin, and Robert C. Solomon, *Honest Work: A Business Ethics Reader* (New York: Oxford University Press, 2006).

(4) Ciulla, Joanne B., Series Editor, *Leadership at the Crossroads: Vol. I Leadership and Psychology, Vol. II Leadership and Politics, Vol. III Leadership and the Humanities* (Westport, CT: Praeger, 2008).

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Announcement from the ISBEE President ISBEE World Congress 2012

The next ISBEE World Congress will be held July 11-14, 2012 at Kozminski University in Warsaw, Poland, under the direction of Wojciech Gasparski, the Director of the Business Ethics Centre at Kozminski University, and the Warsaw National Organizing Committee with members from Poland, Russia, Hungary, and other countries. The theme of the conference is:

“Tradition and New Horizons: Towards the Virtue of Responsibility.”

There will be a Call for Papers in 2010, and we strongly encourage the inclusion of panels and presentations from business, government, and NGO leaders, as well as from academia. We will also invite financial contributions to subsidize the travel for graduate students and any of our members who need travel support.

ISBEE Members' Research Profiles

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A Brief Bio Sketch



In 1964, I graduated from the University of Alberta in western Canada and went to Oxford on a Rhodes Scholarship for three years of post graduate work in philosophy culminating in two degrees, a B.Phil. and a D.Phil. My first appointment was to the Department of Philosophy at Laurentian University in Sudbury, Ontario, where I was Department Chair for many years and founded Laurentian's Law and Justice Program. Over those first twenty-five years, I also held appointments at the University of Western Ontario (as Distinguished Visiting Professor) and at the Université Canadienne en France. In 1992, I was appointed the first Gardiner Professor of Business Ethics at the Schulich School of Business, York University in Toronto, with a cross appointment to Philosophy. I retired from these positions in July, 2006. I am currently a York University Senior Scholar

and Professor Emeritus while continuing as the Director of Business Ethics Programs in the Schulich School of Business.

I have worked extensively on business ethics issues with public and private sector firms and organizations including: Export Development Canada, Natural Resources Canada, the Office of the Integrity Commission, Public Works and Government Services Canada, Environment Canada, the Nuclear Waste Management Organization, and Placer Dome, a former Canadian Gold Mining Company.

Throughout my career I have been actively involved in the voluntary sector. I was the Founding Chair and President of Transparency International - Canada. Transparency International is a global, anti-corruption coalition whose mission is to sensitize governments, the public, multinational corporations and international non-governmental organizations (INGOs) to the threat corruption poses for economic and social development and international trade. I have worked for 40 years with the Canadian John Howard Society during which time I have served as a volunteer parole officer, Board member at the local provincial and national levels and as President of the John Howard Society of Canada. The John Howard Society is a rather unique Canadian NGO that works on correctional law reform and provides support for prison inmates and others in conflict with the law.

Over the course of my academic career, I have participated actively in university governance at York and

Laurentian Universities, the Ontario Council of Universities, the Ontario Confederation of University Faculty Associations, and the Canadian Association of University Teachers. I have served and continue to serve on the editorial boards of several academic journals, the Journal of Business Ethics, Business Ethics Quarterly and Interchange. I have served as both as Secretary and President of the Canadian Philosophical Association. For a number of years I was Executive Director of the Canadian Society for the Study of the Philosophy of Law and Social Philosophy (IVR) and a member of the International Board of the IVR.

I live in Aurora just north of Toronto in Canada. I am married with three children and three grandchildren. I am an active member of the United Church of Canada and enjoy alpine and Nordic skiing, canoeing, and sailing.

Research and Current Research Activities

I have published widely in Canadian and international journals on topics in business ethics, philosophy of punishment, corporate citizenship, bribery and corruption, occupational ethics, moral education, applied ethics, moral, political and social philosophy, and philosophy of law. I have authored and edited several books including: *Contemporary Moral Issues*, published by McGraw Hill/Ryerson now in its fifth edition, *Ethics Codes, Globalization, and the Challenge of Self Regulation*, published by Edward Elgin, *The Practice of Punishment: Toward a Theory of Restorative Justice*, London: Routledge, and *Retributivism and Its Critics*, Stuttgart: Franz Steiner, 1991.

