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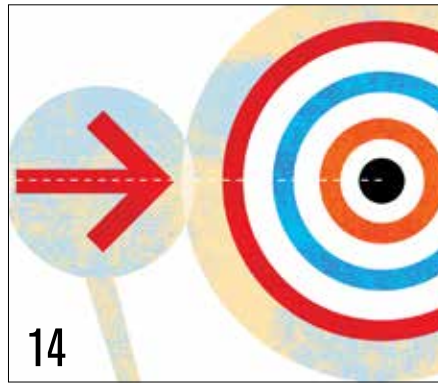
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‘VISION IS THE ART OF SEEING WHAT IS INVISIBLE TO OTHERS.’

—Jonathan Swift



What does it mean to have vision? Historically, the word suggested that one had received some sort of revelation offered by a divine power. Obviously, when we talk about the importance of creating a vision for the future of corporate citizenship, we aren't referencing celestially delivered wisdom, though a good corporate vision does have an element of that. Vision is what elevates the purpose of our work above the disorder of competing demands and endless options to illuminate a clear desired outcome.

The human condition has changed such that where visions used to happen *to* us, now we *create* them. We mostly approach the world with the belief that we can design the future we want to inhabit—natural, social, and economic. Where do you intend to be in one year? Five? Ten? Where will your customers be? Your employees? Your communities? A good vision should do more than just get you to the next phase of your corporate citizenship program (we'll give a little more, we'll volunteer a little more); it should illustrate for others *how* your company can support the well-being of your employees and increase business and social value over the long term. It should be built on the values of your company and, ideally, leverage the unique core competencies of your business.

Once you know where you want to be, how do you get there? By focusing on your goals, beginning with your desired end state—your vision—and accounting for the time by which you want to get there.

Achieving a vision involves making countless decisions as demands from many sources compete for attention, funds, and time. It is when we are faced with these choices that returning to our vision is imperative.

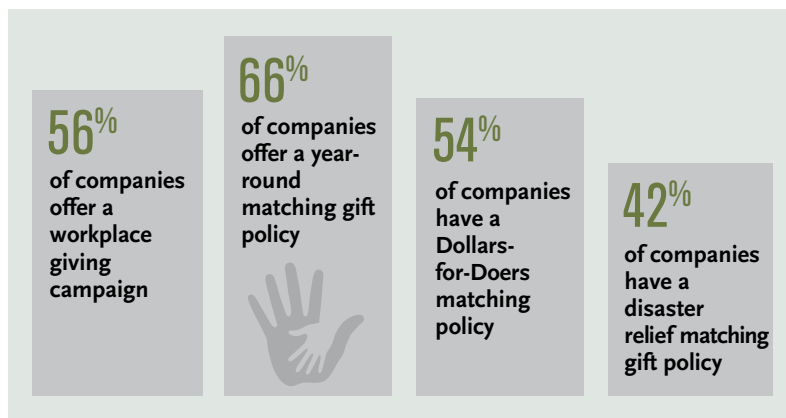
Mark Twain famously said, “You cannot depend on your eyes when your imagination is out of focus.” The subjects of our features in this edition of the *Corporate Citizen* have, indeed, imagined how they can make the world better. They must express their visions, set goals, achieve them, and move forward to imagine what MORE might be possible. I hope that you will take inspiration from their good work and share with us your own stories.

Katherine V. Smith

Executive Director
Carroll School of Management
Boston College
Center for Corporate Citizenship

OUT FRONT

Trends in workplace giving



Source: CECP 2014 Giving in Numbers Brief

Each year, it is estimated that nearly \$5 billion is given to U.S. charities through company-sponsored employee giving campaigns—almost as much as is given each year by the employers themselves. These campaigns have long been a way for companies to encourage employee engagement and raise morale while providing opportunities for employees to express their values and give back to the communities in which they live and work.

Until recently, workplace giving campaigns have not typically included a great deal of choice or variation. As companies have come to recognize that employees at different stages, ages, and levels are motivated differently to give and participate in corporate philanthropy and volunteer programs, they are creating branded, digitally integrated campaigns that allow for greater employee involvement and choice. Here is a quick look at the latest trends in workplace giving programs:

Giving campaigns are now year-round

In the past, a majority of campaigns had a time-limited seasonal giving campaign with a marketing and enrollment period that lasted for a period of weeks. Now, many companies adopt an ongoing, year-round workplace giving strategy.

Acknowledging a multitude of motivations

Employees give money and time for a variety of reasons. Employees on a leadership track, for example, may be motivated to participate for recognition, exposure to executives, or skills development opportunities. Employees in an earlier career stage may be more inclined to give because they feel passionately about a cause, or because they seek variety in their work experience, or because they see these programs as another way to strengthen their network and build relationships with co-workers. Companies are creating campaigns that meet employees' unique needs and interests.

More ways for employees to give

Employers are connecting their workplace campaigns to employee volunteer programs and matching gift programs, giving employees the option to participate by giving time, money, or both. Companies increasingly match employee payroll deduction gifts made through a campaign, or offer dollars-for-doers programs that provide cash gifts to organizations where employees have volunteered in significant numbers or for significant amounts of time.

Traditional federated giving organizations and campaigns are in a process of transformation

The introduction of more choice brings opportunity for companies and their employees to express shared corporate and personal values through workplace campaigns. Some of the innovations in campaigns that have been enabled by better technology have presented challenges to the traditional community affiliates. The level of engagement with federated giving organizations varies significantly by geography. Federated campaigns (and organizations) are not being abandoned, but they are being challenged to change the way that they solicit and operate.

Higher standards of accountability

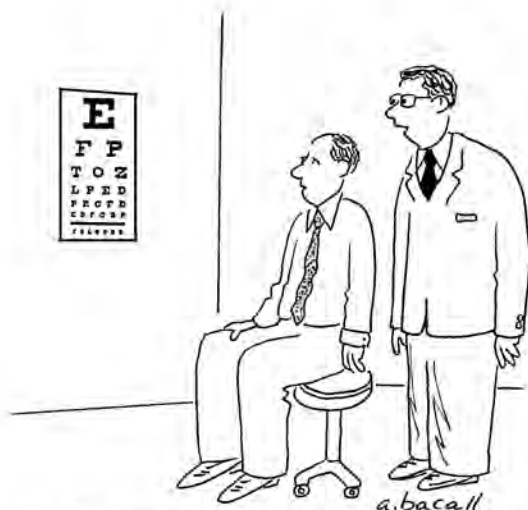
Savvy employees are more able to research and obtain information about charities than in the past. This trend will push new expectations and require that charities be more accountable to their donors than ever before. ●

Four ways to engage your CFO and COO

Growing numbers of Chief Financial Officers (CFOs) and Chief Operating Officers (COOs) are participating in conversations about corporate citizenship. This is a positive trend, highlighting the elevation of attention and increased value placed on citizenship efforts and the way in which these initiatives contribute to the organization.

In other words, the CFO and COO domains are expanding. Not only are these executives expected to manage the bottom line, operational risks, and compliance, they are also responsible for protecting and increasing company assets, tangible and intangible, including reputational assets. Corporate citizenship efforts are, more than ever, influencing employee, customer, and community perceptions, as well as company reputation—ultimately affecting financial valuations.

Corporate executives increasingly accept as a given that well-designed corporate citizenship programs can be a differentiating asset to their companies, positioning environmental, social, and governance (ESG) investments to deliver both business and social value. Here are four behaviors that effective corporate citizenship professionals can adopt to contribute to the objectives for which CFOs and COOs are responsible.



"Your investments are not working out because your hindsight is 20/20 and your foresight is 20/400."

Illustration, right:
© Aaron Bacall

Know your company's business strategy and think carefully about how your programs can support the business goals of the organization. Strategies can change. Are you up to speed on your company's most current strategy? Is there a new business line or acquisition that you need to understand better? Knowing your business strategy will help you ensure that you can deliver the most business and social value. If, for example, you are in a company with intensive intellectual capital needs, your corporate citizenship programs may be more focused on skills-based volunteering that targets the "S" dimensions of ESG. A manufacturer that has high numbers of shift workers and more environmental impacts may be better served by engaging more intensively in the "E" dimension.

Understand their pain points. Design your program to meet your company's particular business needs and mitigate its negative impacts. If 10 percent of your company's revenue comes from manufactured consumer goods and 90 percent is derived from intellectual property and reputation, your programs should be designed in a way that reflects those proportions. If retention and turnover are a huge problem for your company, employee programs may be your solution. If you are mostly concerned about the cost and usage of raw materials and your environmental impacts, then that too should help steer your investments in corporate citizenship. Is your CFO/COO concerned with getting a foothold in foreign markets? Is that market one in which consumers and employees expect high levels of company involvement in the community? You can help solve some of these problems. Position your programs so that it is clear how they contribute to business value.

Speak their language. The most successful corporate citizenship professionals are great at speaking the language of their business leaders. Is your CFO concerned with managing risk related to climate change and supply chain? Make sure you know and communicate how your programs might help to mitigate that risk. Is your COO

The most successful corporate citizenship professionals are great at speaking the language of their business leaders.

concerned about the ability of the company to attract qualified workers? Measure the engagement scores and turnover of employees who are engaged with your corporate citizenship program compared to those who have not yet engaged. Whenever possible, use measures that are most meaningful to the organization's leaders.

Help them cut through the noise and focus on what is important. Are you staying abreast of emerging trends in non-financial disclosure and reporting? Make sure to keep your corporate officers informed of what is happening in that arena and what peer companies are doing. Water is a hot topic, but is it a hot topic for your company? Are you tracking issues and interest groups as they gain traction and airtime? Do you have a clear and cogent way of setting priorities and deciding which issues should engage the attention and resources of

your organization? Develop a process for issue tracking and make it visible to your leaders and colleagues.

Ultimately, your executive officers are responsible for delivering increased financial value, whether through enhanced goods and services for customers or by establishing trust and credibility with employees, customers, and the community. Corporate citizenship can bring more focus to issues that are material to the business and its bottom line. Developing a citizenship program that helps your company deliver sustainable value over the long term is great for the company and will be valued by your executive officers. ●



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We applaud all volunteers and community groups working to make a difference. And, we salute the Boston College Center For Corporate Citizenship. We support your work in preparing corporate citizenship professionals to adapt to the new and changing situations and environments.



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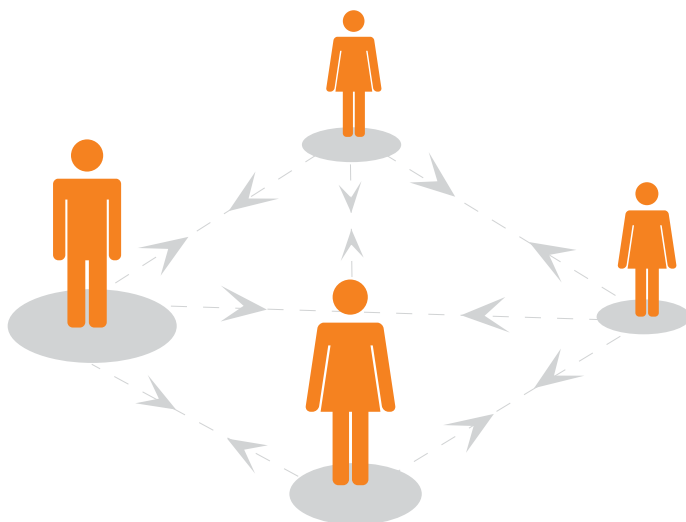


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The case for integrating corporate citizenship across departments

In an ideal world, alignment of interests between company and community is so great, regulation is so comprehensive and effective, social and environmental ills are so minimal, and corporate citizenship is assimilated so fully that it is part of every KPI and performance measure for every business. In the meantime, corporate citizenship professionals work to integrate the environmental, social, and governance dimensions of corporate citizenship across the company—and the benefits of their work is clear despite the challenges of the task.

