

ETHICS MATTERS

NASBA
CENTER FOR THE
PUBLIC TRUST

July - August 2012

LEARN IT, LIVE IT, LEAD IT

A Student's Perspective of the 2012 Student Leadership Conference

Written by Bre'Ana Thompson

Financial independence. Power. Fame. These are often the components by which success is measured. But what about accountability, integrity, trust and confidence? Do these qualities count in the measurement of success? As an intern for NASBA, I had the privilege to attend the 2012 Student Leadership Conference, held June 12-13 in Philadelphia, PA. It was an honor to meet other students with the same desire to stay rooted, throughout our

development expert, Jerry Esselstein, delivering an impactful session on *Improving Your Personal Effectiveness*. "Mr. Esselstein's presentation was all information that I had never received before. It was unique, informative and very useful," said another student.

The use of cognitive thinking was the essence of the presentation by Larry Bridgesmith, Associate Professor and



career paths, in accountability, integrity, trust and confidence. The Conference motivated us to take responsibility in our schools, communities and careers and to *Learn It, Live It and Lead It*.

We kicked off with a welcome luncheon featuring Bucky Glover, CPA, NASBA member and partner with Potter & Company. In his lively presentation, Glover set an inspiring tone as he encouraged us to be significant, not just successful, and to pursue purpose instead of promotion.

The second day began with renowned business advisor and personnel

founder executive of the Institute for Conflict Management at Lipscomb University. He demonstrated how cognitive thinking creates problem-solving strategies, as opposed to emotional thinking, which is rarely effective.

As an exercise in cognitive thinking, we later participated in an ethics case study breakout session, presented by Drs. O.C. and Linda Ferrell, Professors of Marketing at the University of New Mexico. This activity gave us the opportunity to experience the "real world of business" by debating the ethical dilemmas within the case study.

GOOD NEWS:

SUPPORTING OUR TROOPS

What started as a simple family effort to boost morale for soldiers in 2005 blossomed into a well-oiled operation to provide regular gift packages and morale to the 159th Aviation Brigade.

Michael Weinshel, his wife Carol, and his sister-in-law, Susan Spivack, have been putting together care packages with all the essentials, such as batteries, razors, and other themed holiday goodies, to bring smiles and comfort to our men and women overseas.

In recognition of this important effort to support the troops, the CPT proudly bestowed them with the *Being a Difference Award* in 2009, honoring their unique and worthy contributions.

We look forward to highlighting updates on past *Being A Difference Award* winners in this and future editions of *Ethics Matters*.

TELL US YOUR GOOD NEWS

Have Good News to share? Do you know a person or company that has done something noteworthy that demonstrates principled ethical behavior. Send us your Good News story to be featured in a future edition of *Ethics Matters*. Stories can be sent to Amy Walters at: awalters@nasba.org.

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Learn It, Live It, Lead It

According to CPT founder and former NASBA President and CEO, David Costello, practicing ethical behavior is not only important in the workforce, it is a lifetime commitment. Costello left us with a profound message “Let’s be truthful, let’s be transparent, let’s be trustworthy.”

Alfonzo Alexander, CPT President and NASBA CRO, facilitated an interactive networking activity. He shared key networking strategies and then prompted us to immediately practice with each other. We were then given opportunities to refine our new skills as we networked with Conference speakers, CPT staff and attendees of the NASBA Eastern Regional Meeting. We were even able to demonstrate our skills while dining with Ken Bishop, CPT CEO and NASBA President and CEO. Bishop kept our attention by sharing experiences from his past and current leadership roles.

The Conference ended with a *Successful Career Search Panel* and a discussion on *Chapter Best Practices*. CPT Manager of Programs, Amy Walters, said of this year’s Conference, “It was inspiring to meet with such an engaging and intellectual group of students. I look forward to supporting them as they build their Student CPT chapters.”

In its second year, the Student Leadership Conference saw significant growth in attendance with 37 students representing 18 colleges and universities. Many of us attended with plans of starting a Student CPT chapter on our campus, while others looked to enhance their existing chapter.

I am excited to establish a chapter on the campus of Middle Tennessee State University, home of the Blue Raiders. Accountability, integrity, trust and confidence are all qualities a Blue Raider should bring into the corporate world.

To learn more about the Student CPT, or to make a donation, please contact Amy Walters at 615.564.2129, or awalters@nasba.org ☆



LEADERSHIP COLUMN

Oxymoron?

