

J. GREGORY DEES

**The Fuqua School of Business
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Academic Positions:

- 2007- **DUKE UNIVERSITY, Fuqua School of Business**
Professor of the Practice of Social Entrepreneurship and Nonprofit Management
- 2003- **Member, Dean's Executive Committee**
- 2002- **Faculty Director, Center for the Advancement of Social Entrepreneurship**
- 2001-2006 **Adjunct Professor of Social Entrepreneurship and Nonprofit Management**
Serve as founding faculty director for a new Center that supports coursework, research, publications, extra-curricular activities, internships, and outreach in the emerging field of social entrepreneurship. Engaged in designing and developing strategy for the Center, recruiting other faculty to be involved, supervising staff and interns, managing relations with other academic units at Duke, and building an advisory board. Teach an MBA elective on *Social Entrepreneurship*. Research interests: innovative business models in the social sector and scalability.
- 2006 **STANFORD UNIVERSITY, Graduate School of Business**
Visiting Scholar
- 1999-2001 **Faculty Co-Director, Center for Social Innovation**
- 1998-2001 **Miriam and Peter Haas Centennial Professor in Public Service**
Acting Associate Professor
- 1997&98 **Visiting Associate Professor**
Involved in designing, developing, and teaching new MBA and undergraduate courses on *Social Entrepreneurship*, a new undergraduate course on *Business Skills for the Social Sector*, and a seminar at the Law School on *Nonprofit Law, Economics, and Strategy*. Served as a founding faculty co-director of new Center for Social Innovation. Raised initial funds and played a key role in designing the Center. Developed and directed an executive program on *High Impact Philanthropy*. Faculty Steering Committee for Haas Center for Public Service. Faculty Advisory Committee, Urban Studies Program.
- 1992-98 **HARVARD UNIVERSITY, Graduate School of Business Administration**
Associate Professor (on leave 1997-1998 to work in Appalachia)
- 1989-92 **Assistant Professor**
Developed two new MBA electives: *Entrepreneurship in the Social Sector*, and *Profits, Markets, and Values*. Received the School's 1995 Apgar Award for Innovation in Teaching. Helped design and launch the Initiative on Social

Enterprise. Worked on faculty team to develop new required MBA module, *Society & Enterprise*, and a new executive program on *Strategic Perspectives for Nonprofit Management*. Other MBA teaching included *Entrepreneurial Management, Decision Making and Ethical Values*, and *Field Studies* in entrepreneurship, nonprofit management, and social enterprise. Member of the Contingent Committee on Admissions and the Nonprofit and Public Enterprise Summer Fellowship Committee.

1989-98 **Faculty Associate, Program in Ethics and the Professions.**

1988-89 **Fellow, Program in Ethics and the Professions**

Participated in a one-year program for visiting scholars in business, government, medical, legal, and other areas of professional ethics. On sabbatical from Yale.

YALE UNIVERSITY, School of Management

1985-89 **Assistant Professor**

1984-85 **Lecturer** (part-time, on leave from McKinsey)

Developed and taught courses in the masters and executive programs, in the areas of entrepreneurship, ethics, and general management. Course on *New Ventures* singled out in *Business Week Guide to The Best Business Schools* as a “sure bet” recommended by graduates. Discipline Committee, Affirmative Action Committee (Acting Chair, Spring 1988), Dean's Advisory Committee on the Budget, and the Ad Hoc University Committee on the Use of Hewitt Quadrangle for Free Speech. Fellow of Berkeley College 1986-89. On sabbatical 1988-89 at Harvard.

Other Professional Experience:

1997-2002 **EWING MARION KAUFFMAN FOUNDATION, Kansas City, MO**

Entrepreneur-In-Residence, Center for Entrepreneurial Leadership

Assisted the foundation in its various efforts to promote entrepreneurship in the not-for-profit sector, including assisting in the development of the Denali Initiative training program for social entrepreneurs, supervising the production of a case series on venture philanthropy, and serving as lead editor and partial author of two handbooks for social entrepreneurs, published by Wiley in 2001 and 2002.