Recent studies point out that a major challenge of integrating corporate citizenship across the business is a lack of awareness of the connection between citizenship activities and the day-to-day jobs that are performed by different departments, making it difficult to energize employees as ambassadors for the company's citizenship efforts.¹ It can be difficult for employees outside of the corporate citizenship department to see themselves as engaged in the work of improving the world in which they do business. To be optimally effective in managing



ESG opportunities, ALL employees (not just those in the corporate citizenship or CSR departments) must understand how they can contribute through the performance of their jobs and engagement with their company to benefit themselves, their employer, and society.²

Corporate citizenship departments can capitalize on unrealized opportunities to engage employees in other departments by highlighting shared benefits such as overlapping responsibilities. For example, procurement departments are often tasked with understanding human rights or environmental risk in the supply chain, or reducing industrial emissions in response to increased regulatory and external pressures.³ These goals parallel the goals of most sustainability and citizenship departments, which might be better leveraged as an opportunity for collaboration.

A 2011 Deloitte survey of 208 CFOs of large companies in 10 countries revealed that more than 70 percent of those respondents expect corporate citizenship to have an impact on compliance and risk management. In addition, some 31 percent of the CFOs in the study described themselves as involved fully in sustainability strategy and governance currently, and another 20 percent plan to become more involved in the next two years.⁴ As CEOs and CFOs are faced with pressure related to citizenship concerns, corporate citizenship professionals can contribute by offering to help develop solutions that can address some of the most pressing concerns confronted by the corner office.

Investor relations departments are also seeing an increase in the number of shareholder resolutions that focus on corporate citizenship issues as well as greater interest from ratings agencies that focus on environmental, social, and governance issues.⁵ They need to advise the CEO and the board on relevance to their firm and develop a compelling narrative for the company. Citizenship professionals might cooperate with colleagues in these departments by investing in initiatives that support parallel goals.

Another underutilized partner in citizenship efforts is the human resources department. The connections

between the HR department and employees, for example, can be leveraged to accelerate planning, implementing, monitoring, and institutionalizing corporate citizenship activities.⁶ Traditional corporate citizenship activities also return value to support the goals of attracting and retaining top talent, improving job performance, and increasing employee pride.⁷ Programs developed in collaboration with HR programs can help to ensure that high-potential employees have energizing leadership development opportunities that reinforce firm values and deepen commitment to the organization.

Mounting expectations among employees for higher corporate citizenship performance by their employers make it necessary to coordinate and ensure that the company is supporting these activities across departments.⁸ The challenge is to harness and focus that activity to achieve the greatest impact possible. ●

¹ "Understanding Stakeholder Responses to Corporate Citizenship Initiatives: Managerial Guidelines and Research Directions," *Journal of Public Policy & Marketing*, Vol. 29, (2010) Steve Hoeffler, Paul N. Bloom, Kevin Lane Keller.

² "The Marketing of Employee Volunteerism," *Journal of Business Ethics*, September 2008; John Pelozo, Simon Fraser University, Simon Hudson, University of Calgary, and Derek N. Hassay, University of Calgary

^{3, 4} Deloitte, "Sustainable Finance: The risks and opportunities that (some) CFOs are overlooking," 2011

⁵ EY, "Climate change and sustainability: How sustainability has expanded the CFO's role," EY Thought Leadership and Research Program report, August 2011.

⁶ "HR's Crucial Role for Successful CSR," *Journal of International Business Ethics*, Vol 3, Helem Lam and Anshuman Khare, 2010.

⁷ Jones, D. A. (2010). "Does Serving The Community Also Serve The Company? Using Organizational Identification and Social Exchange Theories To Understand Employee Responses To A Volunteerism Programme," *Journal of Occupational and Organizational Psychology*, 83(4), 857-878.

⁸ "Profile of the Practice 2013," Boston College Center for Corporate Citizenship.

Research suggests several methods to reduce the gaps in employee awareness and coordinated, integrated activity, including:

- Provide strong justification about why a corporate citizenship initiative is well suited for the company and provide a deeper understanding to internal stakeholders about how partnerships are mutually beneficial.
- Communicate frequently through many internal channels about corporate citizenship efforts and offer clearly articulated, measurable goals.
- Provide objective information about corporate citizenship initiatives with a focus on metrics.
- Help all employees view corporate citizenship engagement as an extension of their daily work, as well as an opportunity for them to gain skills, expand their professional networks, or gain recognition for themselves or their departments. Do not present corporate citizenship as additional work or loss of a perceived benefit.

Source: Hoeffler, Bloom, Keller, "Understanding Stakeholder Responses to Corporate Citizenship Initiatives: Managerial Guidelines and Research Directions"

Percentage of companies reporting success in achieving business objectives

According to the Center's 2012 State of Corporate Citizenship study, companies are better able to achieve desired business objectives when corporate citizenship is integrated with business strategy.



Corporate Citizenship in a House of Brands



Every day, people throughout the world sit down to salads covered in Hidden Valley dressing. They eat their meals, maybe with a glass of water from a Brita water filtration system, and then often toss the remainder in Glad trash bags. These consumers know they've just enjoyed the benefits of some of their favorite brands.

What they may not know is that all of these brands are connected, housed under the large, multinational corporation, The Clorox Company. Similarly, they may not know that some of their favorite programming—The Big Bang Theory, Ellen, and Pretty Little Liars, to cite a few—are all part of a comparable organization, Warner Bros. Entertainment, Inc., a division of Time Warner, Inc. Or that many of the products they use daily—brands such as Calphalon cookware, Sharpie, and Irwin—are just a few of the 40 brands belonging to Newell Rubbermaid.

Multinational corporations such as The Clorox Company, Time Warner, and Newell Rubbermaid face unique challenges in the corporate citizenship arena. All companies face the difficulties of developing corporate

citizenship programs that align with business objectives, but the task is especially challenging for large companies with multiple unique brands. Often consumers identify not with the corporate entity but with their individual brands, making the process of creating a cohesive program that speaks to all stakeholders nearly impossible. While some companies attempt to drive a single program or asset across their diverse portfolios, The Clorox Company, Time Warner, and Newell Rubbermaid take a more flexible approach. These firms direct their corporate citizenship resources and efforts into the development of programs that are both compelling and relevant to each brand's specific and unique audience.

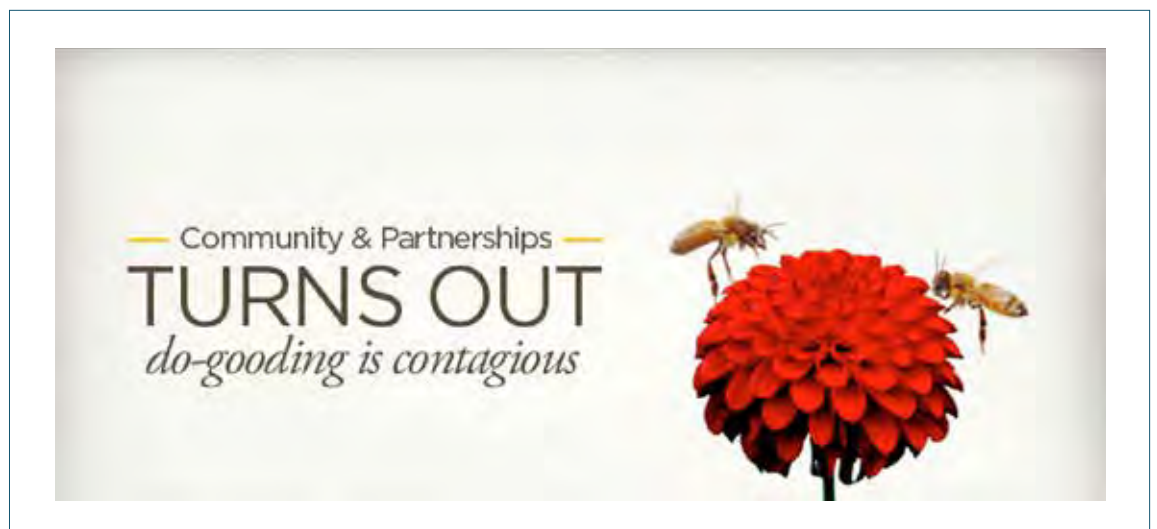
The Clorox Company Leverages Brands' Equity to Move the Needle on Causes

The Clorox Company's corporate citizenship goals are integrated tightly with those of the business, but choosing a particular social or environmental cause was more difficult than arriving at an overall corporate citizenship strategy.

"We have a diverse brand portfolio—Clorox bleach, Hidden Valley dressings, Kingsford charcoal, Brita water filters, and Fresh Step cat litter, to name a few—and selecting one cause that will resonate across our brands' target consumers isn't something we think will work," explains Simone Strydom, manager, corporate responsibility communications.

The Greater Good Foundation furthers Burt's Bees' mission of responsible environmental stewardship by empowering nonprofit, grassroots initiatives, including the protection of honeybees.

Illustration, left:
© Stoltze Design



While some companies attempt to drive a single corporate citizenship program across their diverse brand portfolios, others put their resources into the development of programs that are relevant to each brand's specific and unique audience.

Instead, brands decide which causes they believe will feel authentic to their target consumers.

One such Clorox Company brand is Burt's Bees natural personal care products. Favored by nature enthusiasts, the brand reflects its environmental focus through its "The Greater Good" business model and foundation. This includes managing the company's operations responsibly, from source to disposal. Burt's Bees is carbon neutral, reuses more than 720,000 gallons of water and sends zero waste to landfill. All of which speaks to its employees' passion for leaving the planet a bit cleaner and a bit greener than they found it, creating an authentic CSR experience. Each month, Burt's Bees employee volunteers check more than 400 on-site recycling and composting bins to ensure trash is sorted properly. The company subsequently sends the remaining nonrecyclable garbage to be transformed into fuel and renewable energy. The brand also supports mitigating carbon waste in the community by partnering with organizations and companies such as NC GreenPower, a North Carolina nonprofit, and Renewable Choice Energy, a Colorado-based firm.

Another Clorox Company brand example: For nearly 30 years the Glad brand has partnered with Keep America Beautiful, providing millions of bags for the Great American Cleanup. More recently, the Glad team tapped into the creative energy of its customers by engaging thousands of South By Southwest festival-goers to participate in a landfill diversion project that involved creating a large mural by mixed media artist Jason Mecier out of their trash.

The Hidden Valley brand has created programs that encourage children to eat more vegetables, a cause that relates clearly to how the products are used—for example, with salads and as dips with raw veggies. The namesake Clorox brand has partnered on programs including Say Boo to the Flu and Stop MRSA Now,

which support the company's efforts to stop the spread of infection.

