

Syllabus

Communicating Corporate Social Responsibility (CSR): Beyond Rhetoric to Action

CMGT 599, Fall 2009

Monday evenings 6:30 pm

"I believe that to really make [CSR] meaningful, your people have to see it. Your customers have to see it. It has to be built into the substance of the company. And there really should be a track record that offers the substantive evidence that this is something the company's deeply engaged in, and not just something that we understand is popular to talk about."
- Anne Mulcahy, CEO, Xerox (*Wall Street Journal*, March 9, 2009)

"Given the current economic situation and the fourth estate's scrutiny of companies receiving federal funds and not spending wisely begs for companies to stand up and say, 'we are socially responsible'Certainly every single company is taking something from the public good, and they have to give some of that back."

- Ric Grenell, SVP, Communications, DaVita (Personal communication, March 31, 2009)

Instructors

Susan Resnick West, Ph.D.

Clinical Associate Professor
Annenberg School of
Communication

Ric Grenell

SVP Communications
DaVita Corporation

Assistant

Arienne McCracken

Office

3502 Watt Way
ASC 121E
Los Angeles, CA 90089-0281

Phone

(213) 740-9689

Email

usc.cmg599@gmail.com

sresnick@usc.edu

amccracken@marshall.usc.edu

Websites

<http://CommunicateCSR.com>

<http://blackboard.usc.edu>

Are these opposing or complementary thoughts? Should CSR be seen by the public but not heard too loudly to interfere with the primary business of a company? Does communicating CR appear self-aggrandizing and therefore detract from the overall goal? Should companies stand up and say they are socially responsible or simply go quietly about their business assuming everyone will notice, assuming that public opinion and fourth estate scrutiny will favor them? Do the shareholders care about CR or just the value of the stock? Communicating corporate social responsibility is a complex task, one for which there is no universal formula. The above quotes illustrate just two of the many perspectives examined in this course.

Course Summary

Corporate Social Responsibility (CSR), Corporate Citizenship, Triple Bottom Line, and Sustainable Business have all become catchphrases for movements developing within corporations to address the very serious and growing vulnerabilities facing our nation and the world. For simplicity, we will refer to these movements as CSR. CSR includes a company's social and environmental impacts as well as treatment of employees across its supply chain. Once thought to be a method for protecting reputation, research has reinforced the business case for CSR and the role it plays in shaping corporate reputation. With multiple stakeholders including NGO's, governments, the Social Responsible Investment (SRI) community and employees all demanding transparency, communicating CSR is complex. Corporate communicators frequently find themselves at the center of these movements charged with a continuum of activities from CSR reporting to employee and stakeholder engagement to the initiation of joint ventures.

The course provides an overview of corporate social responsibility, its evolution, various models, metrics and stakeholders as well as key issues in communicating CSR including the use of online communities.

The course topics are divided into 3 major sections:

- CSR background and core communication issues
- Case studies
- Skill development

At the end of this course students will:

- Understand the roots of CSR
- Understand the critical elements of a CSR initiative
- Understand the CSR communication paradox
- Understand the implementation issues of a CSR initiative
- Develop a strategic communication plan for CSR
- Audit an existing CSR initiative

Assignments/Course Grades	% Of Grade
<p>Individual Class Assignments: Class reading assignments, case preparation and individual mini-cases describing what you would do in a specific situation. These are short assignments and will include short 1 page memos written to your “CEO” explaining the relevance of course information to an organization’s efforts in communicating CSR They will be graded on a pass/fail basis.</p> <p>All assignments are due before class and should be sent to usc.cmg599@gmail.com. Full credit will only be given for assignments turned in prior to class.</p>	25
<p>Individual Paper and Brief Presentation: Instructions to be provided separately. Topics to be approved by September 14 Due: before the start of class on October 5</p>	25
<p>Final Paper/Project: The final project requires students to evaluate an organization’s CSR approach. Instructions to be provided separately. Team and Organization Selection: done by October 5 Presentation: November 23 or November 30 Paper Due: December 7</p>	30
<p>Feedback: Because two-way communication is critical, after each class session, ½ of you will provide written feedback. A feedback schedule will be distributed in class. The feedback should address what’s going well and what might be improved and should be emailed to Professor West at usc.cmg599@gmail.com. She will compile it and share it at the next session. All shared feedback will be anonymous. Since timely feedback will improve our class experience, feedback is due within 24 hours (i.e. by 9:30 pm on Tuesday).</p> <p>Full credit will only be given for feedback received within 24 hours.</p>	10
<p>Participation: Due to the nature of this course, attendance and participation are crucial for an effective learning environment.</p> <ul style="list-style-type: none"> • Attendance will be taken in each class. • Any absences will be noted and reflected as deductions in the final grade. • For those who constructively participate in class, and contribute to the class’s learning the effort will be reflected favorably in your grade. Ask good questions! Help the class learn! 	10

