

**RESUME**

12/08

**Dr. Andre' L. Delbecq**  
**The J. Thomas and Kathleen L. McCarthy University Professor**  
**Management Department**  
**Leavey School of Business and Administration**  
**Santa Clara University**

**PERSONAL AND EDUCATION**

**Personal Data**

Business Address: Department of Management & Organizational Analysis  
Leavey School of Business  
500 El Camino Real  
Santa Clara University  
Santa Clara, CA 95053

Phone: (408) 554-4629  
Fax: (408) 554-5206  
Email: adelbecq@scu.edu

**Education**

Bachelor: Bachelor of Business Administration, cum laude, The University of Toledo, 1958. Honors: Beta Gamma Sigma, Outstanding Senior Award.

Master: Master of Business Administration, Indiana University, June, 1961; major, Management.

Doctorate: Doctor of Business Administration, September, 1963. Honors: Field examinations "passed with distinction," Sociology and Applied Economic Analysis. Elected to Sigma Iota Epsilon (Management honorary). Ford Foundation Doctoral Dissertation Fellowship for academic year 1962-63 (won in national competition). Herman B. Wells - Indiana University Leadership Seminar Grant for academic year 1962-63.

**Certificate**

Three Year Training Program in Spiritual Direction, Pierre Faver Program, Completed June 2009

**ACADEMIC APPOINTMENTS**

University of Toledo, Faculty Lecturer (9-59 to 7-60)

Indiana University, Teaching Associate (6-61 to 8-62)

Indiana University Extension Center, Indianapolis, Lecturer (7-62 to 8-63)

University of Toledo, Assistant Professor of Organization Behavior (9-63 to 6-65)

University of Toledo, Associate Professor of Organization Behavior (6-65 to 8-67)

University of Wisconsin, Graduate School of Business, Associate Professor of Management (9-68 to 8-70)

University of Wisconsin, Institute for Research on Poverty, Research Fellow, (1968-69)

University of Wisconsin, Industrial Relations Research Institute (9-68 to 6-77)

University of Wisconsin, Graduate School of Business, Professor of Management (9-70 to 6-77)

University of Wisconsin, Health Services Administration (9-73 to 6-79)

University of Wisconsin, Chairman, Department of Management (1-73 to 7-74)

University of Wisconsin, Professor of Administration, School of Social Work, (8-77 to 6-79)

Fellow, Western Australian Institute of Technology, (Winter Quarter, 1979)

Santa Clara University, Dean of the Levey School of Business and Administration (8-79 to 7-89)

Santa Clara University, Professor of Management, Levey School of Business and Administration (7-89 to 1996)

Distinguished Lecturer, School of Business Leadership, University of South Africa, (July, 1993)

Santa Clara University, Thomas J. and Kathleen L. McCarthy University Professor, 1996-present

American Council of Learned Societies Contemplative Practice Fellowship, 1997-98.

Director, Institute for Spirituality of Organization Leadership, Santa Clara University, 1998-present

## **PUBLICATIONS**

Fremont A. Shull and Andre' L. Delbecq, Selected Readings in Management, Richard D. Irwin, Homewood, Ill., 1962.

Andre' L. Delbecq, "Bureaucracy, Leadership-Style and Decision-Making," Academy of Management Journal, 1963 Proceedings Issue.

Andre' L. Delbecq and Fremont A. Shull, Executive Leadership, U.S. Gypsum Company, 1963.

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Andre' L. Delbecq and Fremont A. Shull, "Norms, a Feature of Symbolic Culture: A Major Linkage Between the Individual Small Group, and Administrative Organizations," (in W. J. Gore and J. W. Dyson eds.), The Making of Decisions: A Reader in Administrative Behavior, Glencoe, Ill., The Free Press, 1965.

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Andre' L. Delbecq, "Role Conflict in Administered Systems," Proceedings of the 9th Annual Midwest Academy of Management Conference, Bureau of Business Research, Southern Illinois University, 1968.

Andre' L. Delbecq, "The Social Psychology of Executive Roles, Re-examined," Business Perspectives, Spring, 1966.