MOUNTAIN ASSOCIATION FOR COMMUNITY ECONOMIC DEVELOPMENT (MACED), Berea, KY

1997-98 **Senior Advisor, Entrepreneurship Initiative**

1996-97 **Director, Entrepreneurship Initiative**

Helped conceive and launch initiative to find new ways to stimulate entrepreneurial activity in central Appalachia. Interviewed entrepreneurs in the region, resulting in a report on “Promoting Entrepreneurship in Central Appalachia.” Played a key role in design of “Business First Stop,” an Internet-based resource for Appalachian entrepreneurs. Successfully worked to create a strategic alliance between MACED and National City Corp. Raised funds for the Initiative. Advised MACED’s senior management.

1981-85 **McKINSEY & COMPANY, INC., New York, NY**
Engagement Manager, Associate.
Advised senior management of firms in the financial service, education, and chemical industries on issues of strategy, organizational change, and operations. Helped to tailor a model of economic value creation for the insurance industry.

1980 **AETNA LIFE & CASUALTY COMPANY, Hartford, CT**
Intern, Office of the President, Public Policy Issues Analysis Department.
Produced an extensive white paper on questions of discrimination in risk classification. Provided research and analytic support for a company task force on national pension policy.

1977-79 **UNITED STATES FIDELITY & GUARANTY CO., Baltimore, MD**
Applications Programmer.
Computer programming and systems analysis for a major operating division. Managed daily report production. Directed system development efforts.

Education:

THE JOHNS HOPKINS UNIVERSITY
1986 **Ph.D. in Philosophy 1986.** Dissertation topic "Coercive Offers: A Study of the Nature and Ethics of Coercion." Advisors: S. Barker and J. B. Schneewind.
1973-77 **M.A. in Philosophy 1976.** Hopkins Fellowship 1973-77. Areas of concentration: ethics, theory of knowledge, philosophy of science, Kant. Teaching Assistant for Philosophy in Literature and Philosophy of Education. Grader for Philosophy of Science. President 1976-77 and Vice-President 1975-76 of the Hammond Society, the philosophy graduate student association.

YALE UNIVERSITY
1979-81 **Masters in Public and Private Management 1981.** Areas of concentration: strategy, finance, and quantitative analysis. Teaching Assistant in undergraduate accounting. Tutor in graduate financial management. Served on the Financial Aid and Social Science Library Committees.

UNIVERSITY OF CINCINNATI
2007 **Recipient of James C. Kautz "Alumni Master" Award**
1968-73 **B.A. with High Honors in Philosophy 1972.** Dean's List. NDEA Fellowship to stay for graduate work in philosophy 1972-73.

Edited Books:

Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit, with co-editors Jed Emerson and Peter Economy, John Wiley & Sons, 2002.

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs, with co-editors Jed Emerson and Peter Economy, John Wiley & Sons, 2001. Now available in Chinese translation from Best Wise (see http://www.bestwise.com.tw/user_book_data.asp?chk_language=eng&sel_serial_id=346)

Working Papers and Work In Progress:

“Systemic Change: Using Ecosystem Thinking to Scale and Sustain Your Impact,” with Paul Bloom, in progress

“Pathways to Social Impact: Strategies for Scaling Out Successful Social Innovations,” with Beth Anderson and Jane Wei-Skillern, original draft August 2002, CASE Working Paper no. 3, <http://www.fuqua.duke.edu/centers/case/documents/workingpaper3.pdf>

Published Papers and Chapters:

“Taking Social Entrepreneurship Seriously: Uncertainty, Innovation, and Social Problem Solving,” *SOCIETY*, vol. 44, no. 3, March/April 2007

“Rhetoric, Research, and Reality: Building a Solid Foundation for the Practice of Social Entrepreneurship,” with Beth Battle Anderson, *Social Entrepreneurship: New Paradigms of Sustainable Social Change*, Alex Nicholls (ed.), Oxford University Press, 2006