<p>Speakers' Committee: Throughout the semester we will have high-profile guest speakers who are at the forefront of implementing and communicating CSR. A speakers' committee will help coordinate the speakers. Members of this committee will be responsible for introducing the speakers, keeping the speakers abreast of current class activities, and helping the speakers link the content of their presentations to the course content. Members of the committee will also have dinner with the speakers. You may volunteer to serve on this committee. Extra credit will be given to those who volunteer and do a good job.</p>	<p>TBD</p>
---	-------------------

Academic Integrity Policy

The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School of Communication to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor.

It is particularly important that you are aware of and avoid plagiarism, cheating on exams, fabricating data for a project, submitting a paper to more than one professor, or submitting a paper authored by anyone other than yourself. If you have doubts about any of these practices, confer with a faculty member.

Disability Policy

Students requesting academic accommodations based on a disability are required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP when adequate documentation is filed. Please be sure the letter is delivered to me (or to the TA) as early in the semester as possible. DSP is open Monday-Friday, 8:30-5:00. The office is in Student Union 301 and their phone number is (213) 740-0776.

Susan Resnick West
Associate Clinical Professor
USC Annenberg School for Communication

Dr. West specializes in organizational change and effectiveness. Her current research focuses on communication mechanisms to deal with the complex, multistakeholder problems of integrating corporate responsibility and sustainability. She is a member of Economic, Social and Environmental Sustainability, Designing Organizations for the Triple Bottom Line, a university-wide research consortium.

Dr. West teaches graduate courses in Communicating Strategy and Change, Communication Leadership in the Entertainment Industry, Leading and Communicating Change in Global Organizations and Communicating Corporate Social Responsibility.

She joined USC Annenberg in fall 2008 from the USC Marshall School of Business' Center for Effective Organizations where her research focused on employee development and evaluation to enable strategic change. Dr. West has been an active consultant to a wide variety of organizations including among others Asian Development Bank, Alliance for Redesigning Government, Barclay's Global Investors, Cedars Sinai, Chevron, Dream Works, Hospital Council of Southern California, Hitachi Data Systems, Invisible Children, Northrop Grumman, PricewaterhouseCoopers, *San Diego Union-Tribune*, University of Iowa, US Department of the Navy, Westin Hotels and Xerox.

Dr. West has held management positions in the public and private sector and received research grants from the Association of Quality and Participation and Goal QPC. She obtained her B. A. and Ph.D from UCLA.

Susan is co-author of *Designing Performance Appraisal Systems* and several articles on performance appraisal, the management of professional employees and the evaluation of strategic change efforts. She has developed numerous programs to enable employees to participate in strategic change including: *The Changing Role of the Manager*, *Managing Change*, *Oops What Do We Do Now*, *You and the Balanced Score Card*, *Identifying and Using Job Competencies*, *Facilitation Skills*, *Strategic Self Design and Performance* and *Career Development*.

Richard A. Grenell
Senior Vice President of Corporate Communications
DaVita, Inc.

Richard Grenell currently serves as the Senior Vice President of Corporate Communications for DaVita, Inc., a Fortune 500 ranked health care services provider with roughly \$5 billion in revenues.

