

## **Ann Gregg Skeet**

Markkula Center for Applied Ethics, Santa Clara University  
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### **EDUCATION**

**Harvard Business School**, Master in Business Administration  
Dean's graduation recognition for school service

**Bucknell University**, B.A. in Economics *Magna Cum Laude*  
Phi Beta Kappa, Omicron Delta Epsilon, Mortar Board

**London School of Economics and Political Science**

### **EMPLOYMENT**

**Markkula Center for Applied Ethics, Santa Clara University**, Senior Director of Leadership Ethics, 2014-present

- Lead three program areas in leadership, business, and social sector ethics.
- Reshaped business ethics program from membership to sponsorship model, increasing companies involved by more than tenfold as well as individual participation. Diversified size and industry of companies and roles of people participating.
- Launched new program area in social sector ethics: identified and implemented executive training component, developed customized code of ethics and training materials in collaboration with colleagues, developed events, hired program staff, convened advisory board, and secured funding for training pilot.
- Manage multiple annual events covering a variety of topics in ethics including leadership ethics, nonprofit ethics, philanthropy ethics, behavioral ethics, civic engagement and social media, criminal justice and the Catholic conscience, sports ethics, and business ethics including: corporate governance, corporate culture, compliance, civility, cyber security, privacy, business human rights, diversity and inclusion, freedom of speech in the workplace, compensation, shareholder activism, virtues ethics and technology, Silicon Valley ethics, politics and business.
- Member of the Partnership for Artificial Intelligence Working Group: AI, Labor and the Economy
- Grown business ethics internship from one placement at one company to 23 student placements at 5 companies.
- Advise Hackworth fellows exploring issues such as diversity and dialogue, and gender inequality in business, sports ethics and institutional mission.

- Conducted primary research in Silicon Valley companies, submitted to an academic journal and presented at the Jesuit Regional Business Ethics Conference, Switzerland.
- Host visiting scholars
- Collaborate with the Santa Clara's schools of business, law, and arts and sciences, athletic department, and various Silicon Valley nonprofit organizations to produce programs.
- Write and speak on ethics issues on television, radio, newspapers, and online media and at corporations, nonprofit conferences the Silicon Valley High Tech Compliance Group.

### **Strategy Specialist, Executive Coach, 2012-present**

Consult with CEOs and senior administrators in change management, organizational design, strategy development, planning, and leadership coaching for clients from the business, education and nonprofit sectors.

### **HONORS AND AWARDS**

W50 Honoree, Harvard Business School Association of Northern California, 2014

Women of Influence, [San Jose Business Journal](#), 2011

Distinguished Alumnae, Academy of the Holy Cross, 2007

40 Under 40 People to Watch, [San Jose Business Journal](#), 2004

Women in Leadership Award, [San Francisco Business Times](#), 1997

YWCA TWIN Award Winner (Women of Achievement), 1996

### **COMMUNITY LEADERSHIP**

- Children's Musical Theater San Jose, Board of Directors, 2012-2017
- Hillbrook School, Board of Trustees, 2014-2016
- The Catholic Community Foundation of Santa Clara County, Board of Directors, 2010- 2013
- Commonwealth Club of California, Advisory Board, 2001-2008
- National Conference for Community and Justice, Silicon Valley Region (now SV Faces), Board of Directors, September 2004-2006, Advisory Board Member 2006-2011
- Santa Clara County Partnership for School Readiness, Co-Chair, 2004-2007
- Children's Discovery Museum, Board of Directors, 2003-2007
- Estrella Family Services, Capital Campaign Cabinet Chair, 2004-2005
- Harvard Business School Association of Northern California, Board of Directors, 2000-2003
- United Way of Silicon Valley, Success by Six Chair, 2002-2005, Board Co-Chair, 2000-2002, Board of Directors, 1999-2002
- American Musical Theatre of San Jose, Board President, 1998-1999, Board of Directors, 1995-2000

- Stanford Daily, Board of Directors, Board Co-chair, 1992-1993
- Nonprofit Development Center (now CompassPoint), Board of Directors, 1991-1994