The Clorox Company also lets its employees choose their causes. Their annual giving campaign enables employees to give to any nonprofit of their choice and have the company match their donations up to a certain amount. The tagline of this employee-driven campaign, "Follow your heart and Clorox will follow you," shows the company's appreciation that employees, like consumers, have different interests and passions. This approach seems to be working: in 2013, 60 percent of Clorox Company employees in the United States and Canada participated, raising more than \$4.5 million for different causes.

Time Warner Inspires Heroes for Good

In 1990, Warner Communications, Inc. and Time Inc. merged to form Time Warner, Inc., one of the world's largest communications and entertainment companies. Eleven years later, a largely unnoticed hunger crisis was raging across the Horn of Africa, and key decision makers at Warner Bros. determined it would be most effective for the company to go deep and engage an already captive audience rather than develop a program executed as a Time Warner corporate-led initiative.

Right: We Can Be Heroes gives donors the chance to "fight side-by-side with the Justice League and DC Entertainment" to raise awareness and funds for its three humanitarian aid partners, Save the Children, International Rescue Committee, and Mercy Corps.



Warner Bros. wanted to put the staggering humanitarian emergency affecting eight million people in Ethiopia, Somalia, and Kenya on the world stage, and bring much needed attention and resources to the suffering region by using its creative talent, rich content, and massive reach to raise awareness.

It was important to choose a brand that naturally connected and resonated with the personal interests of a specific audience—an audience that would be moved to act quickly and spread awareness. With the blessing of Time Warner leadership, Warner Bros. found its vehicle: the popular Justice League, a band of superhero classics housed under Warner Bros.' comics brand DC Entertainment.

The idea was that the gravity and scale of the emergency in the Horn of Africa was too great for any one government or institution. The Justice League, comprised of beloved superheroes such as Superman, Wonder Woman, The Flash, and others, was known for just that: taking on challenges that could not be tackled alone.

This linkage tapped into the hearts and minds of DC Entertainment's target audience—"fanboys" and their networks—and yielded action. Audiences related to the notion of banding together as a collective "force for good" to overcome seemingly insurmountable obstacles. The approach ultimately generated approximately \$5 million for the campaign's partner organizations: Save the Children, The International Rescue Committee, and Mercy Corps.

Newell Rubbermaid Meets Goals with Targeted Efforts

Newell Rubbermaid is a consumer and commercial products company with 40 different brands organized into five different business segments: Writing, Commercial Products, Tools, Home Solutions, and Baby & Parenting. With such a wide range of products, it can be hard to organize and execute a cohesive corporate citizenship strategy. The organization as a whole seeks to advance education and workforce development; however, individual brands do have some freedom in the causes they support.

"In addition to what Newell Rubbermaid stands for, our individual brands also have a responsibility to their consumers," says Kaye Morgan-Curtis, manager, global inclusion and philanthropy. For example, she points to Calphalon, a leading manufacturer of professional quality cookware and kitchen accessories. It gets constant requests from culinary trade schools "to have an opportunity to brand with them and to join partnerships to help benefit and impact students as well," Morgan-Curtis says.



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Newell Rubbermaid brand teams come together for one cause and help repair and refurbish an Atlanta elementary school.

Education and workforce development may seem less suited to cookware than to the company's writing tools such as Sharpie and Paper Mate. Newell Rubbermaid has found ways to spread that focus across the brands, while adopting causes that feel authentic to each specific audience. For example, Irwin tools passionately elevates the role of the tradesperson and contributes to nonprofit organizations building the next generation of skilled trades. In the case of Calphalon, that means working with

culinary, vocational, and tech schools to help prepare the next generation of this workforce for successful careers.

This flexibility extends to corporate and employee giving. While Newell Rubbermaid controls grants, each brand has individual flexibility to support organizations that directly correlate with the culture of its product. Over time, consumers identify with the products they use every day—on a more meaningful level.

Enhancing Impact, One Brand and Cause at a Time

By empowering brands to choose causes that resonate with their specific customers, multinational corporations are leveraging the diverse interests, influences, and talents of a much wider array of employees and stakeholders. As a result, experiences are both amplified and multiplied, elevating issues to advance societal and business objectives.

Parent companies that move corporate responsibility efforts and resources from the top down are now also seeing the positive results of efforts grown from the bottom up. ●

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Based in the Carroll School of Management, the Boston College Center for Corporate Citizenship combines the most valuable aspects of a professional community and the resources of a leading academic institution for our members. We integrate the perspectives and experience of some of the leading corporate citizenship professionals in the field today with management best practices, helping you align your corporate citizenship objectives and business goals. Center resources support positive outcomes for your functional area, your organization as a whole, and for you as a leader.



Our services include:

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Recognition

Through membership, professionals gain access to resources that can help them raise their profiles within their companies and beyond, and advocate for their corporate citizenship efforts.

Fresh, actionable insights

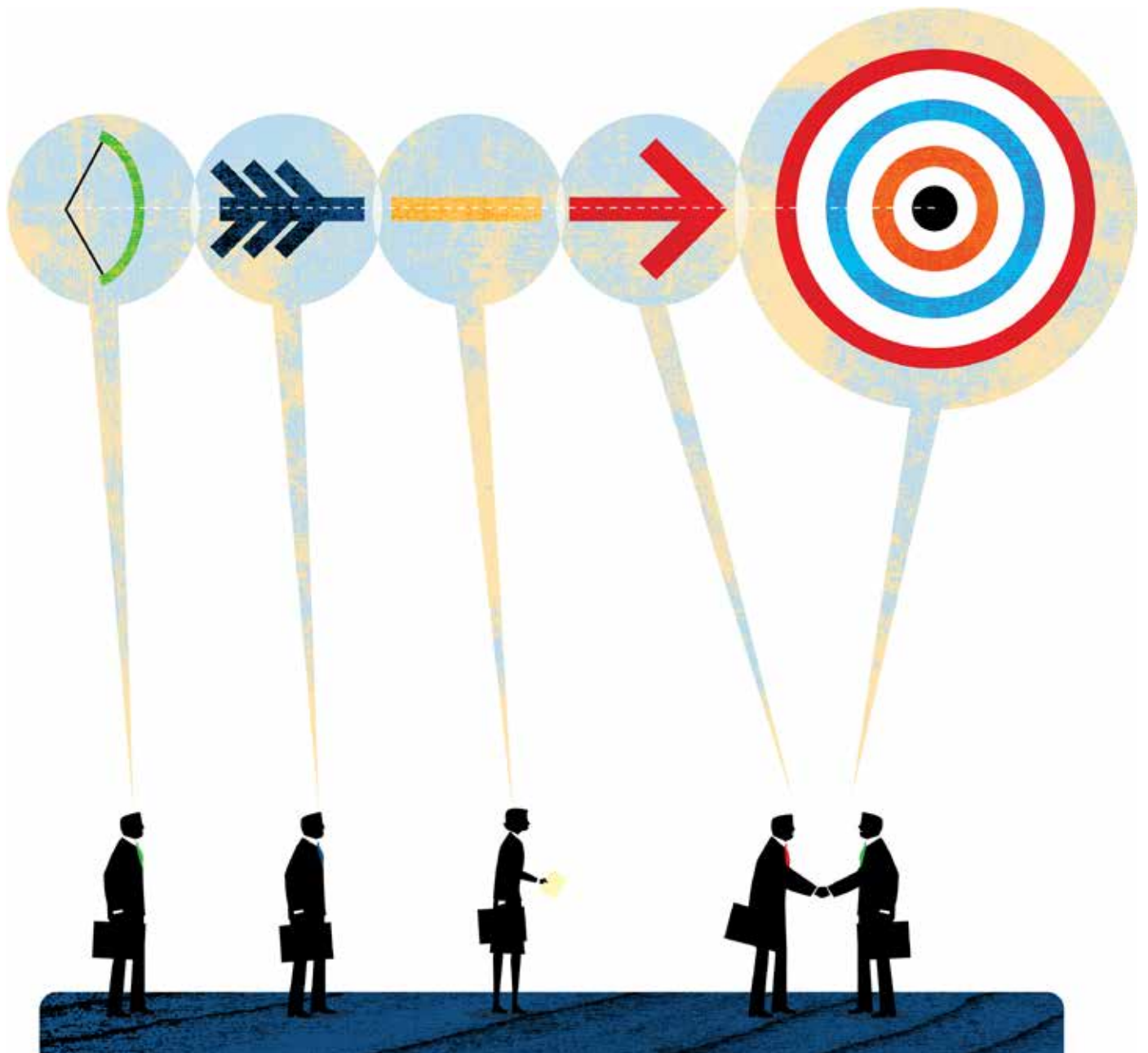
Make better business decisions by learning from the best, including corporate citizenship subject matter experts, business professionals, and academics.

MEMBERS: Center members can visit our website at ccc.bc.edu to take advantage of these resources.

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FOR MEMBERSHIP INFORMATION: Contact Rick Ward at wardrm@bc.edu.

Where Business and Social Innovation Meet



All companies have their own assets and competencies and, more and more, they are aligning their business and social interests, setting the stage for CSR initiatives that can be sustained and replicated. Three companies—Verizon, Greif, and Dow Chemical Company—are taking on some of the world’s most profound challenges, and discovering innovative business models along the way.

Lisa Gwynn, M.D., (center) medical director of Children’s Health Fund South Florida, uses Verizon’s health IT to connect a patient to specialists at the University of Miami Miller School of Medicine.

Illustration, left:
© Michael Austin

Verizon: Creating Business and Social Value Through Advanced Technology

Advanced technology has a unique role to play in addressing society’s most serious problems. Verizon leverages the power of its network technology, philanthropy, and employees to address pressing problems in education, healthcare, and energy management to create long-term value—for customers, communities, and shareholders. This is how Verizon defines “Shared Success.”

The Verizon Foundation aims to be an incubator for new solutions that transform the way Verizon does business and the world in which it operates. The focus is on underserved communities, because they are often the last to receive technology, but most vulnerable to the issues Verizon is trying to address. The vision for this starts at the top. Verizon CEO Lowell McAdams sets the bar high, stating: “Our goal is to take our corporate responsibility to a higher level of social impact, because we believe that creating a healthy, sustainable society is the best way to create a healthy, sustainable business.”

Anyone who works in corporate citizenship knows, if it matters, it should be measured. Verizon works with its community partners to develop accurate measures of what constitutes value to the community as well as to the business. The Verizon team is rigorous in tracking

outcomes and improvements at every stage, so that it can learn better how to integrate technology into social problem solving—and how to scale up the benefits.

Verizon Executive Director of Global Corporate Citizenship Chris Lloyd illustrates one example of how the company is applying that measurement discipline in the education programs it supports. He says data from the January 2014 survey of Verizon Innovative Learning Schools (VILS) teachers indicates that the program is “changing the way teachers teach.” Nearly 100 percent of teachers reported positive impacts on either student achievement or learning, according to Lloyd. He adds, “Half of the teachers said they’re lecturing less, organizing more student projects, and doing more small-group and hands-on work.”

Driven to address the need for more STEM (science, technology, engineering, and math) proficient graduates in the workforce, Verizon’s education initiatives focus on increasing students’ interest and achievement in STEM. Mobile technology is a powerful



‘We believe that creating a healthy, sustainable society is the best way to create a healthy, sustainable business.’