Previously, Grenell was appointed by President George W. Bush to serve as Director of Communications and Public Diplomacy for the United States Permanent Representative to the United Nations in 2001. Mr. Grenell has spent the last fourteen years as the primary communications advisor for public officials at the local, state, federal and international levels. Mr. Grenell has advised four U.S. Ambassadors - John D. Negroponte, John C. Danforth, John R. Bolton and Zalmay Khalilzad - on the formulation and articulation of United States policy at the United Nations. Mr. Grenell was also appointed by John C. Danforth in 2004 as an Alternative Representative of the United States of America to the United Nations Security Council with full voting rights and privileges.

Mr. Grenell has served as the United States Spokesman at the United Nations during the world body's most turbulent time. Mr. Grenell and his staff of fourteen are responsible for all aspects of media relations, public relations, public affairs, marketing communications, communications strategy, crisis communications, special events, business community outreach and the website. He and his team have led communications strategies on issues such as the war on terrorism in Afghanistan and Iraq; peacekeeping operations in Haiti, Liberia, the Congo and Sudan; the conflict in the Middle East; Iran's nuclear weapons program; a North Korean missile test; Syria/Lebanon conflict; and the UN's Oil for Food Corruption investigation to name a few.

Mr. Grenell has also been appointed as a United States delegate to a variety of United Nations' Conferences, including the Financing for Development Conference (3/02), the Special Session on Children (5/02), the World Food Summit (6/02), the World Summit on Sustainable Development (8/02), the Iraq Donors Conference (10/03), the Liberia Donors Conference (2/04), the Non-Proliferation Treaty (NPT) Preparatory Committee (8/04), the NPT Review Conference (5/05), the High Level Event on HIV/AIDS (5/06), and the Commission on Population and Development (4/07).

Prior to his service at the United Nations, Mr. Grenell served as Spokesman/Director of Communications for Mayor Susan Golding of San Diego. While in San Diego, Mr. Grenell helped lead a successful campaign for a \$1.2 billion ballpark redevelopment project that included 26 downtown blocks anchored by a baseball stadium for the San Diego Padres. Mr. Grenell has also served as a spokesman in Governor George Pataki's Administration in New York where he led a successful campaign to redesign the advertising and image for the \$3 billion New York Lottery. In addition, Mr. Grenell served as Spokesman/Director of Communications for Congressman (and current Governor) Mark Sanford of South Carolina, and Congressman Dave Camp of Michigan.

Mr. Grenell has moderated several United Nations Panel Discussions on subjects ranging from Children in Armed Conflict, Environmentally Smart Packaging Solutions and Alternative Clean Energy Solutions.

Mr. Grenell is also an active speaker on issues involving crisis communications, the media, new media for communications professionals, the United Nations and international issues ranging from the Sudan to North Korea and the Middle East. Grenell was a featured guest speaker for Governor Schwarzenegger's 2008 Homeland Security Annual Conference.

Mr. Grenell received a Bachelor's Degree in Government and Public Administration from Evangel College and a Master's Degree in Public Administration from Harvard University's John F. Kennedy School of Government. Mr. Grenell currently holds a United States Government Top Secret Security Clearance (TS/SCI) and has completed WMD Chemical and Biological weapons training, as well as Cyber Security training.

Rob Six
Vice President, Corporate Communications
Roll International Corporation

Rob Six is vice president of corporate communications at privately-held Roll International Corporation, headquartered in Los Angeles, CA. He is responsible for strategic direction and tactical execution of activities pertaining to Corporate Relations, Public Relations (Product and Corporate), Corporate Reputation, Crisis Management and Public Affairs for Roll International and its portfolio companies including POM Wonderful, grower of pomegranates and maker of the all-natural POM Wonderful pomegranate juice; Teleflora, the largest floral wire service in the world; FIJI Water, the largest imported bottled water in the United States; Paramount Agribusiness, the largest farming operation of tree crops (citrus, pistachios and almonds) in the world, which includes Paramount Citrus, Paramount Farming and Paramount Farms; and Suterra, the largest biorational pest control company in the United States.

Before joining Roll in August 2007, Rob spent nearly seven years in the Washington, DC office of GolinHarris where he was vice president of public affairs. During his tenure at GolinHarris, he led the development of public affairs campaigns for some of the firm's top clients, including the Florida Department of Citrus, Dow Chemical, Home Safety Council, Weyerhaeuser, Toyota, Visa and the US-Taiwan Business Council.