Andre' L. Delbecq, "The Management of Decision-Making Within the Firm: Three Strategies for Three Types of Decision-Making," Academy of Management Journal, December, 1967.

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reprinted in John H. Turner, Alan C. Filley and Robert J. House, Readings in Managerial Process and Organizational Behavior, Scott-Foresman and Company, Glenview, Ill., 1972.

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reprinted in Karl O. Magnusen, Organizational Design, Development and Behavior, Scott Foresman, Glenview, Ill., 1977.

reprinted in Knudson, Harry R., Organization Behavior, A Management Approach, New York Winthrop Publishing Co., 1978.

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reprinted in Andre' Du Brin, Foundations of Organizational Behavior, N. Y., Prentice Hall, 1983.

reprinted in Association Des Compatbles Ger'Eraux Liscencied du Canada, 1983, 1984.

reprinted in Cherrell Paul Heaton et al, Organizational Communications, New York, Harper & Row, 1987.

Andre' L. Delbecq and Sidney J. Kaplan, An Evaluation of Training Programs for Neighborhood Opportunity Center Personnel, monograph. The Economic Opportunity Planning Association of Greater Toledo, Inc., The University of Toledo, Division of Continuing Education, 1968.

Andre' L. Delbecq and Sidney J. Kaplan, "A Study of Hindrances to Social Change Within the War on Poverty," Sociology and Social Science, January, 1968.

Andre' L. Delbecq and Sidney J. Kaplan, "The Urban Crisis: Implications for Social Responsibility Within the Academy of Management," Proceedings of the Eleventh Annual Midwest Academy of Management Conference, Bureau of Business Research, Southern Illinois University, 1968.

Andre' L. Delbecq and Sidney J. Kaplan, "The Myth of the Indigenous Community Leader: A Case Study of Managerial Effectiveness Within the 'War on Poverty'," Academy of Management Journal, March, 1968.

reprinted in David L. Ford, ed., Readings in Minority Group Relations, University Associates, San Diego, 1974.

Andre' L. Delbecq, "Interpersonal Choice and Subgroup Formation: How Informal Organization Evolves," Business Perspectives, Spring, 1968.

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- Andre' L. Delbecq, "Matrix Organization, an Evolution Beyond Bureaucracy," Proceedings of the 12th Annual Midwest Academy of Management Conference, 1968, the University of Wisconsin, Bureau of Business Research.
- Andre' L. Delbecq, "Sensitivity Training: A Review of Empirical, Assessments," Proceedings of the Midwest Business Administration, Bureau of Business, Drake University, Des Moines, IA., April, 1968.
- Andre' L. Delbecq, "The World Within the Span of Control," Business Horizons, August, 1968.  
reprinted in American Management Association Management Reader, 1970.
- Andre' L. Delbecq, "Encounter Groups - Theoretical Basis, Laboratory Designs and Common Sense Cautions," The Journal of College and University Personnel Association, November, 1968.  
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- Andre' L. Delbecq, "Alternative Strategies of Organizational Design: A Taxonomy of Micro-Organizational Variation," Midwest Business Administration Association Proceedings, April, 1969.
- Andre' L. Delbecq, Fremont A. Shull, Alan C. Filley and Andrew J. Grimes, Matrix Organization A Conceptual Guide to Organizational Variation, Wisconsin Bureau of Business Research and Service, 1969, Wisconsin Paper No. 2, Madison.  
reprinted in Larry L. Cummings and William E. Scott, Readings in Organizational Behavior and Human Performance, Richard D. Irwin, Homewood, Ill., 1973.  
reprinted in Raymond Hill and Bernard White, Readings in Matrix Organization and Project Management, Graduate School of Business Administration, Division of Research, Ann Arbor, University of Michigan, 1979.  
reprinted in H. Mintzberg, Structure of Organizations, N. Y., Prentice Hall, 1979.
- Andre' L. Delbecq and James Vigen, "Prestige Ratings of Business and Other Occupations," Personnel Journal, February, 1970.
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- Andre' L. Delbecq and Eliot Elfner, "Career Strategies of Task Specialists," Proceedings of the Midwest Academy of Management, Bureau of Business Research, Michigan State University, April 1970.
- Andre' L. Delbecq and James Vigen, Student Perceptions of Occupational Status, Occasional Paper #18, University of Toledo, Business Research Center, April 1970.
- Fremont A. Shull, Andre' L. Delbecq and Larry Cummings, Organizational Decision-Making: Perspectives and Technologies, N. Y., McGraw-Hill, 1970.
- Andre' L. Delbecq, Application of Program Planning Models from Aerospace to the Crisis in Higher Education, Franklin F. Moore Memorial Lecture, Business Research Center, Rider College, N. J., April 1, 1970.
- Andre' L. Delbecq, "Increasing Managerial Skills in the Introduction of Change Programs," Administrative Management Society, Willow Grove, PA, 1970.

