

## INTRODUCTION: NEW DIRECTIONS IN CORPORATE COMPLIANCE

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On May 20, 2016, the Rutgers Center for Corporate Law and Governance hosted a conference at Rutgers Law School entitled, *New Directions in Corporate Compliance*. The conference provided a forum for academics, practitioners, and government officials, with different experiences and varying perspectives on compliance, to share information and ideas on promoting effective corporate compliance within organizations. The success of the 2016 conference prompted a second event on corporate compliance one year later, starting what has become an Annual Institute on Corporate Compliance at the Law School.

*New Directions in Corporate Compliance* featured ten nationally known experts in the field. At the conclusion of the conference, speakers were offered the opportunity to submit written contributions for this Symposium edition of the *Rutgers University Law Review*. Both the Center for Corporate Law and Governance and the *Law Review* are pleased that three of the conference speakers have prepared papers for this Symposium edition.

The three papers in this Symposium are a testament to the wide range of views and the high level of discourse offered during the event. The contribution by Mr. Murphy, *Policies in Conflict: Undermining Corporate Self-Policing*,<sup>1</sup> explains how a legal system can act as a barrier to the development of effective compliance and ethics programs within organizations. Mr. Murphy's article argues that our existing legal system can present a threat to a robust corporate compliance program.

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1. Joseph E. Murphy, *Policies in Conflict: Undermining Corporate Self-Policing*, 69 RUTGERS U. L. REV. 421 (2017).

The article by Professor Urban, *Corporate Compliance as a Problem of Cultural Motion*,<sup>2</sup> presents an anthropological perspective on corporate culture and corporate compliance. Professor Urban's article focuses on culture as a form of motion and argues that culture moves at the behest of certain forces, which are important to understanding compliance—and non-compliance.

In *Compliance in the Age of Connectivity*,<sup>3</sup> John Walsh explains that modern corporate compliance developed in the context of hierarchical structures. He observes that the electronic data revolution reinforced those structures, as it became increasingly easy to capture and monitor transactions and communications. Yet Mr. Walsh believes that compliance will be challenged by a diffusion of corporate power and loss of corporate control—inevitable results of broader changes in employee structures and developments in electronic communications.

The Center for Corporate Law and Governance and the *Rutgers University Law Review* hope that you find these contributions thought provoking. Although the corporate compliance landscape continues to shift, the articles in this Symposium offer perspectives that transcend current developments in compliance and help inform a deeper understanding of compliance matters.

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2. Greg Urban, *Corporate Compliance as a Problem of Cultural Motion*, 69 RUTGERS U. L. REV. 495 (2017).

3. John H. Walsh, *Compliance in the Age of Connectivity*, 69 RUTGERS U. L. REV. 533 (2017).