Prior to joining GolinHarris in 2000, Rob served as deputy chief of staff to U.S. Senator Jay Rockefeller (D-WV), a senior member of the U.S. Senate Finance and Commerce Committees. Rob counseled the Senator on foreign affairs, trade, tax, national security and transportation issues. In addition, he led Senator Rockefeller's successful economic development initiatives in the international trade and investment arena, and forged close relationships with senior government and business leaders both in Washington, DC and abroad.

Rob received his Master of Arts degree in International Studies from the University of Connecticut. He received a joint Bachelor of Arts degree in International Studies and French from West Virginia University.

Please note: Because of the distinction of our speakers and the demands of their schedules, all appearances are subject to change. All topics will nonetheless be covered.

Topics, Readings, and Assignments

Except for cases available at the HBR online site and books, all readings are on Blackboard. Books may be purchased at the USC Bookstore or online. Instructions for purchasing the HBR cases are listed on the Announcements section of our Blackboard course.

Section I: CSR Background and Core Communication Issues

Pre-Readings

Please read these before the first class!

1. Waddock, S. (2009). Making a difference? Corporate responsibility as a social movement. *Journal of Corporate Citizenship*, 33, 35-46.
2. Just good business: A special report on corporate social responsibility. (January 19, 2008). *The Economist*.
3. Read and review this website: <http://appreciativeinquiry.case.edu>

Assignment:

Please post a comment to the “Introductions” post on our class website: <http://CommunicateCSR.com>. In your post you should include a short bio of yourself and why you are taking the class. Due before the first class starts!

Week 1 – August 24

Topic:

- Course introduction and rationale

Class Activity:

- Appreciative Inquiry - Prototyping CSR
-

Week 2 – August 31

Topic:

- CSR and the Sustainability Sweet Spot
- Socially Responsible Investing

Class Activity:

- Team Presentations – *The Triple Bottom Line*
- Set up semester-long “Investing in Sustainability Project”

Prepare for the August 31 class by reading the following.

Required:

1. Part I of Savitz, A. & Weber, K. (2006.) *The triple bottom line*. San Francisco: Jossey-Bass.
2. Edelman Trust Barometer
3. Lydenberg, S., & Sinclair, G. (2009). Mainstream or daydream? The future for responsible investing. *Journal of Corporate Citizenship*, 33, 47-67.

Optional:

1. Garriga, E., & Melé D. (2004). Corporate social responsibility theories: Mapping the territory. *Journal of Business Ethics: Building Ethical Institutions for Business*, 53(1-2), 51-71.
 2. Lee, M. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Review*, 10(1), 53-73.
-

Week 3 – September 7 – Labor Day – No Class

Week 4 – September 14

Topic

- Lessons on Launching and Sustaining Sustainability Efforts

Class Activity:

- Case Discussion: Wal-Mart
- Discussion of class examples

Assignment:

- First memo due
- Research and bring to class 3 examples of CSR not mentioned in the reading

Prepare for the September 14 class by reading the following.

Required:

1. Part 2 of Savitz, A., & Weber, K. (2006.) *The triple bottom line*. San Francisco: Jossey-Bass.
2. Porter, M. E., & Kramer, M. R. (2006, December). Strategy and society: The link between competitive advantage and corporate social responsibility. HBR #R0612D (available on HBR).
3. Denend, L. (2007). Wal-Mart's sustainability strategy. *Stanford Graduate School of Business* reprint OIR-71 (available on HBR).
4. Watch the "Story of Stuff" film at <http://storyofstuff.com>

Optional:

1. Section 4 of Laszlo, C. (2008). *Sustainable value: How the world's leading companies are doing well by doing good*. Stanford: Stanford Business Books.
 2. Maon F., Lindgreen, A., & Swaen, V. (2008). Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda. *Systems Research and Behavioral Science*, 25(3), 413.
-

Week 5 – September 21

Topic:

- Communicating CSR from Sense Giving to Sense Making to Co-creating

Class Activity:

- In-class video: Need to Measure and Explain CSR HBR #1229FL
- Case Study: Timberland and Community Involvement (Abridged Version – available at HBR)
- Case Study: Timberland: Commerce and Justice (Available at HBR)
- Case Study: Big Mac Undergoes a Healthy Makeover

Assignment: 2nd memo due

Prepare for the September 21 class by reading the following.