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- Andre' L. Delbecq and Eliot Elfner, "Local-Cosmopolitan Orientations and Career Strategies for Specialists," Academy of Management Journal, January, 1971.
- Andrew H. Van de Ven and Andre' L. Delbecq, "Nominal Versus Interacting Group Processes for Committee Decision-Making Effectiveness," Academy of Management Journal, June, 1971.
- Andre' L. Delbecq and Andrew H. Van de Ven, "A Group Process Model for Problem Identification and Program Planning," Journal of Applied Behavioral Science, July-August, 1971.
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- reprinted XIP Publishing, April, 1974.
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- reprinted in Harry Specht, Social Planning, Prentice Hall, 1976.
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- Andrew H. Van de Ven and Andre' L. Delbecq, "A Planning Process for Development of Complex Regional Programs," Proceedings of the American Sociological Association Annual Meeting, August, 1972.
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- R. J. Aldag and Andre' L. Delbecq, "Commentary on Tradeoffs and Conflicts in Evaluation of Health System Alternatives," Health Services Research, October, 1974.
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- Andre' L. Delbecq, "The Social Political Process of Introducing Innovation in Human Services," in Rosemary Sarri, editor, Issues in Human Services Administration, Columbia University Press, 1978.
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- Andre' L. Delbecq, "The Masters Present a Course: A Review of Irwin M. Rubin, Ronald E. Fry and Mark S. Plovnick, Managing Human Resources in Health Care Organizations," in Academy of Management Review, Vol. 3, No. 4, October, 1978.  
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- Andre' L. Delbecq, "Matrix Organizations: Clarifying an Elusive Concept," a review of Stanley S. Davis and Paul R. Lawrence, Matrix, Addison Wesley, 1977, in Contemporary Psychology, Vol. 23, No. 11, pp. 923-924.

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- Andre' L. Delbecq and Sandra L. Gill, "Political Decision-Making and Multiple Rationalities in Program Development: An Examination of the Disparities between Policy Makers, Planners, Program Implementors and Evaluators," 2nd Annual Conference of the Evaluation Research Society, Washington, D.C., 1978.
- , reprinted in An Introduction to Problem-Based Learning Curriculum, American Association of Critical Care Nurses, (est. Nov. 1992).
- Andre' L. Delbecq and Jon L. Pierce, "Innovation in Professional Organizations," Administration in Social Work, Vol. 2(4) Winter, 1978, pp. 411-424.
- Andre' L. Delbecq, "Creative Group Processes," Videotape, William S. Middleton Medical Library, Madison, WI, 1979.
- Andre' L. Delbecq, "Is Academic Consulting an Asset or a Problem in Modern Universities?" in George J. Gore and Robert G. Wright, The Academic Consultant Connection, Kendall/Hunt, Dubuque, IA., 1979.
- Andre' L. Delbecq and Sandra L. Gill, "Political Decision Making and Program Management," in Robert Rich, Translating Evaluation Into Policy, Sage, Beverly Hills, CA., 1979.
- Andre' L. Delbecq, "Executive Stress," Daily News, July 11, 1979, Perth, Western Australia.
- Andre' L. Delbecq and Dennis Ladbrook, "Administrative Feedback on the Behavior of Subordinates," Administration in Social Work, Vol. 3 (3), Summer, 1979, pp. 153-166.
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- Andre' L. Delbecq, "Strategic Decision Making and Organizational Goals," in Roger Schenke, editor, The Physician in Management, Falls Church, VA., The American Academy of Medical Directors, 1980, pp. 203-227.
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- Andre' L. Delbecq, "Controlling Professional Behavior: The Management of Norms and Discipline," in Roger Schenke, editor, The Physician in Management, Falls Church, VA., The American Academy of Medical Directors, 1980, pp. 179-192.
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- Andre' L. Delbecq, "Physician Administrator Decision Making in Limited Power Situations," Proceedings of the 41st Annual Meeting of the Academy of Management, San Diego, 1981.
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- Andre' L. Delbecq, "The Nominal Group as a Technique for Understanding the Qualitative Dimension of Client Needs," in Assessing Health and Human Service Needs, Roger A. Bell, editor, N. Y., Human Services Press, 1983, pp. 210-218.
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- Andre' L. Delbecq, "Managing Ambiguity in Rapidly Changing Companies," Proceedings, Conference sponsored by the Office of Naval Research, University of Illinois, Urbana, October, 1983.
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- Andre' L. Delbecq, "Foreword," in Paul C. Nutt, Hybrid Planning Methods: A Contingency Approach for Strategic and Project Planning, N. Y., John Wiley, 1984.
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- Andre' L. Delbecq, "Size and Leadership Patterns for Contemporary Healthcare Systems," in Sandra L. Gill and Thomas M. Gallagher, Editors, Emerging Issues in Healthcare, Englewood, CO., Estes Park Institute, 1986, pp. 82-85.