“Entrepreneurship in Philanthropy,” *Effectiveness, Efficiency and Accountability in Philanthropy: What Lessons can be Learned from the Corporate World?* International Foundation Management Symposium 2005, Bertelsmann Stiftung (ed.), Verlag Bertelsmann Stiftung, 2006. Edited version in our Spring 2005 *CASEconnection* e-newsletter and CASE website, see <http://www.fuqua.duke.edu/centers/case/articles/0805/corner.htm>

“Framing a Theory of Social Entrepreneurship: Building on Two Schools of Practice and Thought,” with Beth Battle Anderson, *Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field*, ARNOVA Occasional Paper Series, vol. 1 no. 3, edited by Rachel Mosher-Williams, Aspen Institute, 2006

“Social Entrepreneurs and Education,” *Current Issues in Comparative Education*, vol. 8 no. 1, December 1, 2005 (Response to papers in a special issue on social entrepreneurship.)

“Putting Nonprofit Business Ventures in Perspective,” in *Generating and Sustaining Nonprofit Earned Income: A Guide to Successful Enterprise Strategies*, edited by Sharon Oster, Cynthia Massarsky, and Samantha Beinhacker of the Yale School of Management-Goldman Sachs Foundation Partnership on Nonprofit Ventures, Jossey-Bass, 2004.

“Scaling Social Impact: Strategies for Spreading Social Innovations,” with Beth Battle Anderson and Jane Wei-Skillern, *Stanford Social Innovation Review*, vol. 1 no. 4, spring 2004.

“For-Profit Social Ventures,” with Beth Battle Anderson, in *Social Entrepreneurship*, edited by Marilyn Kourilsky, and William Walstad, Senate Hall Academic Publishing, 2003, a special issue of the *International Journal of Entrepreneurship Education*, volume 2.

“Sector Bending: Blurring the Lines between Nonprofit and For-Profit,” with Beth Anderson, *Society (Social Sciences and Modern Society)*, vol. 40 no. 4, May/June 2003. Reprinted (with references) in Peter Frumkin and Jonathan Imber (eds.), *In Search of the Nonprofit Sector*, Transaction Publishers, 2004.

“Was Bedeutet ‘Soziales Unternehmertum’?,” *Die Werte des Unternehmens*, Edition UNIVERSITAS, Eberhard von Kuenheim Stiftung, Stephan Schleissing ed., Stuttgart; Leipzig: Hirzel, 2002. (Translation of “The Meaning of ‘Social Entrepreneurship’,” originally written in 1998 and freely circulated.)

“Developing Viable Earned Income Strategies,” with Beth Anderson and Jed Emerson, in J. Gregory Dees, Jed Emerson, and Peter Economy (eds.), *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofits*, John Wiley & Sons, 2002.

“The Question of Scale: Finding an Appropriate Strategy for Building on Your Success,” with Melissa Taylor and Jed Emerson, in J. Gregory Dees, Jed Emerson, and Peter Economy (eds.), *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofits*, John Wiley & Sons, 2002.

“Mobilizing Resources,” in J. Gregory Dees, Jed Emerson, and Peter Economy (eds.), *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*, John Wiley & Sons, 2001.

“Mastering the Art of Innovation,” in J. Gregory Dees, Jed Emerson, and Peter Economy (eds.), *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*, John Wiley & Sons, 2001.

“Social Entrepreneurship,” with Peter Economy, in J. Gregory Dees, Jed Emerson, and Peter Economy (eds.), *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*, John Wiley & Sons, 2001

“Enterprising Nonprofits,” *Harvard Business Review*, January-February 1998. Reprinted in *Harvard Business Review on Nonprofits*, Harvard Business School Press, 1999.

"The Challenges of Combining Social and Commercial Enterprise," with Jaan Elias, *Business Ethics Quarterly*, vol. 8 no. 1, January 1998.

"Freedom of Contract," *The Blackwell Encyclopedic Dictionary of Business Ethics*, R. Edward Freeman and Patricia Werhane (eds.), Blackwell Publishers, 1997; and *The Concise Blackwell Encyclopedia of Management*, Cary L. Cooper and Chris Argyris (eds.), Blackwell, 1998.