Public Trust Without Conflict Competence

LARRY BRIDGESMITH

PAST CHAIR & LIFE DIRECTOR

NASBA CENTER FOR THE PUBLIC TRUST

My term as chair of the Center for the Public Trust has come to an end. My time with this organization has been one of the most rewarding of my career. To be involved in helping raise awareness about organizational behavior that advances the ability of the public to trust in its institutions is a singularly important endeavor and one that carries rich rewards.

However, as my “swan song” it will surprise no one who knows me to hear it said (again) that the missing link in our organizational cultures which best promotes public trust is the welcome afforded opposing viewpoints. If contrary views are not welcomed and even embraced, our organizations will continue to function on the basis of what is acceptable and pleasing to the ear.

Ask the former denizens of the hallways of Enron, Worldcom, HealthSouth and LIBOR. When people express unpopular opinions, how does the organization respond? If the response is, “that’s not our responsibility,” “keep it to yourself,” “don’t go to HR,” “that’s none of your business” or “because I said so,” the seeds have been sown for retribution in the form of exclusion and second class citizenship.

Conflict competent organizations welcome dissent, encourage contrary viewpoints

and embrace expressions of concern. How else can ethical business be assured? However, very few organizations operate in this way. Despite the mission, vision and value statements posted in the lobby, most organizational reality is far different. When a colleague raises concern about the behavior of another, is it shut down, ignored, “deep sixed” or worse? If so, the ground is fertile for ethical lapses. Ask Sharon Watkins (Enron) or Colleen Rowley (FBI) what a culture is like which resists unwanted information when “push comes to shove” and lives and fortunes are lost due to conflict incompetence.

Conflict competent organizations are those which systematize processes to accept and deal with the dissenting viewpoint. Their reward systems recognize behavior consistent with their mission, vision and value statements which encourage creative criticism. Contrary behavior is not tolerated.

Our organizations will improve their public trust to the degree they enhance their capacity to entertain unpopular views. Ethical lapses will be minimized.

Publically trusted organizations are the ones that dedicate themselves to conflict competence. ☆

On August 1, David A. Costello, CPA, assumed the role of CPT chair, previously held by Larry Bridgesmith, Esq. Costello was the President and CEO of NASBA for 17 years, and founded the CPT in 2004 as a way to shed light on the great majority of businesses, corporations and individuals who act in an ethical manner.

The CPT looks forward to continued success and tremendous growth under Costello’s leadership. ☆

NASBA CENTER FOR THE PUBLIC TRUST AUCTION



2012 AUCTION SPONSORSHIP OPPORTUNITIES

The Auction benefiting the NASBA Center for the Public Trust (CPT) is held in conjunction with the Annual Meeting of the National Association of State Boards of Accountancy (NASBA). Over 400 accounting professionals from across the country enjoy and evening of socializing and friendly, competitive bidding on more than 100 items donated by CPT supporters. Proceeds from the auction will offset the cost of the following CPT programs:

- ◆ New Student CPT Chapters on college campuses - 10 chapters in the 2012-2013 school year
- ◆ Development of the Ethics Network - Community of professionals interested in the advancement of ethical leadership
- ◆ Being a Difference Award - Annual award recognizing professionals for excellence in ethical business leadership
- ◆ Student Leadership Conference - Annual conference for college student leaders from across the United States

For more information or to “build your own” sponsorship level contact:

Alfonzo Alexander
President, NASBA Center for the Public Trust
615-312-3815

www.centerforpublictrust.org

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- ◆ Linked logo in premium location on auction web pages and emails
- ◆ Acknowledgement on bid sheets
- ◆ Opportunity for company representative to open live auction
- ◆ 8 tickets to the auction
- ◆ Logo on auction signage and all printed materials
- ◆ Opportunity to include a promotional item to auction attendees

SILVER LEVEL SPONSOR - \$5,000

- ◆ Company acknowledgement as a Silver sponsor
- ◆ Linked logo on auction web pages and emails
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- ◆ Exclusive company acknowledgement at bar and food stations with signage
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- ◆ Opportunity to include a promotional item to auction attendees

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PLEASE RETURN THIS FORM TO:

NASBA Center for the Public Trust
Attn: Alfonzo Alexander
150 Fourth Ave. N., Suite 700
Nashville, TN 37219

Phone & Fax: 615.312.3815 | email: aalexander@nasba.org

If you prefer to donate an item to the auction, visit our website: www.centerforpublictrust.org/auction

NASBA Center for the Public Trust is a nonprofit 501(c)3 tax-exempt organization.