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Andre L. Delbecq, "A Response to the Deskillling of College Teaching", in Organizational Behavior Teaching Review, Vol. XI, Issue 2, 1986-87, pp. 77-87.

Joseph Weiss and Andre' L. Delbecq, "High Technology Cultures and Management", in Laurie Larwood, ed., Group and Organization Studies, Vol. 12, No. 2, Sage Publications, Inc., Beverly Hills, March 1987, pp. 39-54.

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Andre' L. Delbecq and Sandra L. Gill, "Developing Strategic Direction for Governing Boards", Hospital and Health Services Administration, Vol. 33, No. 1, Spring 1988, pp. 25-35.

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- Andre' L. Delbecq, "Exploring the Foundation of Contemplative/Meditative Practice Through the Lens of Three Religious/Wisdom Traditions: Connecting to the Life Experience of the Contemporary CEO". Symposium Presentation at the Academy of Management 2002 Annual Meeting, Denver Colorado, August 9- 14, 2002. (*Video and Audio Tape*)
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Andre L Delbecq, "Business Leadership as a Spiritual Calling: Pedagogical Approaches and Spiritual Journeys of Silicon Valley MBAs", Vol. I, Proceedings of Fifth International Symposium on Catholic Social Thought and Management Education, "Business as a Calling - The Calling of Business", Universidad de Deusto, Bilbao Spain, July 15- 18.2003

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Andre' L. Delbecq, "The Christian Manager's Spiritual Journey", Management, Spirituality and Religion, Vol. 1, No.2, 2004, pp.243-255

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Andre' L. Delbecq, "Business Executives and Prayer: How a Core Spiritual Discipline is Expressed in the Life of Contemporary Organizational Leaders". Proceedings of the Fourth International Conference on Corporate Ethics and Spirituality, Montreal, Quebec, Canada. January, 2005.

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Andre L. Delbecq, "Crossing the Frontier to Vocational Awareness: Understanding Business Leadership as a Spiritual Calling." Michael Naughton and Stephanie Rumpza (Eds) Business As A Calling: Interdisciplinary Essays on the Meaning of Business From the Catholic Social Tradition, St. Paul, MN. Center for Catholic Studies, St. Thomas University, 2005, Ch. 15, pp. 1-26 (electronic book) <http://www.stthomas.edu/cathstudies/publications/businessasacalling.htm>

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Andre L. Delbecq, "The Spiritual Challenges of Power, Humility and Love as Offsets to Leadership