## **PROFESSIONAL MEMBERSHIPS AND APPOINTMENTS**

- Ethical Standards Committee, Standards for Excellence Institute, 2017-present
- Senior Fellow, American Leadership Forum Silicon Valley, 1998-present
- Institute for Sports Law and Ethics, Santa Clara University, Board Member, 2014-2016
- Silicon Valley Directors' Exchange, Board Member, 2014-2015
- American Leadership Forum National, Board of Directors, 2004-2008
- 1<sup>st</sup>ACT Founder, 2004
- Association for Practical and Professional Ethics
- Society of Professional Journalists

## **ACADEMIC AND EXECUTIVE EDUCATION PRESENTATIONS**

“Changing the Ethos to Change the Culture,” research presentation, Managing and Teaching Business Ethics: Global Trends and Challenges, Regional Business Ethics Conference, Lassalle Institut, Bad Schonbrunn, Switzerland, May 2018

“Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector,” two-day Executive Education Clinic, Santa Clara University, Santa Clara, CA, with Joan Harrington, January/February 2018, with Harrington and Naomi Nakano-Matsumoto, May/June 2017

“Business Ethics in Silicon Valley, Santa Clara Engineering School, EC 602, Software Ethics, February 2017

“The Ethics of Community Service,” Stanford Medical School, Stanford, CA, Med 157, Foundations in Community Health Engagement, June 2016

Response to remarks by John Denniston, “The Encyclical and Markets,” Our Future On A Shared Planet: Silicon Valley in Conversation with the Environmental Teachings of Pope Francis Conference, Santa Clara University, Santa Clara, CA, November 2015

## **JOURNAL PUBLICATION**

Leadership Ethics and Laudato Si', Explore, published by the Ignatian Center at Santa Clara University, Spring 2016, Vol. 19

## **INVITED PRESENTATIONS AND TRAININGS**

“Practices Fostering Ethical Culture: Ethics and Compliance in Today's Cisco,” Cisco Systems, San Jose, CA, September 2017

“Company culture, Incentives, Productivity,” subject matter expert opening this working session at Fortune’s CEO Initiative, New York, NY, September 2017

“The Practice of Ethical Leadership,” Wilson, Sonsini, Goodrich, Rosati, Palo Alto, CA, May, 2017

“Leadership and Dialogue: A Way Forward in Polarized Times,” Dioceses of San Jose, Cupertino, CA, February 2017

“The Impact of Ethical Leadership,” Society of Corporate Compliance and Ethics Institute, Chicago, IL, September 2016

“The Impact of Ethical Leadership,” AppDynamics, Executive Leadership team training, San Francisco, CA, July 2016

“Making Admissions and Financial Aid Decisions using a Framework for Ethical Decision-making,” Joint Councils Meeting, Guidance and Admission Assembly Council, College Scholarship Service Assembly Council, full-day workshop for the College Board, New York, NY, May 2016

“The Impact of Ethical Leadership,” Association for Practical and Professional Ethics, Reston, VA, February 2016

“Shifting Priorities: Leading in a Changing Environment,” College Board Higher Education Colloquium, San Diego, CA, January 2016

## **UNIVERSITY SERVICE**

“Going the Distance as a Leader,” SCU Own It Summit, January 2018

“Ethics in the Social Sector,” with Joan Harrington, Forum for Education Abroad Board Training, Santa Clara, CA, January 2018

Beta Gamma Sigma Ethical Leadership Certificate assessment for Leavey School of Business, Santa Clara University, Santa Clara, CA, April 2017

“The Santa Clara Advantage in Silicon Valley: Why High-Tech Firms Hire SCU Students,” Family Weekend, February 2016

“The Ethics of *Being Mortal*: Based on Concepts from the book by Dr. Atul Gawande,” Kasner Estate Planning Symposium, September 2015

“Leadership Crises in Silicon Valley: A Way Forward,” with Kirk O. Hanson, Bannan Institute, Ignatian Center, May 2015

## **SELECTED PUBLISHED EDITORIALS AND ON-AIR APPEARANCES**

“Ethics is the New ‘Power Tool’ for Stock-Buying Decisions, Marketwatch, May 2018

“Facebook’s biggest threat is coming from this obvious place,” Marketwatch, April 2018

“Apple, Facebook and other tech giants must help us kick our smartphone addiction,” Marketwatch, February 2018

“Here’s how to know if sexual harassment is more likely at your work,” Marketwatch, December 2017

“Matt Lauer is a litmus test for every workplace,” Marketwatch, December 2017

“America’s mission statement should guide Trump, congress on immigration,” Marketwatch, September 2017