"Deception and Mutual Trust: A Reply to Strudler," with Peter C. Cramton, *Business Ethics Quarterly*, vol. 5 no. 4, October 1995. Reprinted in *What's Fair: Ethics for Negotiators*, a publication of the Program on Negotiation at Harvard Law School, Carrie Menkel-Meadow and Michael Wheeler (eds.), Jossey-Bass, 2004.

"Promoting Honesty in Negotiation: An Exercise in Practical Ethics," with Peter C. Cramton, *Business Ethics Quarterly*, vol. 3 no. 4, October 1993. Reprinted in *Ethical Issues in Business: A*

Philosophical Approach, Thomas Donaldson and Patricia H. Werhane (eds.), Prentice Hall, 1996, and in *What's Fair: Ethics for Negotiators*, a publication of the Program on Negotiation at Harvard Law School, Carrie Menkel-Meadow and Michael Wheeler (eds.), Jossey-Bass, 2004.

"Unconscionability and Fairness: Comments on Wertheimer," *Business Ethics Quarterly*, vol. 2 no. 4, October 1992.

"Principals, Agents, and Ethics," *Ethics and Agency Theory: An Introduction*, Norman E. Bowie and R. Edward Freeman (eds.), Oxford University Press, 1992.

"Entrepreneurship Through an Ethical Lens: Dilemmas and Issues for Research and Practice," with Jennifer Starr, *The State of the Art of Entrepreneurship*, Donald L. Sexton and John D. Kasarda (eds.), PWS-Kent Publishing, 1992.

Review of *Ethics in the Accounting Curriculum: Cases & Readings*, William W. May, editor, and Stephen Loeb, administrator, American Accounting Association, 1990 and 1991. *The Southern Collegiate Accountant: A Research Annual*, vol. 2, 1991-92, pp. 91-96.

"Shrewd Bargaining on the Moral Frontier: Toward a Theory of Morality in Practice," with Peter C. Cramton, *Business Ethics Quarterly*, vol. 1 no. 2, March 1991.

"Deception in Negotiation: A Study of the Relationship Between Self-Interest and Ethics," with Peter Cramton, *Yale School of Organization and Management, Working Paper Series D*, October 1987; revised October 1988.

"The Ethics of 'Greenmail'," *Research in Corporate Social Performance and Policy*, vol. 8, edited by James E. Post, JAI Press, 1986.

"Paradox Regained: A Reply to Meyers and Stern," with John A. Hart, *The Journal of Philosophy*, vol. 71, June 1974.

Conceptual Notes:

"The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit," with Ayse Guclu and Beth Anderson, Fuqua School of Business, CASE note, November 2002, available at http://www.fuqua.duke.edu/centers/case/documents/SEProcessDraft_FINAL.pdf

"Note on Innovations in Philanthropy," with Karen Jacobson, Stanford Graduate School of Business note SI-05, November 2001. Available through Harvard Business School Publishing.

"The Meaning of Social Entrepreneurship," revised May 2001, original draft October 1998. Developed with support from the Kauffman Foundation and distributed freely at their request. Available on numerous websites. To be included on the International Labor Organization's (a UN Agency) CD-ROM "Know about Business." Translated into German by the Kuenheim Foundation (for publication see above), into Japanese by Akiko Kokubo for use at the KEIO Graduate School of Business, and into Portuguese by Silvia Ferreira, Center for Cooperative Studies, University of Coimbra, see <http://www4.fe.uc.pt/cec/archive.htm>.

"The Normative Foundations of Business," with Jaan Elias, Harvard Business School, Publishing Division, 9-396-343, 1997.

"The Social Enterprise Spectrum: Philanthropy to Commerce," Harvard Business School, Publishing Division, 9-396-343, 1996.

"Sources of Financing for New Nonprofit Ventures," with Nadine Dolby, Harvard Business School, Publishing Division, 9-391-097, 1991; revised 1996 by Jaan Elias.

"Responding to Market Failures," Harvard Business School, Publishing Division, 9-396-344, 1996.

"Social Enterprise: Private Initiatives for the Common Good," with Elaine Backman, Harvard Business School, Publishing Division, 9-395-116, 1994.

