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KIRK O. HANSON

Markkula Center for Applied Ethics

Santa Clara University

Santa Clara, CA 95053-0633

(408) 554-7898 Fax (408) 554-2373

kohanson@scu.edu www.scu.edu/ethics

CURRENT POSITION

SANTA CLARA UNIVERSITY, SANTA CLARA, CALIFORNIA (Since August 2001)

**University Professor of Organizations & Society
Executive Director, Markkula Center for Applied Ethics**

Direct the university's applied ethics center with a \$2 million annual budget, 14 regular staff, 50 affiliated scholars and 15 student research assistants. Programs in business ethics, legal ethics, biotech and health care ethics, technology and ethics, government ethics, and character development in education.

Teach in MBA and Executive Programs of Santa Clara's Leavey School of Business.

Do research, consulting, and expert witness work on organizational and business ethics.

Current Professional and Volunteer Activities

Senior Lecturer Emeritus, Stanford Graduate School of Business (2001-)

Faculty Affiliate, Stanford Center for Social Innovation (2000-)

Board of Directors, Skoll Community Fund (part of Skoll Foundation) (2004-)

Honorary Chair, Center for International Business Ethics, Beijing, China (first business ethics center in the Peoples' Republic of China) (2004-)

Chairman, Applied Ethics Center, O'Connor Hospital, San Jose, CA (2001-)

Board of Advisors, The Entrepreneurs' Foundation (1998-)

Editorial Board, Business and Professional Ethics Journal (1982-)

Senior Fellow, American Leadership Forum Silicon Valley (1992-)

Member: Society for Business Ethics; Academy of Management; European Business Ethics

Network; International Society for Business, Ethics and Economics

PAST ACADEMIC POSITIONS

Senior Lecturer in Business Administration, Stanford Graduate School of Business (1978-2001)

Lecturer (1978-1989). Senior Lecturer (1989-2001).

Faculty Director, Stanford Sloan Masters Program (1996-2001).

Specialization in business ethics and corporate social responsibility.

Taught in MBA, Sloan Program, and Stanford Executive Programs

University Boards and Service

Faculty Steering Committee, Haas Center for Public Service (1994-2001)

Chairman, Stanford Commission on Investment Responsibility (1983-84,1987-89)

(Visiting) Professor of Management, Claremont Graduate School, Drucker Management Center (1988-1989)

Appointed professor while launching Business Enterprise Trust (see below) under sponsorship of the Claremont Graduate School.

Research Associate, Harvard Graduate School of Business (1977-1979)

Conducted research on corporate strategy in the public policy environment while pursuing advanced graduate studies at Harvard.

PAST PROFESSIONAL EXPERIENCE

Consultant on Corporate Ethics and Corporate Social Responsibility (1980-)

Have consulted to over 100 corporations, government agencies, hospitals, and other nonprofit organizations on organizational ethics since 1980. Engagements have included advising boards and chief executives, the design and implementation of ethics programs and organizations, board and executive training, and program evaluation. This work continues with engagements (as of fall 2007) with health care and technology companies.

Co-Founder, Ementoring.com (1999-2000)

Co-founder of e-learning company which contracted with Stanford Business School to produce on-line courses on business ethics, global management and biotech ethics. Company sold to Pensare, Inc. in March 2000.

President, The Business Enterprise Trust (1988-1993)

Founding president of national business leadership organization created to honor exemplary acts of courage, integrity and social vision in business and to produce written and video educational materials for use in business schools and corporate training programs.

President, The Hanson Group, Inc. (1984-1988)

Consulted on organizational ethics and conducted ethics training programs for 35 companies and governmental organizations.

Director of Corporate Policy and Programs, Chicago United (1974-1975)

Directed business responsibility programs for regional business/minority organization coalition.

President and Founder, National Affiliation of Concerned Business Students (1971-1974)

Non-profit organization promoted study of business responsibility at business schools. Established first national network of faculty interested in corporate responsibility.

Urban Affairs Staff, Southern New England Telephone Company (1968-1969)

Developed affirmative action programs for regional telephone company.