LOWELL McADAMS

CEO, Verizon

tool in this regard and when used effectively in the classroom, gets students more engaged in math and science. Through a partnership with the International Society for Technology in Education (ISTE), the team developed the Verizon Innovative Learning Schools initiative, a comprehensive professional development program for teachers that focuses on the best ways to integrate mobile technology in the classroom.

A recent evaluation of the program indicated that the training may improve standardized math test scores among students. After the program, VILS students saw scores increase by 4.13 percent, while students at comparison schools saw scores decrease by 4.62 percent. Teachers also reported that at least one in three (35 percent) of their stu-

Verizon has teamed with Pecan Street, Inc., a Texas-based energy research group, on a home energy trial that will empower consumers to make smarter choices about their energy use.



dents showed increased academic achievement (or higher scores on assessments), 32 percent showed increased engagement, and 62 percent demonstrated increased proficiency with mobile technologies.

In healthcare, Verizon is a leader in using cloud and mobile technologies to enhance access to quality care and enable providers to be more efficient. Lloyd notes, “In the United States, healthcare costs nearly \$3 trillion a year, and 75 percent of these costs are due to chronic disease. Technology can dramatically improve productivity in this system by bringing vast, immediate improvements to care, and transform people’s lives for the better.”

By equipping Children’s Health Fund buses in key cities with 4G LTE wireless technology and other health IT solutions, Verizon is helping to save approximately 4,000 hours of administrative work a year. That enables medical staff to provide more effective, real-time care to children and families. Verizon is also using its cloud services to enhance the delivery of a global telemedicine platform started by the University of Virginia and the Swinfen Charitable Trust. This partnership connects doctors with world-class specialists, no matter where they are, helping both to collaborate on patient diagnosis and treatment.

Verizon is making investments in sustainability with its philanthropy, too. It is providing tools for people and institutions to use energy more efficiently, facilitating the transition to a low-carbon economy. The company has teamed up with Pecan Street Inc., a Texas-based energy research group, on a home energy trial that will empower consumers in underserved communities to make smarter choices about their energy use.

“Verizon and Pecan Street share a commitment to using big data and the latest advanced technologies to help residents protect their family finances, be more comfortable in their homes and improve the environment,” says Pecan Street CEO Brewster McCracken. “We are very excited to integrate Verizon’s wireless technology into the groundbreaking research we are conducting across the country.”

Applying the concept of shared success to its philanthropy, Verizon is beginning to see evidence that its strategy has the potential to incubate new solutions and create positive social change.

Getting this work done has significant business benefit. Lloyd explains, “Ultimately, our Shared Success strategy is a growth strategy. By looking at community challenges as market opportunities, we are exploring new applications for our technology, creating value for our business and the communities we serve.”



Greif: Using Business Expertise to Empower Women of the Developing World

Greif, an Ohio-based industrial packaging maker, is the fourth-longest continuously publicly traded company in the U.S. With more than 200 locations in more than 50 countries, Greif understands how markets are created and expanded in developing economies and the issues faced by its customers and local communities in emerging economies.

“Greif is a 137-year old company with a strong culture founded on the Golden Rule. It’s part of our culture to apply business expertise to solve problems and create sustainable business opportunities,” says CEO David Fischer. “I’m blessed to work at a company where employees dedicate time and resources to improving the lives of others.”

From his travels to countries where Greif operates, Fischer has seen how women and children struggle to carry their daily water from source to home. Without any better option, these people most often use contaminated jerry cans that once held industrial goods, or filthy buckets long past their prime to carry water for drinking, cleaning, and cooking. This led to development of PackH₂O—the first ergonomically correct, personal water transport system for people who live without access to clean water sources at home.

The award-winning PackH₂O has a removable liner that can be pulled out and disinfected in the sun. A roll-down closure reduces contamination while the protected spout keeps water clean for drinking. In addition, the ergonomical design makes it possible for women to

carry the water on their backs and hips rather than, as traditionally done, on their heads. That is important because a five-gallon or 20-liter bucket of water typically weighs around 40 pounds, and balancing it on the head, day after day, routinely leads to neck and spinal injuries.

Over the past two years, Greif and its partners have distributed more than 140,000 PackH₂O water backpacks to people in 27 countries. To get the backpacks where they are needed most and to train people how to use them, Greif partners with organizations such as Harvard-based Partners in Health, Operation Blessing, and Habitat for Humanity International (HfHI).

In 2013, HfHI received a \$1 million grant from The All Life Foundation in Ohio to distribute 100,000 PackH₂O water backpacks in eight countries frequently hit by natural disasters, including El Salvador, Guatemala, Haiti, Honduras, and the Philippines. HfHI purchased the packs and utilized their in-country organizations to distribute them to the desired country. For example, nearly 24,000 packs were sent to the Philippines and used as part of the Typhoon Haiyan disaster response.

“We’re proud that our partners value the PackH₂O as a means to transform the lives of women in developing economies through improved health outcomes from keeping water clean from source point to home and supporting micro-entrepreneurial opportunities,” notes Fischer. “Costing about the same price as a fast-food hamburger in the United States, and designed from a flexible industrial fabric, these packs weigh in at around 14 ounces and can be folded up and easily shipped

Greif’s PackH₂O makes it possible for women to carry water on their backs and hips rather than, as traditionally done, on their heads, thus avoiding the risk of neck and spinal injuries.

anywhere. The design also allows the pack to be sewn in-country, thereby creating economic opportunities where the packs are needed most. The program can be scaled beyond individual entrepreneurs so that manufacturing partners can positively impact the local economy through job creation and local distribution.”

Dow Chemical: Spearheading Global Innovations

The Dow Chemical Company is encouraging social innovation through its Breakthroughs to World Challenges goal. “A breakthrough,” explains Bo Miller, global director, corporate citizenship, “is an innovation, whether in a product, technology, or business model, that has the ability to scale to levels that will significantly impact the quality of lives of people around the world.” The goal is part of the Company’s 2015 Sustainability Goals, and challenges Dow to achieve at least three breakthroughs that significantly improve the world’s ability to solve the challenges of affordable and adequate

food supply, decent housing, sustainable water supplies, or improved personal health and safety.

Breakthrough technologies include new, unique chemistry; a significant new manufacturing process for existing products; or new methods of delivery for existing products. The “challenge platforms” were chosen because of their connection to an existing Dow business, capability, or market presence.

In setting out the objective, Dow was heavily influenced by the United Nations Millennium Development Goals (MDGs), which are focused on developing countries. Dow is also looking beyond these targets by seeking opportunities to address challenges in the developed world.

A breakthrough to a world challenge can take many forms. Given this variety, Dow established basic screens to evaluate innovations along the way. These screens are made up of five key areas, each of which is considered when evaluating the impact of an innovation:



Every time we open our doors, we continue a commitment that’s been growing since 1946: a brighter future for our team members, our communities and the world we live in.

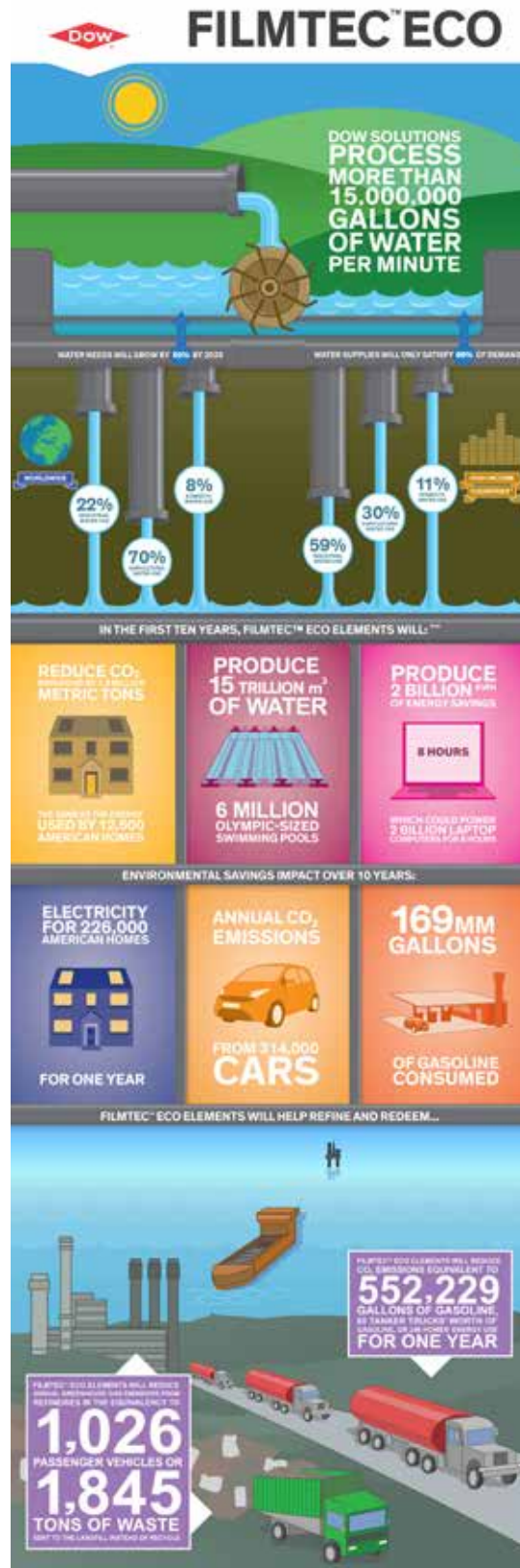
Learn more about Target’s corporate responsibility commitment at target.com/corporateresponsibility.



- **Alignment:** The innovation aligns with one or more of the five key categories of world challenges: energy and climate change, water, food, housing, and health.
- **Significance:** The innovation makes a positive impact today or in the near future. And the impact must be measurable. The metrics can vary depending on the type of innovation and the challenge addressed, but in all cases the breakthrough must demonstrably improve quality of life for millions of people.
- **Benefits:** The benefits of implementing the innovation significantly outweigh any potential challenges.
- **Life Cycle View:** Each stage of the solution’s “life cycle”—from development through manufacturing, distribution, use, and end-life—is carefully vetted in regards to raw materials, energy use, water use, hazard profile, disposal, and other social and environmental considerations.
- **Transparency:** The positives and negatives of the innovation are publicly disclosed and openly discussed with key stakeholders. Multiple aspects of the innovation are candidly and transparently evaluated.

Dow announced in June 2012 that its Omega-9 Oils were the company’s first breakthrough. Derived from Dow AgroSciences’ NEXERA™ canola and sunflower seeds, Omega-9 Oils have zero trans fat and the lowest amount of saturated fat among commonly used cooking oils. To be designated as a Breakthrough to World Challenges, Omega-9 Oils had to pass a rigorous, transparent evaluation by Dow scientists and external stakeholders. Like other candidates in Dow’s R&D pipeline, Omega-9 Oils were evaluated for positive impact on millions of human lives, as well as for minimal environmental impact, from development through manufacturing, distribution, use, and end-life.

Earlier this year, DOW FILMTEC™ ECO Reverse Osmosis (RO) Elements were named the company’s second breakthrough technology. Dow scientists developed a step change in polymer chemistry that surpassed three decades of incremental improvements in water filtration technology to deliver some of the most advanced water purification science available today. This new solution has the potential to impact millions of lives by revolutionizing water treatment and fights global water scarcity by helping deliver 40 percent better purification with 30 percent less energy. ●



FILMTEC™ ECO is a Dow breakthrough reverse osmosis technology for one of the world’s greatest challenges: water scarcity.

