



## Joan Elise Dubinsky

Director of Ethics  
BAE Systems, Inc.  
Formerly Chief Ethics Officer  
International Monetary Fund

As of June 2009, Ms. Dubinsky serves as Director of Ethics for BAE Systems, Inc., based in Rockville, Maryland. She is charged with integrating the ethics functions of the U.S. and U.K. organizations, consistent with the recommendations of the Woolf Commission, BAE's business strategy, and the personal commitments of senior leaders.

From 2004 through 2009, Ms. Dubinsky served as the Chief Ethics Officer for the International Monetary Fund, where she had institution-wide accountability for advising, guiding, communicating, and enforcing the Fund's values and standards. Reporting to the Managing Director, Ms. Dubinsky provided independent ethics advice and counsel to all levels of the Fund and conducted sensitive internal investigations.

Ms. Dubinsky is the founder/owner of the Rosentreter Group, a management consulting practice providing expertise in business ethics, organizational development, and corporate compliance. Public and private sector organizations have retained her to implement values- and rules-based initiatives, conduct program assessments, measure the effectiveness of compliance systems, develop executive level interventions, and design high-impact training programs.

With twenty-five years of experience in the field, Ms. Dubinsky has served as the Ethics Officer, Associate General Counsel and Corporate Secretary for the American Red Cross (1985 – 1993) Senior Legal Counsel and Compliance Officer for The MITRE Corporation (1993 – 1996); founding member of the Arthur Andersen consulting practice in business ethics (1996 – 1997); and Associate Director, Employee Development for the Howard Hughes Medical Institute (1997 – 2004). Ms. Dubinsky leads the Conference Board's Research Working Group on Working at the Intersection of Human Resources, Ethics & Compliance. She is an Executive Fellow with the Center for Business Ethics.

She is a contributing author for the ECOA's Ethics and Compliance Handbook, documenting best practices in the field of corporate compliance. She has published articles in such journals as Law Governance Review, Ethikos, Federal Ethics Reporter, IOMA's Report on Preventing Business Fraud, CPA Consultant, and the Center for Business Ethics News. Her work in ethics training was prominently featured in Ethics Matters: How to Implement Values-Driven Management, by Dawn-Marie Driscoll and W. Michael Hoffman (2000). Her work on investigations is highlighted in Blackwell's Companion to Business Ethics, ed. by Robert Fredericks (1999). A Phi Beta Kappa, Ms. Dubinsky received her Juris Doctorate from the University of Texas at Austin and her undergraduate degree in Religious Philosophy from the Residential College, University of Michigan.

Ms. Dubinsky is active in the cultural arts, folk music, and dance communities of Washington, D.C., and serves on the Board of Directors of the Olney Theatre Center.