Much of my work has been supported with grants from the Canadian Social Science and Humanities Research Council. Currently, I am working with a \$2.1 million SSCHRC research grant to develop a Canadian Business Ethics Research Network, (www.CBERN.ca) whose purpose is to mobilize, profile, and develop Canadian business ethics research. CBERN is an interdisciplinary, cross sectoral network designed to draw university researchers into dialogue with leaders and researchers in business, government and the voluntary sector. CBERN is an ISBEE partner and is working cooperatively with the ISBEE and Deon Rossouw on several projects.

Current Research Projects

My recent research has focused on three topics. The first is the role of codes of ethics in corporate voluntary self-regulation. This research has emanated from an interdisciplinary project entitled "Ethics codes: The regulatory norms of a globalized society?" supported by a substantial grant from the Social Science and Humanities Research Council of Canada (SSHRC). The project culminated in the publication of an edited volume of essays entitled *Ethics Codes, Globalization, and the Challenge of Self-Regulation*. More recently, my research has focused on the ethical foundations of the human rights obligations of corporations. The results of this work will be published in the *Oxford Handbook of Business Ethics*, which is forthcoming. Finally, over the past two years, I have been working with two colleagues, Mark Schwartz and David Weitzner, both of whom wrote PhD dissertations under my supervision on an anthology on *Corporate Social Responsibility*. This book is one of a series of five volumes on Corporate Responsibilities being edited by Tom Campbell who is on faculty at Australia's National University. The series will be published together by Ashgate in 2010.

Most Recent Book

Corporate Social Responsibility (Vol. III, ed. by Wesley Cragg, Mark Schwartz, and David Weitzner) examines the emergence of the concept of corporate social responsibility and the use and uses that have been made of the language of corporate responsibility to explore the business/society relationship, or what might be described as the role of the modern corporation in contemporary society. Central to this volume is the challenge of identifying and balancing a corporation's financial and non-financial obligations to a wide range of stakeholders including shareholders but also employees, consumers, suppliers, and communities affected by its operations. Issues discussed include the ethical bases for these social responsibilities, their practical application, their on-going implications for business management, and the efficacy of voluntary self-regulation.

The book is divided into four sections. The first section tracks the emergence of the idea of corporate social responsibility from its early appearances in the early parts of the twentieth century to the present day. The second section looks at contemporary discussions of the definition of CSR and the justification of the idea that corporations have social responsibilities. Part three of the volume turns to critical examination of the role of CSR in corporate management. The final section looks at the application of the idea of corporate social responsibilities to specific issues like sweatshops, corruption, and human rights.

Research by Doctoral Students under My Supervision

I am currently working with two PhD students, one in accounting and the second in philosophy. Kobboon Chotruangprasert is studying the strategies that have been put in place by a number of Canadian mining companies. She is particularly interested in the understanding of the companies under study of their ethical responsibilities and whether and why they have chosen to use GRI guidelines to report their work in this area. Mining is an area of rapid change and development on governance and reporting. Canada is an international centre of mining and debates about the social responsibilities of mining companies operating nationally and internationally. Understanding reporting strategies of Canadian mining companies will help to map and evaluate reporting developments and emerging GRI standards in the industry.

The second student, Bill Woof, is engaged in a critical examination of the foundations of business ethics. He is defending the thesis that the dominant empirically grounded consequentialist and utilitarian frameworks that have dominated the development of practical standards of evaluation for business since the enlightenment are no longer adequate in light of profound changes brought on by scientific advances in the late twentieth and the twenty-first centuries. He is arguing that only a return to a robust form of Kantian ethics can ensure that sound ethical decisions are made with regard to nature altering technologies, for example nano technology, and market altering applications of computer technologies in finance.

ISBEE Founders Looking Forward



In the October issue of the Newsletter (vol. 7, no. 9, October 2008), we published the first two of the four addresses ISBEE founders gave in the last plenary session (18 July 2008) of the Fourth ISBEE Congress in Cape Town. We are grateful to Richard De George and Henk van Luijk for allowing us to publish their statements in this issue.

Challenges, Old and New

Richard De George

Will Apple Inc. flourish after Steve Jobs leaves the company once again? Will Microsoft be able to compete effectively against Google and open-source software after Bill Gates and Steve Ballmer leave? Founders often bring to the organizations they create a vision and an energy that are difficult to pass on. Will ISBEE thrive after its founders leave?

As I see it, ISBEE has reached that critical point. I look forward most to the day when we will feature not Founders Looking Forward, but a group of distinguished younger (but not too young) scholars on a panel looking forward. ISBEE has flourished, but has reached a plateau. It is not time for the Founders to step aside, but for the next generation, through its scholarship and practical activity to overshadow the Founders – a challenge which I encourage you to meet.