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- Andre' L. Delbecq, "Foreword" in Pugno, Perry A. and McKenna, Mindi K., Physicians as Leaders: Who, How, and Why Now?, Oxon OX, UK, 2006
- Andre L. Delbecq, "Business Executives and Prayer: How a core spiritual discipline is expressed in the life of contemporary organizational leaders – Part 1" Spirit in Work, Issue 6, March, 2006. pp. 3-8
- Andre L. Delbecq, "Beginning a Theology for Organizations" in Ad Gentes, Dominican School of Philosophy and Theology, Summer, 2006, pp. 2 and 4.
- Andre L. Delbecq, "Business Executives and Prayer: How a core spiritual discipline is expressed in the life of contemporary organizational leaders – Part 2" Spirit in Work, Issue 7, July, 2006. pp. 3-7
- Andre L. Delbecq, (2006) "The Spiritual Challenge of Power: Humility and Love as Offsets to Leadership Hubris", Journal of Management Spirituality and Religion, Vol. 3, No 1 and 2, pp. 141-154
- Andre L. Delbecq (2006) "The Questions Posed to Theologians Regarding the 'Good Company' by Organizational Leaders", *Sixth International Conference, Catholic Social Thought and Corporate Social Responsibility*, The Pontifical University of St. Thomas (Angelicum), Rome Italy. October 5-7. [Proceedings -[www.stthomas.edu/thegoodcompany](http://www.stthomas.edu/thegoodcompany)]
- Andre L. Delbecq, (2007) "Scholarship and Teaching that Matters: Juxtaposing Inner Freedom With Street-Smart Credibility" Journal of Management Education, Vol. 31, No. 3, pp. 392-40
- Andre L. Delbecq (2007) "A Leadership Perspective on Catholic Business Education", *7th International Conference on Catholic Social Thought and Management Education*, John A Ryan Institute, St. Thomas University, St. Paul MN, June 11 - 13. [Proceedings - [www.stthomas.edu/becu](http://www.stthomas.edu/becu)]
- Andre L. Delbecq, (2007) "A Plea for Philosophical and Theological Attention To Those Who Lead Contemporary Organizations" Trust Magazine - Journal of Governance in Theology Schools, Vol. 18 No.3, P 17
- Andre L. Delbecq, (2007) "Willing to Be God's Fool", in Peter Pruzan and Kirsten Pruzan Mikkelson (eds) Leading With Wisdom - Spiritual Based Leadership in Business. Los Angeles CA, Sage, pp 223 - 231
- Andre L. Delbecq (2008) "How Academic Leadership Shapes Business Education" Plenary Address Delivered at the *International Symposium on Catholic Social Thought*, Notre Dame, IN, June 11 – 13, 2008. [www.stthomas.edu/cathstudies/cst/conferences](http://www.stthomas.edu/cathstudies/cst/conferences)
- Andre L. Delbecq. (2008) "Nourishing the Soul of the Leader: Inner Growth Matters" in J. V. Gallos (ed.). Business Leadership: Chapter 38, (486-503) San Francisco: Jossey-Bass.
- Andre L. Delbecq (2009) Spirituality and Business: one scholar's perspective", Journal of Management, Spirituality and Religion, Vol. 6 No. 1, March 2009, pp 3-13

#### **SELECTED ACASDEMIC PRESENTATIONS: 1982-present**

- "Technologies and Medical Management," Faculty Retreat, Estes Park Institute, Kuaii, HI., January, 1982.
- "Corporate Innovation," Seminar for the Minnesota Project on Corporate Responsibility, Spring Hill, MN., February, 1982.