“Here’s how you know if a company is behaving badly,” Marketwatch, August 2017

“Wells Fargo scandal should spur investors to demand stronger boards” Marketwatch, May 2017

“3 reasons you should skip Snap’s IPO,” Marketwatch, February 2017

“An empathy gap feeds Silicon Valley’s prosperity paradox,” San Jose Mercury News, November 2016

“Market forces make a case for ethics in governance,” XCEO Ink, Volume 12, Issue 1, March 2016

“VW: No mission, no vision, no hope,” The CEO Magazine, December 2015

“Addressing the gender pay gap in Silicon Valley,” recode, December 2015

“Boehner’s stepping aside showed leadership,” San Jose Mercury News, September 2015

“Brady, Patriots, NFL fail the first test of leadership,” Marketwatch, May 2015

“Kleiner Perkins case shows tech should adopt basic HR practices,” The San Francisco Chronicle, April 2015

Real Deal in Sports: The intersection of sports ethics,” KGNU, Host Josh Chetwynd, one-hour radio program, June 2015

“CEOs should be held responsible for their decisions,” San Jose Mercury News, March 2015

“Leadership comes from unexpected places during Ebola crisis,” Marketwatch, October 30, 2014

Numerous appearances on Bay Area TV and Radio news broadcasts, including live interviews on KQED and KCBS.

## **SELECTED UNIVERSITY ARTICLES AND BLOG POSTS**

“Silicon Valley: Open or closed? Google’s culture conundrum,” Benison: The Practice of Ethical Leadership, August 2017

“A call for moral leadership: changing norms,” Benison: The Practice of Ethical Leadership, June 2017

“Proposing a new source for ethical standards: Mission matters,” Benison: The Practice of Ethical Leadership, June 2017

“The senate oath: Mitch McConnell’s leadership quandary,” Benison: The Practice of Ethical Leadership, May 2017

“The Rooney Rule and why it matters: Dan Rooney’s leadership on diversity in hiring,” Benison: The Practice of Ethical Leadership, April 2017

“The practice of ethical leadership,” Benison: The Practice of Ethical Leadership, April 2017

“St. Ignatius and 500 years of leadership advice,” Illuminate, November 2016

“A republic of hope led by each of us: America goes to the polls,” Illuminate, July 2016

“Should we be grateful for Chief Brown? Compassionate, calming leadership in Dallas,” Benison: The Practice of Ethical Leadership, July 2016

“2 skills you can’t leave home without: A new emphasis on ‘softer skills,’” Illuminate, May 2016

“Thinking about nonprofit ethics: shaping a new ethics program,” Benison: The Practice of Ethical Leadership, May 2016

“What Gattaca taught my sixth grader about ethics: Can you teach someone to be ethical?” Illuminate, April 2016

“What does a nonprofit board need to know and when: 10 things to tell your board”  
Benison: The Practice of Ethical Leadership, March 2016

“Why America doesn’t need to win: Putting common interests above self-interests,”  
Benison: The Practice of Ethical Leadership, March 2016

“Leadership practices that make an impact: A quiet justice speaks,” Benison: The Practice of Ethical Leadership, March, 2016

“Prosecuting corporate wrongdoing: A sea change at the DOJ,” All About Ethics, December 2015

“A universal internet,” All About Ethics, 2015, reposted on Benison: The Practice of Ethical Leadership, April 2017

“Trends in corporate governance,” July 2015

## **RESEARCH IN PROCESS**

“Changing the ethos to change the culture: How ethics becomes pervasive within organizations.” This paper is being written with Cecilia Martinez Arellano and Pedro M. Sasia Santos, from the Centre for Applied Ethics, University of Deusto, Bilbao, Spain. This is an empirical study to achieve a better understanding of the complexity and challenges of fostering cultures in which ethical considerations are a regular part of business discussions and decision-making. Action research done in the Basque country surrounding Bilbao, Spain and semi-structured interviews in the Silicon Valley area surrounding Santa Clara, CA were done to analyze real culture changes. Participants were business leaders with relationships with the one or the other of the two Centers for Applied Ethics at Jesuit universities, the University of Deusto and Santa Clara University. In this paper, we argue that the consistency of finding in both countries suggests a pattern of opportunities, conditions, and cultural elements that favor the introduction, institutionalization, and consolidation of ethical principals within companies. We also identify specific leadership and workforce abilities that contribute to ethical culture development.