"Deciding What's Fair: Building Durable Relationships Between Entrepreneurs and Venture Capitalists," Venture Capital Institute, August 1992, rev. September 1993.

"Note on Starting a Nonprofit Venture," with Alice Oberfield, Harvard Business School, Publishing Division, 9-391-096, revised 1992. Reprinted as "Starting a Nonprofit Venture," in William Sahlman, Howard Stevenson, Michael Roberts, and Amar Bhidé (eds.), *The Entrepreneurial Venture*, Harvard Business School Press, second edition, 1999.

Teaching Cases:

"The Growth of YouthBuild," with Ayse Guclu and Beth Anderson, Fuqua School of Business, SE-02, February 2004. Available at the CASE website.

"Futures For Kids," with Ayse Guclu and Beth Anderson, Fuqua School of Business, SE-01, October 2002. Available at CASE website.

"New Schools Venture Fund (B)," with Beth Anderson, Stanford Graduate School of Business case SI-7B, July 2001. Available through Harvard Business School Publishing.

"Triangle Community Foundation," with Beth Anderson, Stanford Graduate School of Business case SI-09, June 2001. Available through Harvard Business School Publishing.

"Maitri AIDS Hospice," with Beth Anderson, Ezra Perlman, and Mike Scheschuk, Stanford Graduate School of Business case SI-10, March 2001. Available through Harvard Business School Publishing.

"New Schools Venture Fund (A)," with Beth Anderson, Stanford Graduate School of Business case SI-7A, January 2001. Available through Harvard Business School Publishing.

"Artists for Humanity," with Shirley Heath and Laura Smyth, Stanford Business School case SI-04, April 2000; rev. January 2001. Available through Harvard Business School Publishing.

“Coalition of Essential Schools,” with Brian Vannoni, Stanford Graduate School of Business case SI-02, October 2000. Available through Harvard Business School Publishing.

“The Amy Biehl Foundation Trust,” with Everett Harper and Karen Jacobson, Stanford Business School case SI-01, September 2000. Available through Harvard Business School Publishing.

“Help the World See: Self-Sustaining Eye Care in Belize,” with Jeff Orenstein, and Jaan Elias, Harvard Business School, Publishing Division, 9-897-142, 1997.

“Three Cases in Venture Capital Ethics,” *Perspectives in Business Ethics*, Laura Pincus Hartman, Irwin, 1997.

“DVCRF Ventures,” with Eric K. Jackson, for the Community Development Venture Capital Alliance, available through the Aspen Institute Business & Social Program’s www.CasePlace.org, 1997.

“City Year Enterprise,” with Jaan Elias, Harvard Business School, Publishing Division, 9-396-196, 1996.

“Nobel Education Dynamics, Inc.,” with James Sparkman, Harvard Business School, Publishing Division, 9-396-281, 1996.

“Conservation Tourism, Ltd.: Development, Education, and Research in the Rain Forest,” with Jaan Elias, Harvard Business School, Publishing Division, N1-396-195, 1996.

“BRAC (Bangladesh Rural Advancement Committee),” with Robert Larson and Jaan Elias, Harvard Business School, Publishing Division, 9-395-107, 1995.

“Education Alternatives, Inc.,” with Jaan Elias, Harvard Business School, Publishing Division, 9-395-106, 1994.

“GuateSalud,” with Marc Boatwright and Jaan Elias, Harvard Business School, Publishing Division, 9-395-125, rev. 1995.

“Social Investing at the Jessie Smith Noyes Foundation,” with Donald Collat and Elaine Backman, Harvard Business School, Publishing Division, N9-295-056, 1994.

“Bristol Bay Native Corporation,” with David Gilroy, Harvard Business School, Publishing Division, 9-394-142, 1994.

“Analytical Biosystems Corporation,” with Wilda White, Harvard Business School, Publishing Division, 9-393-054, rev. 1994.

“Shorebank Corporation,” with Christine Remey, Harvard Business School, Publishing Division, 9-393-096, rev. 1994.

"AT&T Copper Cable Products," with Susan Harmeling, Harvard Business School, Publishing Division, 9-393-112, rev. 1993.