*2030 Water Resources Group
 **The World Business Council for Sustainable Development
 ***Individual element's lifetime calculated to be 5 years

JOIN. CONNECT. GROW.

The Center was established with a clear and simple goal: to serve corporate citizenship professionals seeking information and insights that will help their companies achieve maximum business and social value from environmental, social, and governance investments. Corporate citizenship is an increasingly important component of creating and maintaining shareholder value.

Membership in the Center gives professionals an advantage in three key ways:



Leadership

The Center provides a range of professional development and executive education certificate programs that develop skills and deliver insights, helping those charged with leading corporate citizenship efforts to distinguish themselves and achieve success.

Knowledge

We develop, curate, and distribute comprehensive knowledge assets that combine insights from our research with management and social science disciplines, providing the concise, leading edge information professionals need in order to act decisively in a dynamic business landscape.

Community

No longer do corporate citizenship professionals need to feel siloed and alone; our online community and in-person educational and networking opportunities expand our members' networks to access information sharing and support. With more than 400 corporate members, the Center is one of the largest corporate membership organizations in the United States.



MEMBERS: Center members can visit our website at ccc.bc.edu to take advantage of these resources.

NOT A MEMBER? Join now at ccc.bc.edu/membership and learn what you can do to build your foundation of knowledge.

FOR MEMBERSHIP INFORMATION: Contact Rick Ward at wardrm@bc.edu.

We strive to be *active* community leaders,
listening to and *working with* stakeholders
to create solutions.

WELLS
FARGO



Wells Fargo is proud to be a member of Boston College Center for Corporate Citizenship.

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Dell
Powering
the Possible

Technology doing a world of good.

Dell Powering the Possible is our commitment to put technology and expertise to work, where it can do the most good for communities, our people and the planet.

Learn more at Dell.com/poweringthepossible



The power to do more

From the Corner Office

According to the Center's 2013 Profile of the Practice, executives are leading the corporate citizenship charge in greater numbers than ever.

Among those companies surveyed for the study, a majority of chief executives are highly engaged in supporting corporate citizenship—and these executives are more involved than ever in developing strategy, setting goals, and communicating corporate citizenship. They are also elevating the management of corporate citizenship programs. Executive leadership of corporate citizenship has doubled in recent years from just 30 percent in 2010 to a majority 60 percent today.

When executives leverage their unique roles within a company and get involved directly with corporate citizenship efforts, they can create lasting programs that align with business strategy and engage employees. Here are just a few top executives and their points of view about how corporate citizenship creates business value and social value—and why doing both is critically important.

- ▶ The best corporate citizenship programs reflect the vision and mission of the company, and executives are uniquely qualified to arrange this alignment. At New Balance, Rob DeMartini, president and chief executive officer, ensures that all initiatives, corporate citizenship or otherwise, tie in with company values.

"Linking corporate citizenship to core business strategies yields results. The best organizations lead with their values. They take the long view. Our values—teamwork, integrity, and total customer satisfaction—are our guideposts.

We want to be successful—but not at any cost. We'll be successful on our terms, with Responsible Leadership. When the choice is between right and right now, the most successful organizations choose right based on a set of core values deeply held in the C-suite, through every associate down to the factory floor.

Business is a powerful force for social change. It is the role of Responsible Leadership to lead the way."



ROB DEMARTINI

President and Chief Executive Officer,
New Balance

- ▶ It is important to keep in mind that corporate citizenship efforts should not oppose the business, or even simply run parallel to business objectives. Instead, social efforts can complement those of the business—strengthening customer relations as well as the product—as they do at Campbell's.

"At Campbell's, we are addressing a unique range of topics through our citizenship programs, including sustainable agriculture, responsible sourcing, promotion of sound nutrition, and responsiveness to consumers' expectations of the foods that they choose for themselves and their families.

Of all the activities that an organization undertakes, it is corporate social responsibility that humanizes, civilizes, and personalizes the competitive world of global commerce. This is hard and important work.

As the leader of Campbell, I believe that we can make a profit and make a difference. It has been our legacy for 145 years and it is our future."



DENISE MORRISON

President and Chief
Executive Officer, Campbell

- ▶ At Disney, corporate citizenship doesn't end with the successful execution of a program. Instead, it lives on through the actions of those it touches, as they are inspired to imagine a better world, and make the ethical choices and actions necessary to create it.

"The notion of citizenship has always been core for The Walt Disney Company and to our identity.

Our stories have often envisioned an ideal world—the world people hope for. Our commitment to kids and families has to extend beyond entertainment to the real world that they live in. We have a role in creating the better tomorrow we help people imagine.

While our own actions can better the world, the actions we inspire can profoundly change it.

As a company that sparks the imaginations of kids all over the world, we believe we can play a meaningful role in developing the creative thinking skills of the next generation of engineers, architects,

artists, Imagineers, and dreamers.

We can never be certain of what the future holds, but we can do our best to prepare, motivate, and inspire. Inspiring others to think creatively, live healthier, conserve nature, and strengthen our communities is a citizenship strategy that represents who we are as a company and where we can make the biggest difference. Walt Disney famously remarked that Disneyland would never be finished so long as there is imagination left in the world. We view our approach to citizenship in the same way: Even though we will never be finished, we must always do more, and inspire others to join us along the way."



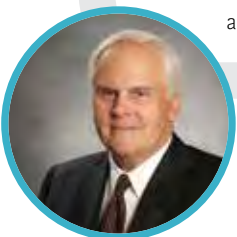
JAY RASULO

Senior Executive Vice President
and Chief Financial Officer, The Walt Disney Company

- ▶ As a company with a global presence, FedEx has the opportunity to affect lives throughout the world. This broad reach can only be successfully utilized, however, with the input and involvement of the entire team.

"At FedEx, we've seen the great results of connecting people and possibilities around the world, and we realize the success of communities and companies are intertwined. Social responsibility can drive positive change in our cities, marketplaces, and society at large. Plus, it's good business and a wise investment in the future of FedEx.

We know our sustainability efforts don't just come from the top of the organization. **Our entire FedEx team is committed to higher standards of global citizenship and to delivering more possibilities for people everywhere. FedEx team members around the world are often the creative impetus for our problem-solving through their diverse outlooks and great ideas.** It's by giving back to them, but also by learning from them, that we make better decisions that improve our company, and our world."



FREDERICK W. SMITH

Chairman and Chief Executive
Officer, FedEx Corporation

Advice from Disney's Jay Rasulo:

- Take the time to build a citizenship strategy that really links your company's brands and values with that effort.
- Focus and prioritize that linkage to your business's unique competitive advantage. When people understand the link between your organization, what it stands for, what it does, and the efforts that you make in the citizenship arena, it can not only be more impactful, but will stick in their minds about who you are and what you do in this arena.
- Don't try to do too much all at once. Even in a large company, resources may be scarce, and the resource of time is always short. Set goals and targets—things that get measured get accomplished—and don't be afraid to adapt and change course along the way.
- Today's challenges are simply too big and too complex to solve as one individual or one group, or even one global company. The good news is that, in a hyper-connected society, businesses have an enormous opportunity to engage more people than ever before in social and philanthropic efforts.

*Excerpted from Jay Rasulo's March 24, 2014 speech at the Boston College Center 2014 International Corporate Citizenship Conference.

GET WHAT YOU NEED TO SUCCEED

Best practices in corporate citizenship evolve rapidly. In some cases the professional selected to lead corporate citizenship efforts is chosen because of a proven ability to get things done as opposed to having deep prior expertise in the area. The Center exists in part to close that gap, providing professionals with the education and insights they need to achieve their goals.

We offer a range of professional development programs, taught by top faculty from the Carroll School of Management at Boston College, as well as by business leaders and corporate citizenship peers. These programs include:

Courses

Our courses are designed to enhance or refresh your management skills, subject matter expertise, and mastery and knowledge of key frameworks and tools. These highly interactive classroom-based programs provide an opportunity to connect with fellow practitioners in a supportive learning environment. Whether you are strengthening your corporate citizenship strategy or thinking about implementing a new program or reporting protocol, the Center has a course for you.

Certificate programs

Certificate programs bring notable credentials to your resume and provide the comprehensive knowledge, skills, and tools required to lead corporate citizenship programs more effectively. Completing a combination of elective and required courses culminates in a certificate from the Boston College Carroll School of Management.

Monthly webinars

Monthly webinars feature the latest research and information from experts on a variety of topics. Led by speakers from leading corporations and research organizations, these webinars provide an opportunity for participants



to connect and learn from one another in a convenient setting. Members attend webinars for free and can access them on demand.

Custom onsite education programs

Custom onsite education programs address the specific needs of your company in a comfortable environment. The collaborative workshop style of our courses helps to build teamwork among staff and promote a better understanding of diverse perspectives, opportunities, and challenges related to corporate citizenship.

International Corporate Citizenship

International Corporate Citizenship Conference is an annual event for corporate citizenship professionals, providing exceptional learning opportunities from nearly 100 speakers, more than two dozen hands-on workshops, and sessions where experts teach the tools and best practices that lead to success.

Affinity Groups

Affinity Groups provide ongoing forums to understand critical social issues, review changing public policy, share best practices, and develop deeper peer networks.

MEMBERS: Center members enjoy discounted registration for all of our education programs.

FOR MORE INFORMATION ON EDUCATION OFFERINGS: Visit us at ccc.bc.edu/learning or contact us at ccc@bc.edu.

Choose courses to attain the core knowledge and skills you need to achieve success. To register, go to ccc.bc.edu/learning.

Leadership Academy for Corporate Citizenship Professionals

NOVEMBER 17–21, 2014

BOSTON COLLEGE CAMPUS
CHESTNUT HILL, MA

Develop your leadership style and cultivate the influence you need to engage others across your company. This program is a blend of on-campus, instructor-led classes taught by Boston College Carroll School of Management faculty and experts, and facilitated distance learning that culminate in a one-day Leader Summit to coincide with the 2015 International Corporate Citizenship Conference. Participants earn a Certificate in Corporate Citizenship Leadership from the Boston College Carroll School of Management.

Corporate Citizenship Management Intensive

OCTOBER 20–24, 2014

BOSTON COLLEGE CAMPUS
CHESTNUT HILL, MA

Regardless of functional responsibilities, corporate citizenship managers must know how to apply established business management tools and frameworks to corporate citizenship challenges. This one-week program is held on the Boston College campus and is taught by Boston College Carroll School of Management faculty and experts. Participants will earn a Certificate in Corporate Citizenship Management from the Carroll School, and will be better prepared to contribute to their companies' corporate citizenship success.

The courses below can be taken individually or combined to earn a Certificate in Corporate Citizenship.

Corporate Citizenship Communications *

Develop strategic and tactical skills to design effective internal and external communications.

- NOVEMBER 12–14, 2014; MIAMI
- MARCH 11–13, 2015; PORTLAND, ORE.

Corporate Citizenship Evaluation & Measurement *

Learn to determine, calculate, analyze, and present program outcomes and impacts.

- DECEMBER 10–12, 2014; LOS ANGELES
- MARCH 11–13, 2015; PORTLAND, ORE.

Corporate Citizenship Strategy *

Learn to construct a corporate citizenship strategy that aligns with your business.

- NOVEMBER 12–14, 2014; MIAMI
- MAY 6–8, 2015; PROVIDENCE, R.I.