When it was started, ISBEE had two main goals. One was to provide a truly global forum for the discussion of the ethical dimensions of business and economics; the other was to create a network of societies and groups interested in ethics in business and economics, and to help individuals to start societies and organizations with that aim in countries and areas where they did not exist. ISBEE has provided a global forum, but ISBEE is not and should not become simply a group that meets once every four years. ISBEE continues to be the only organization I know of which attempts to encourage, nourish, and support new, emerging, and struggling groups concerned with ethics in business and economics throughout the world, especially in developing countries. This year's theme of "Global Fairness, Local Integrity" captures the dual level at the heart of the organization. That mission

must be kept alive.

As the new guard takes over from the old guard, the need to support and develop national and regional groups interested in ethics in economics and business to become more active is vital. ISBEE needs to nurture the upcoming group of younger scholars and entrepreneurs interested in and willing to spend the time and energy necessary to continue its work. Where the old guard has not succeeded and where the next challenge remains is developing a fund to help new organizations.

The other significant challenge I see is the need to keep the critical edge of business ethics sharp to avoid being co-opted by a too easy acceptance of whatever version of corporate social responsibility corporations are willing to adopt. The danger to be addressed and avoided is the loss of a critical mass of critical younger scholars necessary to keep the academic side, and especially the normative and theoretical side, of the business ethics movement vital and alive. Ethics in business and economics is not exhausted by the Social Responsibility movement, which is becoming more and more widely accepted by society, by business, and by business schools. That movement is to be supported, as far as it goes. But it does not extend as far as ethics in business and economics does, and should not be seen as a replacement for ethics in business. It does not address issues of global fairness or even of local integrity. ISBEE should be neither for nor against business, but supportive of businesses and business practices that help people, and critical of those that do not. Maintaining a critical distance and focus requires a solid basis of research and a defense of basic values. I look forward to seeing ISBEE rise to this challenge under new and vigorous leadership.

I am sorry to have missed interacting with all of you at this Fourth ISBEE World Congress, and I thank Ken Goodpaster for reading these few remarks for me.

Shifting Perspectives

Henk van Luijk

In the past thirty years business ethics as a discipline and as a practice has reached a certain state of maturity.

Maturity as a discipline: Business ethics is now an accepted form of applied ethics, comparable to medical ethics or environmental ethics: not all problems popping up are easily solved, but the discipline is capable of providing reflective underpinning where normative problems arise in the field of business.

Maturity as a practice in a double sense: Offering training, coding and auditing formats apt to foster ethical awareness in business and to make awareness operational; to a lesser degree, supporting people and corporations active in Corporate Social Responsibility (CSR).

Now, maturity comes with being conscious of deficiencies. In current business ethics a double deficit is at stake, or to put it more positively, two new perspectives are arising, one on the level of institutional analysis, one on the level of political engagement.

On the level of institutional analysis: Being active in business ethics implies participating in processes of norm protecting, norm setting, and norm accepting. Norm *accepting* is mainly an individual decision, of a person or corporation, but norm *setting* takes place, to a large extent, within formal and informal social institutions, be it one's family, corporation, profession, church, or political party, be it the WTO, OECD or ILO, be it the New York Times, the Frankfurter Allgemeine, Nelson Mandela or Oprah Winfrey. Each of them represents an institutional locus where tacit evidences and problems are constructed. Problems, also moral problems, do not simply emerge; they are constructed by being noticed, defined, and discussed in processes in which ethical demands are shaped. Now, if business ethics really wants to be normative in nature (as I hope it will) *and* really wants to be about 'business' (as repeatedly it says it does), then it has to pay explicit attention to the institutional settings in which individuals and corporations are embedded when taking a stance. This means that business ethics needs the support of social and institutional sciences to get access to the thick environment of business, and make visible how the power of norm setting is distributed: who sets the moral tone, who is in charge of the agenda?

Notice that investigations at this level do not find their origin in purely academic curiosity. They represent attempts to intervene effectively in business practices. But intervention by whom? By business ethicists, among others, that take seriously their normative task. Part of that task is to weigh the moral quality of current institutional arrangements. From a procedural point of view: do these arrangements allow for free, transparent, and well-argued decisions? And also with regard to substance: do they enhance social justice?

This may sound like we are crossing the border between theory and practice, entering surreptitiously the

practical domain of policy making. So be it. In our case I consider the border to be slightly artificial, for normative ethics is not made of theory alone, and business ethicists are not free-floating intellectuals, members of a 'freischwebende Intelligenz', next to the fact that today we live in an era in which much more is floating than just intellectuals.