Assistant Regional Director, National Alliance of Business (1968)

Developed regional job-training programs in Western U.S. Worked for Levi Strauss & Co. chairman Walter A. Haas, Jr.

AWARDS

2007 Lifetime Achievement Award, Center for Business Education, Aspen Institute. (For contribution to the field of business and society.)

1997 John Gardner Leadership Award, American Leadership Forum Silicon Valley. (For contributions to the Silicon Valley community.)

PAST PROFESSIONAL AND VOLUNTEER ACTIVITIES

Steering Committee, Bay Area Council (regional civic organization) (1983-88)

Board of Directors, Social Venture Network (national network of social entrepreneurs) (1992-1998)

Founding Chair and Member, Santa Clara County Political Ethics Commission (1994-1997)

Board of Directors, NetImpact (national network of socially committed MBAs) (1994-1996)

Workplace Ethics Columnist, San Jose Mercury News (1995-1997)

Advisory Board, Markkula Center for Applied Ethics, Santa Clara University (1995-2001)

Faculty, The Aspen Institute (1995-2001)

Board of Directors, American Leadership Forum Silicon Valley (1996-2002)

Recipient of John Gardner Leadership Award from American Leadership Forum (1997)

Consultant to InterAction Council (association of former heads of state) (2002-2006)

Scientific Board, VIGEO, Paris, France (corporate social rating agency) (2003-2006)

EDUCATION

Advanced Graduate Studies, Harvard Graduate School of Business, 1975-1978.

Advanced Management Fellowship. Research and study on business policy and business-government relations. Major research program on public policy and the automobile industry.

M.B.A. Stanford University, Graduate School of Business, 1971. Emphasis on business policy and planning. Instructor, undergraduate and alumni courses on business responsibility.

Rockefeller Fellow, Yale Divinity School, 1968-1969. Graduate Fellowship in Ethics.

A.B. Stanford University, 1968. Political Science Major. Editor-in-Chief, Stanford Daily Newspaper. National Merit Scholar.

PUBLICATIONS

BOOKS, MONOGRAPHS, WORKBOOKS

Corporate Performance: The Key to Public Trust. McGraw-Hill Book Company, 1982. Co-author with Francis W. Steckmest, et al.

Putting Christian Values to Work in Business. (Workbook and Facilitator's Guide). Los Altos: The Hanson Group, 1988. 75 pages (Facilitator's Guide 35 pages), with Manuel Velasquez and Kathryn S. Hanson.

Managing Ethics and Values. (Workbook and Facilitator's Guide), Larkspur, CA: The Bay Group, 1987. 80 pages (Facilitator's Guide 25 pages).

Corporate Community Involvement in Silicon Valley, with Peter D. Hero and James L. Koch, a benchmarking study of the largest 100 companies in Silicon Valley. Published by the American Leadership Forum and the Community Foundation of Santa Clara County, 1994.

Social Evaluation of The Body Shop International 1995. Littlehampton, England, The Body Shop International, April 1996. Evaluation of 39 dimensions of company social and ethical performance.

Implementing Corporate Ethics Strategies (Published Monograph Series). Toronto, Certified Management Accountants of Canada, 1997.

Corporate Community Involvement in Silicon Valley 1994-1997. A benchmarking study of the largest 100 companies in Silicon Valley. Published by the American Leadership Forum and the Community Foundation of Santa Clara County, 1998.

The Accountable Corporation. Corporate Governance, Vol.1. Business Ethics, Vol.2. Corporate Social Responsibility, Vol.3. Business Government Relations, Vol.4. Four edited volumes on the state of the art in these fields, with co-editor Marc J. Epstein. Westport, CT. Praeger Publishers, 2006.

ARTICLES

"How Business School Students Rate Corporations," *Business and Society Review*, Summer 1972.

"Business Schools Make Room for Corporate Social Policy," *Business and Society Review*, Summer 1973.

"An MBA Reflects on the Social and Ethical Content of His Business Education," in Daniel Gothie, Ed., Business Ethics and Social Responsibilities: Theory and Practice. University of Virginia, 1974.