Corporate Citizenship 101

Translate the complex concepts, ideas, and language of corporate citizenship into practical and useful models and tools.

- OCTOBER 15–17, 2014; PHOENIX

Corporate Giving: A 21st Century Approach

Sharpen the focus of your corporate giving to support business objectives and address material issues.

- SEPTEMBER 17–19, 2014; MINNEAPOLIS
- FEBRUARY 11–13, 2015; SAN ANTONIO

CDP Reporting: Disclosing Environmental Impacts

Learn how to participate in CDP and about the broader issues of sustainability and environmental management.

- OCTOBER 14, 2014; PHOENIX
- FEBRUARY 10, 2015; SAN ANTONIO



Leveraging Partnerships

Ensure that your partnerships will impact social issues and return value to the business.

- DECEMBER 10–12, 2014; LOS ANGELES

Materiality: What Matters to Corporate Citizenship Strategy and Reporting

Become familiar with and begin to apply concepts and frameworks that can help identify issues important to your business and to other stakeholders.

- SEPTEMBER 16, 2014; MINNEAPOLIS

Sustainability Reporting: GRI/G4 Certified Program

Learn the elements of a GRI report, the GRI reporting process, and key reporting activities.

- OCTOBER 15–16, 2014; PHOENIX
- FEBRUARY 11–12, 2015; SAN ANTONIO

**Requirement for certificate.*

Stronger Leaders for a More Sustainable Future



Corporate citizenship can advance only when efforts are guided by informed and dedicated leaders—and leadership happens not just at the top of organizations, but from every seat.

That's why, every year, corporate citizenship professionals from around the world come to the Boston College Carroll School of Management for the Center's Corporate Citizenship Leadership Academy, an intensive trimester-long program that aims to strengthen leaders so that they can more effectively engage and influence their colleagues, improve organizational alignment, and broaden support, ultimately increasing long-term business and social value for their companies.

To kick off the program, participants—experienced business people with broad portfolios of responsibilities—travel to the Boston College campus for a week of interactive learning with faculty, business leaders, and peers. When they return to their organizations, they are better prepared to attack the particular issues that stall the progress of their efforts, with continued support and guidance from Center experts.

The Academy provides a unique opportunity to foster peer networks and encourage engagement with other players in the corporate citizenship field. Participants forge relationships that continue to benefit them throughout their careers, and serve as a conduit for continual innovation, insight, feedback, and support. Here, Leslie Bowrin, head of social performance at BG Trinidad & Tobago Ltd., Kenya Haupt, director of corporate responsibility at PwC, and Bridget Hurd, director of community responsibility at Blue Cross Blue Shield of Michigan, reflect on their experience in the 2014 Academy.

Leslie: Since graduating from the Leadership Academy earlier this year, I've really begun to take an active role in guiding the strategic development of my company's future. In the program, we were asked to explore what it means to be successful corporate citizenship leaders who deliver business and social value in today's world. For me, some key takeaways from that process were learning to lead with authority and secure executive buy-in. These two, seemingly simple concepts have really helped me develop new initiatives and broaden the reach of successful programs.

Kenya: Agreed. While we all face different challenges and opportunities in our industries, we all know it takes work to get our colleagues to recognize that corporate citizenship programs can help them achieve their business objectives. Just getting attention and time amid the demands of day-to-day business is a challenge I heard from many in our Academy cohort. Those conversations underscored for me that gaining buy-in from top leaders is critical to advancing strategy. Finding ways to align what we are doing in the corporate responsibility space with other areas within the organization and articulating the rationale for why it is important to them and for the success of their objectives can make the difference.

Leslie: Exactly. To that end, I learned new techniques that enabled me to pitch ideas more effectively, which helped me bolster support for programs and initiatives, as well as acquire the finances and the people that would support them. For example, in order to gain greater support throughout my organization, I better aligned my goals with those of the business, couching projects and issues in the language that reflected the results-driven culture of my company and our industry. My company, BG Group, prides itself on safety, on working as one team, and on flawless execution. Framing our commitments to our communities of operation and to the preservation of the environment to position our corporate citizenship program attracted attention and got buy-in—both vertically and horizontally.

Shown top to bottom:
Kenya Haupt, Director of
Corporate Responsibility, PwC;
Leslie Bowrin, Head of Social
Performance, BG Trinidad &
Tobago Ltd.; Bridget Hurd,
Director of Community
Responsibility, Blue Cross
Blue Shield of Michigan



Photo, left:
© Martin Barraud

Members of the 2014 Leadership Academy class (shown left to right)

Front row: Patience Gruening, F. Hoffmann-La Roche Inc.; Wanda Sims, Novartis Pharmaceuticals Corporation; Bridget Hurd, Blue Cross Blue Shield of Michigan; Kasey Bergh, Nestle Purina PetCare Company; Rebecca Fracassa, Comcast Corporation; Michelle Ng, EY; Leslie Bowrin, BG Trinidad & Tobago Ltd.; Kaye Morgan-Curtis, Newell Rubbermaid Inc.

Second row: Jason Bozic, National Oilwell Varco; Kenya Haupt, PwC; Joanne Harrell, Microsoft Corporation; Justin Schmitt, USAA; Immanuel Sutherland, Altria Client Services Inc.

Not pictured: Matthew Blakely, Motorola Solutions Foundation; Angela Hult, Cambia Health Foundation; Sonja Shaw, MassMutual Financial Group; Alice Womble, Blue Cross Blue Shield of Louisiana; Julie Wynn, Electronic Arts Inc.



Cialdini's Principles of Persuasion

1. **Reciprocity:** We aim to treat others as we are treated and hate to feel indebted, which leads us to feel obliged to offer concessions or discounts to others if they have offered them to us.
2. **Commitment (and Consistency):** We have a deep desire to be consistent, so once we have committed to something, we are then more inclined to go through with it.
3. **Social Proof:** We feel safety in numbers, and so are more likely to do things like work late if others are, or eat in a busy restaurant, because we assume that if many people do something, it must be okay.
4. **Liking:** We are more likely to be influenced by those we like. Likability comes in many forms—people might be similar or familiar to us, they might give us compliments, or we might trust them.
5. **Authority or Status:** We feel a sense of duty or obligation to people in positions of authority, which is why we accept manager requests.
6. **Scarcity or Urgency:** We find things more attractive when their availability is limited, or when we stand to lose the opportunity to acquire them on favorable terms.

Cialdini, R. B. (2007). "Influence: The psychology of persuasion." New York: Collins.

Kenya: Kenya: I've found similar success using Cialdini's Principles of Persuasion, which we learned at the Academy, to expand PwC's youth education efforts. Here's a great example: not long ago, we decided to sponsor screenings of *Girl Rising*, a powerful film that chronicles the efforts of nine girls from around the world as they bravely face obstacles preventing them from continuing their education. By harnessing the power of two of the principles—commitment and consistency, and social proof—we were able to really drive participation in our screenings. We've now teamed with 10x10, the producers and owners of the *Girl Rising* film, to expand the screenings, and plan to invite clients, potential clients, and our alumni to some of our upcoming events to provide our people with opportunities to network further with clients, talk about our clients' mutual interests in the youth education arena and collectively make a larger impact on the education of girls both domestically and globally.

Bridget: It's true, building support is so crucial. For me, in order to achieve that, I had to accept my role as a leader fully, and that wasn't always easy. The Academy helped me truly embrace that role and to think more about when I need to be a manager and when I need to be a leader. Taking a step away from being an individual contributor involved making some difficult decisions. I had to remove myself from more routine duties in the community, lead my team, and accomplish goals through the actions of others. While I missed my time in the field, my role as a strategic advisor in my company demanded that I work in a different way to increase the reach of planned initiatives.

Kenya: One of the critical questions that we were asked by our faculty in the Academy was, “How are you going to stop working like 10 people and get 10 people to work like you?” That journey has demanded more of me in terms of defining success up front and managing performance. It has also forced me to think intentionally about how our programs and initiatives can help our colleagues achieve their business objectives. This is also the most rewarding—where we are achieving BOTH social good and business value.

Leslie: I’ve experienced a similar journey. It is an act of faith to believe that others will follow if you create a very clear picture of success that is supported by facts that show why that vision is the right one to seek.

Bridget: Exactly. Through the Academy, I have developed a clear understanding that my role is to be strategic, direct team members, influence others, and be recognized as an expert in the company. During the past several months, I have transitioned from being a manager to being a change agent. Now that I’m developing a team of colleagues who see that I can help them achieve objectives that are important to their business success, I can begin the process of building a company-wide coalition of support to generate awareness and action. All this makes me better equipped to tackle my main objective: addressing health disparities in Michigan.

Leslie: It’s true, successful corporate citizenship programs are built on organizational support, strong leadership, and engaged teams, but I’ve found that even with this solid foundation, unexpected challenges just continue to arise. That’s why I’m so thankful that I’ve had this unique opportunity to be in this Academy cohort and develop such solid relationships with other players in the corporate citizenship field.

Bridget: Yes, the Leadership Academy really was such a perfect place for that, and it has allowed me an opportunity outside of my normal routine and environment to reflect and think about what leadership means to me, as well as meet and learn from other great leaders in this discipline.

Kenya: I feel I’ve made some tremendous connections with people from some remarkable organizations. We are all pursuing similar goals—making a difference. ●



“I’ve come to rely on Kenya for so much; she’s always been a wonderful asset to our team. So, for me, sending her to the Leadership Academy wasn’t about training her to become something else, but about giving her the freedom and support to really stretch and take the next step in leadership. I know that I’m a better leader because I have people like Kenya, so I wanted to make sure she had the tools to really grow and achieve her full potential.”

SHANNON SCHUYLER, U.S. CORPORATE RESPONSIBILITY LEADER, PwC



Supporting great causes:
a commitment that’s
as much a part of UPS
as our brown trucks.

UPS is very proud to support
MALDEF’s Los Angeles Awards Gala.
community.ups.com

Challenge for a Healthier Louisiana

Blue Cross and Blue Shield of Louisiana Foundation drives statewide collaboration to prevent obesity





In Louisiana, some familiar and sobering realities—among them, unhealthy eating habits and little access to playgrounds and recreational opportunities—have conspired to produce one of the nation’s highest rates of obesity.

LEFT: The Tullos Farmers Market offers community members fresh, local fruits and vegetables in the Live Lively LaSalle! project. The new market has also become a gathering place to visit with neighbors.

ABOVE: BCBSLA’s Employee Health Champions with Christy Reeves, Executive Director, BCBSLA Foundation; Mike Reitz, President & CEO, BCBSLA; and Peter Katzmarzyk, Associate Executive Director for Population and Public Health, Pennington Biomedical Research Center.

With this epidemic has come a raft of alarming health problems, including diabetes, hypertension, heart disease, and arthritis, all of which contribute to mounting healthcare costs. Especially concerning is the prevalence of obesity among children and adolescents as they adopt lifelong habits as well as illnesses.

Countless community programs have tried to improve the situation by educating individuals about the problems and causes of obesity, but have met with limited success. Driven by their unique understanding of the state’s healthcare needs, Blue Cross and Blue Shield of Louisiana Foundation realized that obesity programs often fail simply because community norms don’t foster the desired behaviors and decided to take a different approach.