Required:

1. Boston College Center for Corporate Citizenship. *Corporate responsibility & sustainability communications: Who's listening? Who's leading? What matters most?*
2. Terrachoice. (April 2009). *The seven sins of greenwashing: Environmental claims in consumer markets. Summary report: North America, April 2009.*
3. Morsing, M., & Schultz, M. (2006). Corporate social responsibility communication: Stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, 15(4).
4. Timberland and Community Involvement (Abridged) (available at HBR)
5. Timberland: Commerce and Justice (available at HBR)
6. The Big Mac Undergoes a Healthy Makeover ECCH case study no. 508- 022-1

In addition to the above readings, select class participants will be responsible for reporting on one of the following.

1. Stuart, H. *Risky Business: Communicating Corporate Social Responsibility.*
2. Perrini, F. (2006). The practitioner's perspective on non-financial reporting. *California Management Review*, 48(2). (Available on HBR.)
3. Bhattacharya, C.B., & Sen, S. (2004, Fall). *Doing better at doing good: When, why, and how consumers respond to corporate social initiatives.* *California Management Review*, 47 (Available on HBR)
4. Gable, C., & Shireman, B. (2004, January). The stakeholder imperative. *Environmental Quality Management*, 14(2), 1-8.
5. Ferrell, O.C., & Maignan, I. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32 (1).
6. Jamali, D. A. (2008). A stakeholder approach to corporate social responsibility: A fresh perspective into theory and practice. *Journal of Business Ethics* 82, 213–231.
7. Morsing, M., Schultz, M, & Nielson. (2008, April). The Catch 22 of communicating CSR. *Journal of Marketing Communications*, 14 (2), 97-111.
8. Hooghiemstra, R. (2000). Corporate communication and impression management - new perspectives why companies engage in corporate social reporting. *Journal of Business Ethics*, 27(1/2), 55-68.

Week 6 – September 28 – Yom Kippur- No Class

Final Group project topic due to Dr. West

Schedule individual team meetings with Dr. West

Section 2: Specific Cases

Week 7 – October 5

CSR as Innovation

Guest Speaker: Rob Hallam, VP Communication and Social Responsibility Collective Brands

Case: Collective Brands - Innovation Teams

Prepare for the October 5 class by reading the following.
Required:
TBD

Week 8 – October 12

CSR as Sound Employment Practices
Guest Speaker – Traci Fenton – CEO Worldblu

Case: Gap and SAI
Worldblu: Democratic Work Places

Prepare for the October 12 class by reading the following.
Required:

1. Bhattacharya, C.B., Sen, S., & Korschun, D. (2008, Winter.) Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49(2).
 2. CEO Publication. *Sustaining human rights: How Gap Inc. and Social Accountability International (SAI) show that two (and more) interests are better than one.*
 3. Review Worldblu website: <http://www.worldblu.com>
-

Week 9 – October 19

CSR as Public Diplomacy

Case: Pepsi, Unilever

Reading: TBD

Week 10 - October 26

CSR as Economic Development

Case: HP

Prepare for the October 26 class by reading the following.

Required:

Dunn, D., & Yamashita, K. (2003, August). Microcapitalism and the megacorporation. *Harvard Business Review*. Reprint R0308C (Available at HBR).

Or

CSR as Global Citizenship – the IBM Case

Special Guest: Lisa Mulhardt SYP

Week 11 – November 2

CSR in Cultural Context –

Guest Speaker: Rob Six, VP Corporate Communications, Roll International

Case: Fiji Water and Corporate Social Responsibility – Green makeover or greenwashing?

Prepare for the November 2 class by reading the following.

Required:

1. *Corporate citizenship around the world: How local flavor seasons the global practice*. Boston College Center for Corporate Citizenship & Global Education Research Network.
2. Fiji Water and Corporate Social Responsibility – Green Makeover or “Greenwashing”? Ivey Business School Case 9B09A008 (available from HBR)

Section 3: Tools for Communicating CSR (Skill Building)

Week 12 – November 9

Social Media, Films and Reports

Prepare for the November 9 class by reading the following.