"BayBank Boston," with Christine Remy, Harvard Business School, Publishing Division, 9-393-095, rev. 1993. Reprinted in three texts: Joseph L. Badaracco, Jr., *Business Ethics: Roles and Responsibilities*, Irwin, 1995; in Joseph L. Bower, et. al., *Business Policy: Managing Strategic Processes*, Eighth Edition, Irwin, 1995; and in Mary C. Gentile, *Managerial Excellence Through Diversity*, Irwin, 1996.

"Education for Profit: Edison and EAI," with Susan Harmeling, Harvard Business School, Publishing Division, 9-393-114, rev. 1993.

"Ford Motor Company: Changing the Dealer Culture," with Marc Boatwright, Harvard Business School, Publishing Division, 9-394-073, 1993.

"Urban Profile," with Christine Remy, Harvard Business School, Publishing Division, N1-392-086, 1992, restricted use.

"Leeway, Inc. (A)," with Ellen West, Harvard Business School, Publishing Division, 9-391-085, 1991. Reprinted in Sharon Oster, *Strategic Management for Nonprofit Organizations: Theory and Cases*, Oxford University Press, 1995.

"Leeway, Inc. (B)," Harvard Business School, Publishing Division, 9-392-010, 1991.

"Rainforest Crunch," with Alice Oberfield, Harvard Business School, Publishing Division, 9-391-132, 1991.

"Save the Children/US in Vietnam," with Alice Oberfield, Harvard Business School, Publishing Division, 9-391-153, 1991.

"Steve Mariotti and NFTE," with Alice Oberfield, Harvard Business School, Publishing Division, 9-391-169, 1991.

"Polaroid Foundation: A Case Study of Corporate Philanthropy in the 1980s," with Sally Rudney, Yale School of Management, 1986.

"Bennington College (B)," with Cecily Harshman, Yale School of Management, 1986.

"Bennington College (A)," with Cecily Harshman, Yale School of Management, 1985.

"Pennsylvania National Insurance (A)," Yale School of Management, 1985.

"Pennsylvania National Insurance (B)," Yale School of Management, 1985.

Cases Supervised for Kauffman Foundation:

"New Profit, Inc.," written by Jaan Elias, Harvard Business School, Publishing Division, Denali Series, MCG 006, 2000.

“Entrepreneurs’ Foundation,” written by Jaan Elias, Harvard Business School, Publishing Division, Denali Series, MCG 004, 1999.

“Social Venture Partners,” written by Jaan Elias, Harvard Business School, Publishing Division, Denali Series, MCG 003, 1999

Related Articles and Interviews:

“The Past, Present, and Future of Social Entrepreneurship: A Conversation with Greg Dees,” with Katherine Fulton, President, Monitor Institute, for a *Gathering of Leaders*, Hosted by New Profit, Inc., February 2006.

“Social Entrepreneurship is about Innovation and Impact, Not Income,” originally published on www.SocialEdge.org, a website of the Skoll Foundation, September 2003, reprinted in Fall 2004 *CASEconnection* e-newsletter, http://www.fuqua.duke.edu/centers/case/news/index_fall_04.html.

“A Customer By Any Other Name . . . ,” *Who Cares*, March/April 1998.

“Thinking About Starting a Business? Read This First,” *Who Cares*, November/December 1997.

“Social Enterprise: An Alternative Career Choice for MBAs,” *Careers and the Minority MBA*, Fall 1997.

“‘Nonprofit Entrepreneur’ Is Not an Oxymoron,” *Who Cares*, September/October 1997.

Promoting Entrepreneurship in Central Appalachia: From Research to Action, with Melissa Taylor and Mark Swanson, a report issued by the Mountain Association for Community Economic Development, Sept. 1997.

“Can’t See the People for the Trees,” *Mountain Accent*, the newsletter of the Mountain Association for Community Economic Development, vol. 1 no. 3, 1997.

“‘Bootstrapping’ and IDAs (Individual Development Accounts),” *Mountain Accent*, the newsletter of the Mountain Association for Community Economic Development, vol. 1 no. 1, 1997.