“Our Foundation has a long history in battling obesity,” says Christy Reeves, executive director of the Baton Rouge-based Foundation, citing programs such as Smart Bodies that teach children about healthy lifestyles. She adds, however, “If kids don’t have safe places to play, or if their families don’t have access to fruits and vegetables, then the lifestyles they’re learning cannot be sustained.” Reeves’s message is that behavioral choices are influenced ultimately by conditions in our communities, schools, homes, and workplaces.

A New Kind of Grant Program

In response, the Blue Cross Foundation created a matching grant program called the “Challenge for a Healthier Louisiana,” which earmarked \$10.2 million in grants to ignite collaboration among hundreds of public and private agencies.

In 2011, the Foundation challenged nonprofits across the state to team up with other organizations—including hospitals, schools, universities, and government offices—to create innovative ways to prevent obesity and build healthier communities. After a year of providing informational and technical assistance workshops for applicants, the Foundation convened an expert panel of local and national leaders in public health to select the 12 most innovative proposals. These proposals would yield grants of up to \$1 million, which had to be matched by other organizations involved in each project.

Response to the Challenge was tremendous, and the Foundation turned its \$10.2 million into \$27 million of targeted funding to create multisector solutions around obesity.

Of course, it can take a long time to organize multilevel programs and change a society’s engrained behaviors, but just halfway through the three-year grant program, the Foundation is already seeing early progress toward a healthier state.

“Now, instead of working at odds with each other on independent obesity projects, Louisiana organizations are coordinating their efforts to address the root causes of obesity, change social norms, tap fresh perspectives and sustain healthier lifestyles,” Reeves says. “Already we’re seeing important changes, such as community gardens and farmers markets, which are putting



Changing Social Norms

The Challenge for a Healthier Louisiana is providing funding to multisector obesity projects over a three-year period, which began September 2012. After year one, the program is already creating sustainable, statewide community changes to support a healthy lifestyle. Among them:

- More than **16** miles of bike paths and walking paths
- More than **10,000** pounds of fresh produce made available to families
- **2** new food policy councils
- **9** community gardens
- **10** farmers markets and mobile markets
- **97** community meetings about obesity

healthier foods on families' dinner tables. We're also seeing new councils to change policies, such as increased activity in our schools' physical education programs."

Collective Impact for Large-scale Change

Obesity prevention is directly aligned with the strategic goals of Blue Cross and Blue Shield of Louisiana, which, as the largest health insurer in the state, is striving to improve public health and reduce the cost of healthcare.

"Our approach to corporate social responsibility is about focusing our philanthropic dollars to improve the quality of life in Louisiana while also driving our company's strategic priorities," says Mike Reitz, chief executive officer of Blue Cross and Blue Shield of Louisiana. "And the Challenge for a Healthier Louisiana is a great example of that. This innovative program is consistent with our efforts to manage chronic disease, promote health and wellness, and improve health outcomes."

Reeves adds that the Challenge for a Healthier Louisiana enabled the Blue Cross Foundation to organize its grantmaking better, transforming a portfolio of small, scattershot grants to a robust, strategic program centered on a specific opportunity: reducing obesity



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through statewide collaboration to change policy and social norms. In this model of multisector collaboration, sometimes called “Collective Impact,” the Foundation is using a large sum of money to move the needle further than it could through a multitude of smaller grants.

Indeed, by sparking the creation of 12 obesity projects throughout the state, the Foundation is uniting more than 200 community organizations in a common goal to reduce obesity in Louisiana. In a collective impact model, organizations in each project have a shared agenda and measurement systems, mutually reinforcing activities and coordinated communications, along with the support of a backbone organization, the Blue Cross Foundation.

In this role, the Foundation is going far beyond grant-making. It is maximizing its statewide presence—and the national Blue Cross and Blue Shield brand—to build a movement, serving as a catalyst for significant, long-term community change. In fact, some of the obesity projects involved in the Challenge for a Healthier Louisiana have been able to leverage their Challenge Grant to attract more funding and support from other sources.

Driving this catalytic change is one of the greatest CSR opportunities for large corporations, according to Reeves. “As corporations, we play an important role

as thought leaders, change agents, and conveners of resources, and we can leverage our brands to influence positive change,” Reeves says. “Even more, since we are independent businesses, we can move much more quickly than, say, government agencies. We are in a great position to make things happen.”

Building Capacity for Louisiana Nonprofits

In launching the Challenge for a Healthier Louisiana, Reeves recognized that part of creating a successful model for collective impact is helping nonprofit organizations operate more effectively, allowing them to make the best use of their funding and stay accountable to their project goals. She also knew it would be important to work with an experienced, third-party administrator to manage the grants, measure their effectiveness, and monitor grantees’ progress.

To that end, the Foundation retained Baton Rouge-based Pennington Biomedical Research Center, which had already conducted extensive research on Louisiana obesity and would be well positioned to administer the program. In early 2012, Reeves and her colleagues worked with Pennington to conduct 15 technical assistance workshops across the state to prepare Louisiana

The Five Conditions of Collective Impact

Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is based on the belief that no single policy, government department, organization, or program can tackle or solve the increasingly complex social problems we face as a society.



nonprofits for the Challenge for a Healthier Louisiana.

These workshops educated nonprofits about multi-sector partnership, logic models, project evaluation, and other national best practices, helping the applicants collaborate with their partner organizations, articulate their plans, and develop compelling proposals.

“Our Foundation had created an innovative grant program for obesity prevention, but it could only be effective if Louisiana nonprofits had the capacity to coordinate multiple partners and develop holistic programs,” Reitz points out. “That’s why the Foundation launched the technical assistance for nonprofits. This assistance may be one of our greatest contributions to Louisiana’s social sector, because nonprofits can now operate more effectively to address obesity and other critical community issues—even beyond the Challenge grant program.”

As a result of the Challenge for a Healthier Louisiana application process, many nonprofit organizations are thinking differently about how to address social challenges in Louisiana. They’re now looking beyond their own programs and exploring multisector ways to collaborate with other organizations to make a bigger impact. The 49 nonprofits that applied for

grants in the Challenge for a Healthier Louisiana and their proposals—which pledged a total of \$110 million—involved nearly 500 other organizations.

“We couldn’t fund them all, but many of the nonprofits that didn’t receive funding said they still planned to move forward with their programs. Our Challenge had enticed them to collaborate with other organizations, form a shared vision, and get serious about their obesity goals,” Reeves says. “That is incredibly satisfying, because it shows the effectiveness of our Challenge in creating an ‘it-takes-a-village’ mentality around obesity prevention. Organizations are beginning to understand that changing social norms takes an entire community working together.”

Peter Katzmarzyk, associate executive director for population and public health sciences at Pennington Biomedical Research Center, agrees. “Measurable improvements in community health will take the concerted efforts of many different organizations and levels of government,” Katzmarzyk emphasizes. “The Blue Cross and Blue Shield of Louisiana Challenge Grant program is a major investment in the future of Louisiana, and it has the potential to make a real difference.” ●



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In addition to our ongoing executive education and professional development programs taught by Center educators, business leaders, and corporate citizenship peers, the Center offers these learning opportunities designed to meet your unique challenges.

Leadership Academy

You may be a good manager, but do you have what it takes to be a leader?

Leadership is about driving change. Leaders develop a vision for the future, create strategies to achieve that vision, and motivate others to help achieve that vision.

You may already be influencing others as you lead your company's transition toward strategic integrated corporate citizenship, or you may be trying to take a specific component of your company's corporate citizenship strategy to a new level. This program will help you accelerate and strengthen your ability as a leader so that you can reach higher levels of success and produce better results for your organization.

The Leadership Academy is a blend of on-campus, instructor-led classes taught by Boston College Carroll School of Management faculty and experts, and facilitated

distance learning that culminates in a one-day Leader Summit to coincide with the 2015 International Corporate Citizenship Conference. Participants earn a Certificate of Corporate Citizenship Leadership from the Boston College Carroll School of Management.

Custom Onsite Education

Our custom professional development programs are designed to build your team's capacity to create business and social value from corporate citizenship. Tailored to your company's unique challenges, we bring the program to you at a convenient time and place where you can assemble team members to learn collaboratively within and across functions. Custom programs can increase knowledge and skills while enhancing teamwork and developing a consistent approach to corporate citizenship management companywide. Certificates in Corporate Citizenship Management from the Carroll School of Management at Boston College are available for some programs.

THE COMPANY YOU KEEP

In business and in life, you are known for the company you keep. With more than 400 leading member organizations, the Center for Corporate Citizenship puts you in very good company. The Center provides members with opportunities to network with peers, foster collaborations, get feedback and support, and enjoy a broader perspective on the challenges and opportunities of corporate citizenship as faced and conquered by others in the field.

Our Affinity Groups provide ongoing forums to understand critical social issues, review changing public policy, share best practices, and develop deeper peer networks:

Community Involvement Roundtable is a unique forum for advancing the community involvement field. Under the guidance of the Center, leaders share knowledge and explore emerging social and management challenges affecting those responsible for community involvement initiatives.

Executive Forum brings together senior-level professionals from a wide range of industries to provide leadership, inspiration, knowledge, and expertise on managing corporate citizenship, and influence the public discourse of the role of business in society.

Leadership Academy Alumni brings together graduates of the Center's Leadership Academy to extend their learning through participation at the Center's annual conference and through its online community.

Professional Services Sustainability Roundtable creates a collective voice around corporate citizenship in the professional services sector and enables members to gain knowledge and insight from their peers into best practices.

COMMUNITY INVOLVEMENT LEADERSHIP ROUNDTABLE

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Altria Client Services Inc.

Helen Seibel
AstraZeneca Canada Inc.

Michelle Dufort
Blue Cross Blue Shield of Michigan

Christine Hoisington
Booz Allen Hamilton

Lynne Douglas
Cenovus Energy Inc.

Jean Krause
CenterPoint Energy

Barbara Simic
ConocoPhillips Canada

Tori Kaplan
CSX Corporation

Wendi Schuur
Devon Energy Corporation

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Deborah Shobe
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Nestle Purina
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Kaye Morgan-Curtis
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Michelle Ng
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Leslie Bowrin
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Immanuel Sutherland
Altria Client Services Inc.

Kenya Haupt
PwC

Alice Womble
Blue Cross Blue Shield of Louisiana

Joanne Harrell
Microsoft Corporation

Julie Wynn
Electronics Arts Inc.

Bridget Hurd
Blue Cross Blue Shield of Michigan

PROFESSIONAL SERVICES SUSTAINABILITY ROUNDTABLE (member companies)

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Baker & McKenzie
Booz Allen Hamilton
Edelman
EY
JLL
KPMG LLP
Nielsen
Nixon Peabody LLP
Waggener Edstrom Worldwide



Left to right: David Hackett, Baker & McKenzie; Rhian Rotz, Waggener Edstrom Worldwide; Julia Wilson, The Nielsen Company; Leisha John, EY; Aleen Bayard, JLL; John Edelman, Edelman

Dell Sets Goals to Achieve a Legacy of Good



In May 2014, Secretary of State John Kerry addressed Boston College's graduating class and urged them to meet the threat of climate change head-on.