Required:

1. Coupland, C. (2005). Corporate social responsibility as argument on the web. *Journal of Business Ethics*, 62, 355-366.
2. Communicating CSR through social media (2008, September 23).
3. Social Responsibility Link, International Association of Business Communicators, <http://srlink.x.iabc.com/>
4. <http://www.justmeans.com>
5. <http://www.BCCorporateCitizenship.org/filmfestival>

Week 13 – November 16

Developing Strategic Partnerships

Case Studies: Starbucks & Conservation International HBR #9-303-055
ForestEthics/Greening of Paper (CEO)

Prepare for the November 16 class by reading the following.

Required:

1. Austin, J. (2000). Strategic collaboration between nonprofits and business. *Nonprofit and Voluntary Sector Quarterly*, 29, 69.
2. Environmental Defense Fund. (2008). Guide to successful corporate-NGO partnerships.

3. Bruggmann, J., & Prahalad, C. K. (2007, February). Co-creating business's new social compact. *Harvard Business Review*. (Available from HBR).
 4. Yaziji, M. (2004, February). Turning gadflies into allies. *Harvard Business Review*. (Available from HBR).
 5. Yamamoto, T. (1999). Corporate-NGO partnership: Learning from case studies. In T. Yamamoto and K. Gould (Eds.), *Corporate-NGO Partnership in Asia-Pacific*.
 6. Starbucks & Conservation International (available from HBR)
 7. ForestEthics/Greening of Paper (CEO).
-

Week 14 – November 23 – Group Presentations

Week 15 – November 30 – Group Presentations

Last day of class

Additional Topics/Readings

CSR as a multiorganizational system

Case Study: IBM The Corporate Service Corps HBR #409106

CSR Models: Stages of Corporate Citizenship

Mirvis, P., & Googins, B. Stages of corporate citizenship: A developmental framework. *Center for Corporate Citizenship at Boston College*.

Zadek, S. (December 2004). The path to corporate social responsibility. *Harvard Business Review*.

Grau, S., Gupta, S., & Pirsch, J. (2007). A framework for understanding corporate social responsibility programs as a continuum: An exploratory study. *Journal of Business Ethics*, 70, 125–140.

The Role of 3rd Party Organizations in Driving CSR Initiatives (government, NGOs, the UN)

Williams, O. (2004). The UN Global Compact: The challenge and the promise. *Business Ethics Quarterly*, 14(4), 755-774.

United Nations Global Compact leading companies retreat: Summary report. (2008). *Center for Corporate Citizenship at Boston College*.

Organizational Identity and Reputation

Case Study: Rejuvenating Wal-Mart's Reputation HBR # BH141

Mark-Herbert, C., & von Schantz, C. (2007). Communicating corporate social responsibility: Brand management. *Electronic Journal of Business Ethics and Organization Studies*, 12(2).

Curtis, J. (Sept. 13, 2006). Why don't they trust you with CSR? *Marketing*, 30-32.

Developing CSR Communication Strategy

Case Study: -Timberland Commerce & Justice, HBR #305002

Weber, M. (2008). The business case for corporate social responsibility: A company-level measurement approach for CSR. *European Management Journal*, 26, 247– 261.

Dawkins, J. Corporate responsibility: The communication challenge. *Journal of Communication Management*, 9(2), 108–119.

Dunfee, T., Hess, D., & Rogovsky, N. (Winter 2002). The next wave of corporate community involvement: Corporate social initiatives. *California Management Review*, 44(2). (Reprint available on HBR)

Chen, J. C., Patten, D., M., & Roberts, R. W. (2008). Corporate charitable contributions: A corporate social performance or legitimacy strategy? *Journal of Business Ethics*, 82, 131–144.

Ethics and the Communication Paradox and CSR Leadership

Davis, G., Marina, V.N., & Zald, M. (Winter 2008). The responsibility paradox! *Stanford Social Innovation Review*, 6 (1).

Van de Ven, B. (2008). An ethical framework for the marketing of corporate social responsibility. *Journal of Business Ethics*, 82, 339–352.

Designing Organizations for CSR

Case Studies: Cuyahoga River Valley (CRVO)
IBM Global Citizenship Unit