"Covering the Minorities: The Chicago Reporter," *Business and Society Review*, Summer 1975.

"How Planners Can Get Support From the Business Community," *Planning*, March 1977.

"The Effect of Fuel Economy Standards on Corporate Strategy in the Automobile Industry," In Government, Technology and the Future of the Automobile, Ed., Douglas H. Ginsberg and William J. Abernathy, McGraw-Hill Book Company, 1980.

“Social Performance at ARCO – A Critique,” In *Participation III: Atlantic Richfield Company*, 1981.

“Strategic Planning and Social Performance,” In Business and Society: Strategies for the 1980's. U. S. Department of Commerce, 1980.

“Corporate Decision Making and the Public Interest,” in The Judeo-Christian Vision and the Modern Business Corporation, Oliver Williams and John Houcek, Eds., University of Notre Dame Press, 1981.

“Business Ethics (Bibliographic Essay,)” *California Management Review*, Fall 1983.

“Ethics and Business: A Progress Report,” *Stanford GSB* (Alumni Magazine), Spring 1983.

“Institutionalizing Ethics in the Corporation,” in Corporate Governance and Institutionalizing Ethics, W. Michael Hoffman et al. Eds., Lexington Books, 1984.

“What Good are Ethics Courses?” *Across the Board* (New York: Conference Board), September 1987, pp. 10-11. (reprinted in Stanford GSB, Spring 1988).

“Corporate Ethics Consulting: The State of the Art,” *Business Ethics Magazine*, Madison, WI:, December 1987, pp. 8-11. (interview).

“The Boeing Company: Managing Ethics and Values,” In Corporate Ethics: A Prime Business Asset, (New York: The Business Roundtable, February 1988), pp. 11-20, with Manuel Velasquez.

“Hewlett-Packard Company: Managing Ethics and Values,” In Corporate Ethics a Prime Business Asset, (New York: The Business Roundtable, February 1988), pp. 55-76, with Manuel Velasquez.

“Ethics and Public Affairs: An Uneasy Relationship,” In Practical Public Affairs in an Era of Change. University Press, 1995, pp. 423-434.

“What the Bishops Failed to Learn from Corporate Ethics Disasters,” In Sins Against the Innocent, Thomas G. Plank, Ed. (Westport, CT: Praeger Publishers, 2004), pp.169-182.

“Perspectives on Global Moral Leadership” in Moral Leadership, Deborah L. Rhode, Ed. (San Francisco: Jossey-Bass, 2006), pp.291-300.

CASES

Have supervised and/or written over 25 cases and case series over the past 20 years. Many are now distributed by the Harvard Business School Publishing Company.

VIDEOS

Co-produced and co-scripted fifteen video cases prepared by the Business Enterprise Trust during my work there. These are all distributed by the Harvard Business School Publishing Company.

RECENT OP-ED COLUMNS AND APPEARANCES

“Ethics on the Job,” a regular column appearing in the *San Jose Mercury News*, Oct. 1995 to Dec. 1997.

“Accounting: How Firm a Foundation?”, *Los Angeles Times* Sunday Op/Ed Section, January 16, 2000.

“Ethics Case is a Textbook Classic: Ford/Firestone Controversy Illustrates Valuable Lessons,” *San Jose Mercury News* Sunday Op/Ed Section, September 17, 2000

“Silicon Valley Philanthropy,” Half hour weekly interview program, *KQED TV*. Aired 6 times in October and November 2000.

“A Nation of Cheaters,” *San Jose Mercury News* Op/Ed Section, January 19, 2003.

“What HP Should Have Done,” *BusinessWeek Online*, September 18, 2006.

“The Ethics of Leaking,” *Los Angeles Times* Op/Ed Section, October 6, 2006. With Jerry Ceppos.

REPRESENTATIVE PROFESSIONAL PAPERS AND INVITED SPEECHES

“The Role of Ethics in Managerial Decision Making,” International Symposium on Industry Structure and Social Culture conducted by Le Centre de Perfectionnement au Affairs, Paris, March 1980.