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CATCHING UP WITH KEN MELROSE, THE FIRST BADA RECIPIENT

When Ken Melrose took over as CEO of the Toro Company in 1983, it was two years after the company had its worst year in

sales, posting its first loss in 35 years. Toro was hemorrhaging so heavily in fact, that when Melrose was appointed CEO, many believed Toro was past the point of saving.

But Melrose was unfazed, and instantly took to dramatic action. He cut executive perks and reduced the size of the workforce by 57 percent. Then, he initiated a change in Toro's corporate culture, making it an organization that empowered and trusted its employees, instilling value in its workers.

During his time as Chairman and CEO, Toro's sales grew drastically, from about \$250 million in 1983 to \$1.7 billion in 2005. This change did not happen overnight. Through patience and longevity, Melrose proved that running an organization with character and corporate soul can lead to financial success.

It is this perseverance and dedication to ethical leadership that caught the eye of the CPT, and in 2006, the organization honored Melrose as its first recipient of the *Being a Difference Award*. In receiving the award, Melrose set a high bar by which all future recipients of the award would be measured.

Since winning the award, Melrose has maintained an active leadership role in several entities.

Following his retirement from Toro in 2006, Melrose established a company called Leading by Serving, LLC, whose mission is to advance the principles of servant leadership in organizations.

"The servant-leader model requires a change in attitude more than structure," Melrose said. "To operate in this mode, leaders have to shed their egos and deeply embrace the belief that people perform best in an atmosphere of freedom and trust."

Melrose continues to advance the principles of servant leadership as a teacher of leadership and ethics at the University of St. Thomas, where he holds the Holloran Chair of Ethics. He also sits on boards with the Center for Ethical Business Cultures, Park Nicollet Health Services and Wayzata Community Church.

In February 2012, the Kendrick B. Melrose Family Foundation donated \$1 million to the Environmental Institute for Golf (EIFG). The EIFG is the philanthropic organization of the Golf Course Superintendents Association of America. Its mission is to foster sustainability through research, awareness, education, programs and scholarships for the benefit of golf course management professionals, golf facilities and the game.

Continuing the overwhelming display of philanthropy, Melrose issued the largest single donation ever made to the Orange County Library System in Orlando, FL, in April of this year. Given in honor of his mother, Dorothy Lumley Melrose, who was a lifelong proponent of learning, the gift will be used to create the Dorothy Lumley Melrose Center for Technology, Innovation & Creativity.

Melrose said he considers philanthropy to be a very important aspect of a good leader.

"I believe there comes a time in one's career (and of course, after one's career) to give back to society. Not only is it a responsibility to serve the public via philanthropy, but it can also be the most rewarding time in one's life," he said. ☆



COSTELLO RECOGNIZED FOR IMPACT ON PROFESSION

This year, in honor of the AICPA celebrating its 125th birthday, the organization's *Journal of Accountancy* released a list of the 125 people who have made a significant impact on the accounting profession since 1887, the year the organization was founded.

Among the prestigious names on the list is none other than David A. Costello, CPA, former President and CEO of NASBA and founder of the NASBA CPT.

"I am grateful to the AICPA and am indeed privileged and honored to be included in the list of "125 people of impact in accounting," said Costello. "To even be in the conversation of influence with folk of legendary renown such as Arthur Andersen, Arthur Young, Elijah Watts Sells and more currently Marvin Strait, James Turley, Barry Melancon, and Olivia Kirtley is a singular and distinctive tribute which I must share with many who've been so influential in my accounting career. Accounting is a tremendous profession anchored by the highest ethical and integrity standards and performance in the world."

In 2009, Costello was named one of "Accounting's Finest" by *Business TN* magazine, and was also named one of the "Top 100 Most Influential People in Accounting" by *Accounting Today*.

"I have been blessed to simply have played a role in advancing the accounting profession, its appropriate regulation and its bedrock of ethics and integrity," he said.

Congratulations, David! ☆



NASBA CENTER FOR THE PUBLIC TRUST AUCTION

BE A PART OF THE EXCITEMENT!

PROCEEDS FROM THE AUCTION WILL OFFSET
THE COST OF THE FOLLOWING CPT PROGRAMS:

- ♦ Student CPT Chapters - Planning the establishment of 10 new chapters in the 2012-2013 school year
- ♦ Being a Difference Award – Four Honorees named each year
- ♦ Ethics Network – Program Enhancements
- ♦ Annual Student Leadership Conference

DONATIONS CURRENTLY BEING ACCEPTED CONTACT:

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