At this point it may help to look briefly at an adjacent field, the field of politics and democracy where also blurring borders occur. Think of the widespread phenomenon of 'decline of trust in politics', trust in traditional representative politics, that is. Since some decades, at many places politicians and governmental agencies suffer a loss of standing and authority. Trust in politics is replaced by pleas for alternative forms of democracy. Terms are tumbling over each other, alternately the call is for associative democracy, strong democracy, participatory politics, deliberative democracy or even civil democracy, but the basic tone is strikingly similar: the search is for a multiplication of agents in the political domain. We see the growth of the self-organizing capacity of civil society with its multiplicity of informal movements and independent institutions on a way toward more differentiated and disseminated types of economic and social regulation.

Close to the domain of business ethics we see this process at work in the ever-expanding movement of Corporate Social Responsibility (CSR), the multifarious initiatives of businesses and business organizations to shape their responsibilities, be these imposed by social expectations or freely accepted. CSR actually is the operational side of business ethics as well as its political side. Taking part in innovative projects of CSR is joining new forms of politics, of democracy even. As one author recently wrote: "The most critical dimension of corporate responsibility may well be a company's impact on public policy" (David Vogel, *The Market for Virtue*, Washington: Brookings Institution Press, 2005, p. 171). No wonder that literature is increasing on 'A Political Conception of Corporate Responsibility.'

Looking forward to the state and role of business ethics and of ISBEE specifically, I see a threefold assignment:

- A continuation and development of the professional handwork of the discipline, namely providing a reflective and normative underpinning for moral problems and dilemmas in business;
- An enlargement of the research horizon toward the institutional embedment of business, its moral meaning and its impact on corporate moral obligations and facilities;
- A public recognition and acceptance of the political engagement that is supposed to be part of being active in business ethics and in corporate social responsibility.

All in all largely sufficient, so it seems to me, for more than just a period of four years.

Conference Announcement

SUSTAINABILITY CONFERENCE – "THE SUSTAINABILITY DEBATE: THE WAY FORWARD"

Massey University, Albany Campus, Auckland, New Zealand
12 -13 November, 2009



Purpose

The social, environmental, economic and cultural aspects of sustainability have never been more relevant to the understanding of management and organizations. Recent years have witnessed an explosion of interest, research and debate as sustainability has been transformed from a marginal to a mainstream practitioner and academic concern. The aim of this conference, "The Sustainability Debate: The Way Forward", is to provide a forum for academics, together with practitioners, entrepreneurs, and policy makers to come together and debate new ideas, research, and critical issues in sustainability. The goal of the conference is to advance the sustainability debate. It will map where sustainability theory and practice is heading, with a thorough grounding in what has come before.

Call for Papers

Papers are invited from academics, practitioners and policy makers for the conference. We invite our participants to explore but not be limited by the following themes:

Continued from Page 7

- Re-conceptualization of Sustainability
- Sustainability in the Business Sector
- Sustainability and IT
- Teaching Sustainability in Business Schools
- The role of Government and NGOs in the Sustainability debate
- Global Initiatives in Sustainability
- Maori, Indigenous communities, and Sustainability

Submissions

Interested speakers should initially submit an abstract of no longer than 500 words. It should include reference to relevant theory/practice, research methodology where appropriate, findings, conclusions and any recommendations for future action/research. These can be sent as a Word attachment to Dr Gabriel Eweje: g.eweje@massey.ac.nz by Friday, 31 July 2009. All submissions will be subject to a formal double blind peer review and notification of acceptance will be provided by 14 August 2009. All accepted papers will be published in the conference proceedings with an ISBN number. On your proposal please indicate the title of the paper, authors and contact details. Full paper of no more 15 pages should be sent by 24 October 2009.

Offers to run symposia and panel discussions are also welcome.

For further inquiries or information, please contact:

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After 14 years at Mendoza College of Business, University of Notre Dame, with the support of the John T. Ryan Jr. Chair (formerly Arthur and Mary O'Neil Chair) of International Business Ethics, the ISBEE secretariat will move in July to its new host at the Carey Business School at John Hopkins University. We thank Georges Enderle and his staff for their strenuous support in preparing, printing, and distributing the Newsletter issues throughout all those many years.

The transition will also mark the change from the hard-copy format of the Newsletter to electronic issues available at the ISBEE website at: <http://www.isbee.org>.



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