"Ethical Considerations in Health Care Entrepreneurship: A Conversation with Regina Herzlinger and J. Gregory Dees," interview by Eric J. Vayle, *Business Ethics Forum* (Harvard Business School), Spring 1992.

"The Ethics Asset: Finding Value in Values," participant in published roundtable discussion, *Directors & Boards*, Fall 1989.

"Should Management Schools and Corporations Teach Ethics?" in a panel discussion sponsored by Corporate Council on the Liberal Arts, June 1987. Published in the *Council's Working*

Paper/2, "A Discourse on Ethics and the Corporate Workplace: Can Ethics Be Taught?," October 1987.

Selected Outside Teaching, Professional, and Community Service Activities:

- The Bridgespan Group**
2005-1999- Member of the board of directors, audit committee, Bridgestar committee
Advisory board member for this nonprofit consulting affiliate of Bain & Company.
- Fast Company Magazine, Social Capitalist Awards**
2005 Advisory Board of Judges for Final Selections
2004 Methodology Board
- REDF (Roberts Enterprise Development Fund)**
2005- Advisory Council member
- SJF Advisory Services**
2003- Member of board of directors and treasurer (starting January 2005) of this nonprofit affiliate of the Sustainable Jobs Fund, a community development venture capital fund.
- Communities by Choice**
2001- Advisory board member for this organization promoting grassroots, sustainable community development strategies.
- SeaChange**
2001-2002 Advisory board member.
2000-2001 Member of the founding board of directors for this nonprofit that helps connect social entrepreneurs with each other and with interested philanthropists.
- New Schools Venture Fund**
1998-2001 Advisor and former member of the investment committee for this venture philanthropy fund targeting the education sector.
- Business Ethics Quarterly***
1996-99 Member, Editorial Review Board.
- Partners for Youth with Disabilities, Inc.**
1995-96 President and chair of the board of directors.
1991-95 Member of the board and chair of the finance, administration, and personnel committee. Partners is a nonprofit organization that uses mentor and role-model relationships to link youth with adults who have similar disabilities.

- 1994- **Management Leadership for Tomorrow**
Advisory board member. MLT is an organization dedicated to getting talented minority students to pursue graduate management or business education through mentoring and other support services.
- 1993-99 ***Who Cares: The Tool Kit for Social Change***
Advisory board member. *Who Cares* was a national magazine designed to promote community service among young adults and provide tools for social entrepreneurs.
- 1993-95 **The Venture Capital Institute**
Taught sessions on ethics. Institute sponsored by National Venture Capital Assn. and the National Association of Small Business Investment Companies.
- 1992-95 **Leadership 2000/CDC Arts Resource Initiative**
Taught entrepreneurial skills to managers from community-based arts organizations and community development corporations, faculty co-chair for 1994 session, sponsored by The Association of American Cultures in 1993 and by the Manchester Craftsman's Guild in 1994 and 1995.
- 1992-94 **Global Senior Managers Program, Tufts University**
Taught sessions on corporate culture and business ethics for multinational firms, sponsored by the Fletcher School of Law and Diplomacy.
- 1991-98 ***The Journal of Applied Behavioral Science***
Consulting Editor, reviewing manuscripts related to business ethics.
- 1990 & 1993 **Symposium for Entrepreneurship Educators**
Taught sessions on ethics in entrepreneurship in a program sponsored by Babson College and the Price Institute.
- 1991-1997 **Academic Associations**
Member of the Society for the Advancement of Socio-Economics.
1989-1998 Member of the Society for Business Ethics.
- 1990-91 **Judges Panel for Entrepreneur of the Year Contests**
Served as a judge for the New England Region in annual contest sponsored by Ernst and Young, *Inc. Magazine*, and Merrill Lynch.
- 1985-present **Miscellaneous Academic Editorial/Review Work**
Served as ad hoc manuscript reviewer for *Management Science*, *Administrative Science Quarterly*, *Organization Science*, *Nonprofit Management & Leadership*, *Entrepreneurship Theory & Practice*, Yale University Press, MacMillan Publishing, and Harvard Business School Press.
- February 2007