Photo, left:
© Martin Barraud

His challenge to the next generation of leaders echoed his recent call to action to diplomats across the world, urging them to elevate the environment in everything they do and work together to adopt a new, ambitious environmental agreement by 2020. Specifically, he underscored the need to adopt energy solutions while also pushing for sustainable development on several environmental and social fronts, including the economic empowerment of women. In his statements, Kerry remained adamant that achieving success in this effort requires leadership, innovation, and collaboration across multiple sectors, involving partnership between the public and private sectors.

It is a tall order for companies. It can be challenging for them to develop strategies that maximize both business and social value, and to make long-term commitments in a short-term world. Yet experience shows it can be done. One company taking on the challenge is Dell, a leader among the increasing number of technology companies that believe their sector can help inspire environmental change with efficient product and service solutions.

In 2013, Dell released its "Legacy of Good Plan," a set of goals for the year 2020. The plan outlines Dell's strategy for bringing sustainability and business objectives together to benefit customers and leave a legacy of social and environmental good. Since then, the Dell

team, led by Vice President of Corporate Responsibility Trisa Thompson, has been putting the plan into action.

Stimulating environmental and social change is no easy task—it requires dedication, a sophisticated approach, and, above all, collaboration across industries and organizations.

Dell considers the planet at every stage of the product lifecycle, ensuring that products are made of environmentally preferred materials, meet tough environmental production standards, and are easily recycled for proper disposal or eventual reuse. Dell's major new commitments include the following:

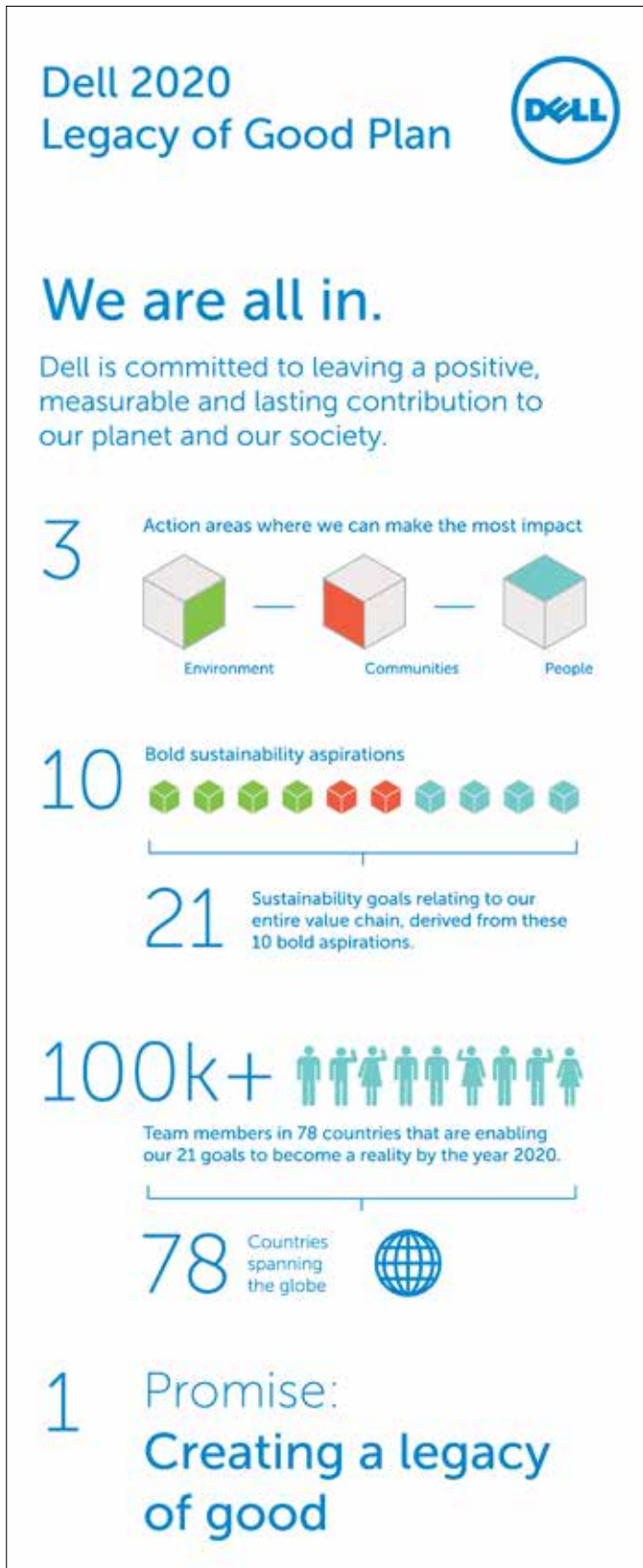
Increasing Energy Efficiency

By providing customers with efficient energy solutions, Dell can help them reach their own energy-saving goals, reduce their overall footprint and, in turn, reduce emissions. In addition, Dell aims to reduce greenhouse gas emissions from its own operations by 50 percent and reduce the energy intensity of its product portfolio by 80 percent by the year 2020.

Dell plans to shrink its carbon footprint through such means as the Connected Workplace, a program that enhances the ability to work from home. In 2013, Dell set a goal to have 50 percent of its employees work from home by 2020. This is markedly different than the approach taken by other leading companies in the technology sector.

According to Thompson, roughly 20 percent of Dell employees work from home at present. She says the decision to implement the connected workplace has been "carefully considered and the company sees

In 2013 Dell released its "Legacy of Good Plan," a set of goals for the year 2020. The plan outlines Dell's strategy for bringing sustainability and business objectives together to benefit customers and leave a legacy of social and environmental good.



multiple business benefits that can be derived from this goal.”

Thompson points out that by allowing just a fifth of its employees to work from home, Dell kept 6,735 metric tons of CO₂ out of the atmosphere and saved roughly \$14 million last year. The practice also allows Dell to distribute jobs differently and allows workers more mobility and flexibility in their choices about where to live and how to work.

Recently, other companies, notably Yahoo and Best Buy, moved in the other direction, pulling back on such efforts and requiring workers to work in a company office. For a company like Dell, allowing employees to work from home can provide a form of proof of concept and self-endorsement. Dell products enable companies to better support remote and traveling workers. Dell believes that these and other productivity tools and practices will keep employees connected, collaborative, and productive. It is also a commitment that keeps leaders and managers—and all employees—focused on performance goals.

“As managers, it is easy to become accustomed to rewarding time clocked rather than results achieved,” explains Thompson. “Remote working helps us to remember to stay focused on performance goals and to communicate much more in writing how we define excellent performance. We think this practice can make our employees more productive than they might be if they lost 10 hours a week or more to commuting.”

Innovating with Packaging

Dell integrates sustainable and compostable ingredients with an innovative approach to packaging. By leveraging the use of bamboo, mushroom, and wheat straw, the company plans to make 100 percent of its product packaging from sustainable materials by the year 2020.

Eliminating Waste

The company considers all phases of each product’s lifecycle, from the design for recyclability to the recycled content in production materials. Dell plans to use 50 million pounds of recycled plastic and other sustainable materials in products by 2020. Through Dell Reconnect, the company makes it easy and free for all consumers to recycle their end-of-life electronics. To ensure proper disposal, Dell became the first in the industry to ban the export of e-waste to developing countries. It also recently

launched Kenya's first large-scale e-waste hub, which can serve as a model for sustainable e-waste collection and recycling in developing countries.

Taking a page from the playbook of all great innovators, Dell looked around to see what companies in other industries were doing to improve their environmental profiles. One inspiration was Nike and what it did with shoe design through its Better World campaign. Like Nike, Dell is seeking out environmentally friendly technology, processes, and materials, and sharing what it learns broadly across the industry.

"We can all do better at minimizing waste, reducing toxics, and managing our use of natural resources," notes Thompson. "If we make the commitment to learn together as an industry, we can accelerate our progress and positive impact. That is why Dell participates in the Electronics Industry Citizenship Coalition and why we seek to work with others in our industry to leverage our collective strengths."

Thompson adds, "We hope more organizations will join us on our journey. Our expectation is that by the

'We can all do better at minimizing waste, reducing toxics, and managing our use of natural resources. If we make the commitment to learn together as an industry, we can accelerate our progress and positive impact.'

TRISA THOMPSON

Vice President of Corporate Responsibility, Dell

year 2020, the good that comes from our technology will be 10 times what it takes to create and use it. We know that success in this space requires collaboration of all kinds in order to properly measure progress as we work to leave a legacy of good for generations to come." Dell is already collaborating with other "net positive" companies (including British Telecom), those



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that make a commitment to positively improving the environment, not just minimizing the damage.

Dell is thinking not only about its products, but also about the people who use them, now and in the future. For example, many K-12 children in the United States don't have access to the programs, teachers, and tools they need to learn effectively, so Dell is working with charities and schools to close the learning gap by making STEM programs available to underserved children.

In addition, Dell is focused on empowering women and girls. As a female executive in a technology company, Thompson is acutely aware of the statistics. "We shouldn't forget that when it comes to technology, girls often aren't encouraged to develop their skills in science and technology, regardless of their other socio-economic characteristics," she says. "Consider this: Down from 37 percent in 1985, only 18 percent of computer and information science degrees were awarded to women in 2008, according to the National Center for Women and Information Technology."

Girl Scouts of the USA is addressing this need through its Journey and Connect Through Technology Program, which introduces girls to technology concepts and helps them gain skills that promote critical thinking and teamwork. Dell funds, and uses its technology to support, an interactive web experience called "Be the Video Game Designer," which puts girls in the driver's seat of video game development. Through the initiative, they learn how to program by choosing their avatars, storylines, and other video game features.

"One of the strengths of Girl Scouts is that we use the girls' interests to guide STEM programmatic experiences," says Frank Signorello, manager of STEM programs for Girl Scouts of the USA. For instance, he points to the Northern California council and its use of the Universe Quest curriculum, in which girls learn about astronomy concepts and then apply their newly discovered skills and knowledge by creating their own computer video games.

"Einstein said that imagination is more important than knowledge," Thompson notes. "Our founder and CEO, Michael Dell, makes clear that the purpose of our corporate giving and of setting ambitious citizenship goals is to help create the ideal world that we envision—and also to see the innovative ways our customers use our technology to do good in the world." If Dell has its way, 2020 will be foresight rather than hindsight. ●



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Here is a sampling of our knowledge assets, delivered regularly to members:

Media Monitor

Media Monitor is a weekly email news service for members. It includes a comprehensive summary of general news items that are shaping or are being shaped by corporate citizenship.

Research Briefs

Research Briefs provides summaries of recent or seminal research findings from corporate practice and other sources that offer insights you can apply to your work. Each month a new edition is emailed to members with links to the latest items we've added to the library on our website. We also offer the monthly Idea Exchange e-newsletter, which provides a summary of the insights and ideas from Center blogs and other sources.

Corporate Citizen Magazine

The Corporate Citizen magazine provides both highlights and deeper exploration of the latest thinking in the field of corporate citizenship.

Primary Research

Our primary research reports—State of Corporate Citizenship, Profile of the Practice, Profile of the Professionals, and Community Involvement Index—are based on surveys of corporate practitioners and executives.

Advisory Products

The Center provides exclusive customized research and advisory services to members. At your request, we can assemble the best available resources and research to help you solve your specific problem.

Member Services

Consider us your very own built-in research team. In addition, our website offers a comprehensive archive of research reports, case studies, research briefs, and other knowledge assets and tools.

MEMBERS: Center members can visit our website at ccc.bc.edu/knowledge to take advantage of these resources.

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