## **PRIOR EMPLOYMENT**

**Notre Dame High School San Jose**, President, 2008-2011

Provided institutional leadership of California’s oldest, private college-preparatory girls’ school, including mission integration, strategic planning, fund development, financial oversight and academic excellence.

- Led a 620-student, 5,000+ alumnae school community and extended network.

- Launched and completed a community-wide, board-led strategy planning effort and adopted school's first strategic plan in a decade, leading to significant fund and board development, stronger programs emphasizing leadership and justice, solid financial position for the school and an updated mission statement.
- Identified and secured campaign leadership and early gifts over \$1 million.
- Recruited and developed new business management team still serving the school today.
- Introduced a new signature sell-out fundraising and program articulation event.

**American Leadership Forum-Silicon Valley, President and Chief Executive Officer, 2000-2008**

Led prestigious community-building nonprofit organization connecting senior leaders in the public, nonprofit and private sector to community's top needs.

- Worked with a board of Silicon Valley high-tech CEOs and civic leaders to develop and execute two strategic plans, including measurable impact in the community in civic engagement, the arts and creativity, urban planning, early childhood and domestic violence prevention.
- Completed the organization's first major fundraising campaign while sustaining annual fund giving, and closed the private phase of a second campaign, raising over \$6.3 million.
- Secured significant grants from the Packard, Skoll and Knight Foundations
- Between these grants and growth in earned income, more than doubled the organization's budget and program offerings.
- Redesigned ALF's flagship, Fellows program. Developed a model of change, evaluation methodologies, and a dialogue framework as a centerpiece of executive skill building.

**Knight Ridder, 1990-2000**

**San Jose Mercury News and Contra Costa Newspapers, Vice President, Marketing, 1997-2000**

**San Jose Mercury News**

Vice President, Marketing and Planning, 1997

Marketing Director, 1996

Director/Strategic Business Initiatives, June 1995-December 1995

Production Director, 1993-1995

Assistant Circulation Director/Marketing, 1992-1993

Assistant Circulation Director/Single Copy, 1992

Pre-Press Manager, 1991-1992

Budget Manager/Assistant to the Executive Editor, 1990-1991

Throughout a decade at Knight Ridder, moved from departmental to divisional and regional responsibilities, including the development and implementation of a regional marketing strategy for Knight Ridder's Bay Area properties, the San Jose Mercury News and Contra Costa Newspapers, overseeing cross-functional areas and led as many as 750 employees at a time.

- Responsible for driving revenue and promotional impact from shared plans and resources, worth \$44 million incremental in revenue annually from new product development.



- Led joint strategic planning initiatives, working closely with other senior executives, leading significant cross-divisional efforts for strategic planning, annual budget preparation and presentation, and new product and business development, including *Viet Mercury*, *Nuevo Mundo* and *SiliconValley.com*.
- Created the newspaper's first marketing organization responsible for all aspects of product marketing, business development, marketing communications, public relations and market research. Chaired Knight Ridder's marketing conference to introduce this model to newspapers across the company.
- Responsible for daily publication of morning and evening editions, 285,000-circulation daily and 355,000 Sunday papers, the development of the company's emergency publishing plan and participated in contract negotiation with five labor unions.

**Touché Ross and Company**, Management Consultant, Summer Associate, 1989

**Chesapeake and Potomac Telephone Company of Maryland**,

Supervisor-Network Terminal Equipment Location,

Supervisor-Frames, June 1986-August 1988

## **PROFESSIONAL TRAINING AND DEVELOPMENT**

- Managing and Teaching Business Ethics: Global Trends and Challenges, Lassalle Institut, May 2018
- Business Human Rights Conference, Santa Clara University, September 2017
- Catholic Standards for Excellence Consultant Training, April 2016
- Stanford Directors' College, June 2015
- Deciding to Lead, Santa Fe Leadership Center, November 2010
- Facilitative Leadership, June 2003
- Knight Ridder Executive Leadership Program, 1997-1998
- The Management Roundtable, Product Strategy Summit, 1997
- Knight Ridder Marketing Development Leadership, 1995-1996
- Strategic Newspaper Leadership, American Press Institute, September 1995
- Program on Negotiations, Harvard Law School, April 1995