“Do Ethics Have a Role in Business Decisions?,” Stanford University Distinguished Faculty Forum Series, May 1980.

“Corporate Philanthropy in the Reagan Era,” Keynote Address to Annual Meeting of Conference Board Corporate Contributions Council, February 1982.

“Ethics and Executive Search,” Annual Convention of Association of Executive Search Consultants, January 1983.

“Business Ethics in an International Context,” World Affairs Council of Northern California, January 1984.

“Business Ethics: What Relevance to the Real World Manager;” University of Texas Distinguished Speaker Series, Austin, October 1984.

“Eight Predictable Ethical Crises in a Business Career,” Loyola-Marymount University Distinguished Lecturer, Los Angeles, February 1985.

“Multinational Corporations and Churches in the Third World,” University of Notre Dame Symposium, South Bend, April 1985.

“Business and Ethics: 1975 vs. 1985,” California Roundtable, Los Angeles, October 1985.

“Perspectives on Business and Ethics,” Business Roundtable, Washington, November 1985.

“The Ethics of Corporate Recruiting,” Employment Management Association National Meeting, San Francisco, November 1986.

“Ethics, Education and Greed,” Institutional Investor Institute’s Chief Investment Officers’ Roundtable, Laguna Niguel, CA, November 1986.

“Business Ethics: What’s Going On and Why?” Institutional Investor Magazine’s Winter Pension Fund Roundtable, Oakland, CA, February 1987.

“Strategies for Implementing Corporate Ethics Policies,” Public Securities Association Spring Meeting, The Greenbriar, West Virginia, May 1987.

“Industry Initiatives in Training for Business Ethics,” Conference Board Second Annual Conference on Management Training and Development, New York, May 1987.

“A Manager’s Approach to Business Ethics,” Executive Forum of Portland, October 1987.

“Introducing Business Ethics into the Curriculum,” American Association of Collegiate Schools of Business Annual Deans’ Meeting, April 1989.

“The Chief Executive’s Responsibility for Business Ethics,” European Conference on Business Ethics, INSEAD, Fontainebleau, February 1991.

“Trends in Business Ethics and Responsibility,” National Conference on Business Ethics, California State University at Long Beach, February 1992.

“Ethical Dilemmas in the 1990’s,” Fortune Magazine Worldwide Corporate Communications Conference, April 1993.

“Beyond Business Ethics,” Defense Industry Initiative on Business Ethics and Conduct Annual Meeting, June 1992.

“Business Responsibility in the 1990’s,” Senior Personnel Executives National Forum, October 1992.

“Business Ethics: The U.S. Approach,” First Global Management Development Conference European Fund for Management Development, Barcelona, Spain, June 1993.

“Corporate Citizenship Redefined,” Annual National Conference on Global Corporate Citizenship, The Conference Board and the Council on Foundations, August 1997.

“A Debate on Corporate Responsibility,” Feature Session with Milton Friedman, Bowen McCoy, Charles McCoy and David Brady, Annual National Meeting of Urban Land Institute, San Francisco, CA, November 1998.

“Privacy in an Internet World,” Gartner Group Annual European Information Technology Exposition, Cannes, France, November 1999.

“Toward a New Global Ethic,” Featured Debate with Milton Friedman, Bowen McCoy and David Brady, Stanford Business School 75th Anniversary, Stanford, CA, May 2000.

“Are We Meeting Our Responsibility to Children,” 22nd Annual Meeting, InterAction Council, Salzburg, Austria, June 22, 2004.

“International Codes: The Global Movement for Ethical Behavior in Business,” First Global Conference of Center for International Business Ethics, Beijing, China. October 21, 2005.

“Why Chinese Companies Should Sign Global Codes,” Second Global Conference of Center for International Business Ethics, Beijing, China. October 20, 2006.

“Unavoidable Ethical Dilemmas of Leaders,” XIII World Forum on Corporate Social Responsibility, International Association of Jesuit Business Schools, Guadalajara, Mexico, June 11, 2007