

Eleven and one-half years can be a long or a short time depending on your evaluation perspective. For me, it was the right length of time. Today, my last day as President & CEO of the World Environment Center, I want to say thanks to you and many other friends and colleagues. I've had the privilege and opportunity to learn from, work directly with and be inspired by your global leadership in business, government, the NGO community, multi-lateral institutions and academia. We've forged some very close partnerships and moved some needles together. By careful selection of priorities, we positioned the World Environment Center as a leading institution where senior level peers could talk to and learn from each other. I especially want to acknowledge the many skills and contributions of my staff that enabled the successes that we enjoyed.

As I reflect on my WEC years, I believe there are several big challenges that, even if partially resolved, can create significant momentum to protecting our planet and society for future generations. They include:

- ***Improving the performance of those 60-80% of businesses that don't seek to become market leaders.*** In practice, this means working with individual companies and through business federations to institute appropriate transparency and governance programs so that we really do know that commitments are being implemented and shortcomings corrected. Meanwhile, we continue to work with the top 20% to keep raising the performance bar through more ambitious goal setting and business transformations.
- ***Personalizing sustainability benefits.*** I come from a family of western Pennsylvania coal miners—my two grandfathers, my father and five of eight uncles all worked in the mines. Many of my cousins—their descendants—find the sustainability language and message to be impenetrable and are, therefore, skeptical if not hostile towards it. At the same time, they support clean air, land and water. We all need to be doing a much better job at explaining what we want to achieve and why our success translates into opportunities for their success. At this juncture, we're a long way from home.
- ***Preparing the next generation of leaders to implement sustainability.*** To avoid the current dilemma of having to educate leaders in catch-up mode, we need to integrate sustainable thinking much earlier in career planning so that students and mid-career managers have already mastered sustainability fundamentals and its value proposition as they ascend their respective career ladders. While there are many individually successful university and corporate sustainability initiatives and programs, the integrated whole still falls short of the sum of the parts.
- ***Correcting policy failures.*** U.S. environmental sustainability policy has taken a drastic turn in the wrong direction and threatens to do so in other countries. This development places an added burden to rethink and refresh strategies for advocating public health and environmental protection, supporting scientific and technology investments, re-committing to appointing independent and qualified scientists to advise government agencies, removing tax policies and incentives that encourage wasteful consumption of resources, and designing cost effective public policies that embody flexibility and encourage innovation. None of these things will happen absent a reconnection to grass roots support and strong business advocacy.

When I accepted this position in 2006, I was at a much earlier stage of understanding sustainability strategies and practices. WEC has been a great laboratory for discovery and practical implementation of sustainability thinking at all levels. I leave with even greater excitement and commitment about the possibilities for change. I haven't decided on my next career path at this exact moment, but you can be sure that I'll be thinking and writing on these and other topics in the days ahead. While my current WEC

e-mail address will remain active for three months, please note my new e-mail address of tfyosie@gmail.com to stay in touch and collaborate. I'd welcome your thoughts on potential next steps for my career.

Thanks for an enjoyable and important ride during the past decade at WEC.

Terry

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