- "How Many People Should Participate in Effecting Negotiations," Purchasing Management Assn. of Northern California, San Jose, CA., March, 1982.
- "Beyond the Quick Fix: Critical Issues in Bay Area Organizations," Bay Area Organizational Development Network, Palo Alto, CA., April, 1982.
- "Executive Stress," Robert Morris Associates 25th Western Regional Banking Conference, Monterey, CA., April, 1982.
- "Life Long Learning and the Business School," Western Assembly of Collegiate Schools of Business, Scottsdale, AZ., October, 1982.
- "CEO Perspectives," American Society of Training Directors, 1982 Region and Conference, San Francisco, CA., November, 1982.
- "Improving Quality in Smaller Schools," Western Association of Collegiate Schools of Business, Boise, Idaho, October, 1983.
- "Linking Washington to the Nation, The Role of Jesuit Business Schools," a presentation to the Association of Jesuit Colleges and Schools of Business, Georgetown University, October, 1983.
- "A Dean's Perspective on the Place of Organization Behavior in Schools of Business," a presentation at the Organization Behavior Teaching Conference, Boise, Idaho, May 24, 1984.
- "Transferable Lessons from High Technology," Western Hospital Network, Berkeley, August, 1984.
- "Problems of Consultation from a University Campus Setting," the Academy of Management, 44th Annual Meeting, Boston, MA., August, 1984.
- "Learning from the Firing Line," Western Academy of Management, Vancouver, B.C., April, 1984.
- "Reflections on the Papal Encyclical on Work - Implications for Jesuit Business Schools," Jesuit Association of Schools of Business, Canisius College, N.Y., October, 1984.
- "High Tech CEO's Respond to the American Bishops Statement on the U.S. Economy." AACSB National Meeting, Orlando, FL., April, 1985. (Reported in the May issue of The Chronicle of Higher Education)
- "Reflections on Corporate Niches Which Succeed," Executive Seminar in Corporate Excellence, Santa Clara University, May, 1985.
- "Managing the Future of Health Care," Western Network for Health Care Administration, University of California at Berkeley, August, 1985.
- "Innovation in a Market-Driven World," Estes Park Institute, March, 1986.
- "Understanding the Relationship Between Culture and Innovation," Faculty and Doctoral Student Lecture Series, Graduate School of Business, University of Pittsburgh, May 1986.
- "Perceived Effects of Regional Environments in High Technology," Academy of Management National Meetings, Chicago, IL., August 1986.
- "Management Consultation: Past, Present and Future" (A Symposium). Academy of Management National Meetings, Chicago, IL., August 1986.
- "A Systematic View of How Managers Establish Innovative Structures," Western Network Institute for Health Care Executives, August 1986.
- "Leadership in Educational Settings," University of California, Davis Family Practice Residency Directors Conference, Jackson, CA., Sept. 1986.

- "Managing Retailing in a Highly Competitive Environment," RMI Executive Conference, Santa Clara, Sept. 1986.
- "Regional Culture and Innovations," Sixty Annual Strategic Management Society Conference, Singapore, October 1986.
- "The Management of Curriculum in a Jesuit Institution: What Makes us Unique?" Association of Business Deans of Jesuit Institutions, Los Angeles, CA., February 1987.
- "Professional Leadership in Turbulent Times," Society of Teachers of Family Medicine Conference, New Orleans, April 1987.
- "Management Challenges for the Year 2000". Invited closing lecture, Western Academy of Management, Los Angeles, April 1987.
- "Transitioning Trusteeship Toward Strategic Direction", Estes Park Institute Conference on Health Care Governance, Scottsdale, AZ., April 1987.
- "Developing Governance Board Structure for Strategic Direction in Health Care", National Academy of Management, New Orleans, LA., August 1987.
- "Emerging Facets of the Consulting Role," National Academy of Management, New Orleans, LA., August 1987.
- "Facilitating Change in the Contemporary Museums." American Association of Museums 1987 Annual Meeting, San Francisco, CA., September 1987.
- "A Look at The Changing Role of Trusteeship in the Not-For-Profit Sector", American Association of Museums 1987 Annual Meeting, San Francisco, CA., September 1987.
- "Managing Change in Medical Center Organizations", Alberta Hospital Association, Banff, Alberta, September 1987.
- "Reflections on the Porter McKibbin Study of Business Education," Western Association of Collegiate Schools of Business, Spokane, WA., October 1987.
- "How to Increase Research Grants and Contracts", Western Association of Collegiate Schools of Business, Spokane, WA., October 1987.
- "Regional Culture and High Technology Management, Is There A Relationship," United States Association for Small Business and Entrepreneurship, 2nd Annual Conference, Milwaukee, WI., October 1987.
- "Venture Capital and New Startup Enterprise", Ecole Supérieure de Commerce, Rouen, France, November 1987.
- "Management in Transition," Fourth Annual Asilomar Conference for Senior Human Resources Development Professionals, Asilomar, CA., December 1987.
- "Encouraging and Managing Innovation in a Decentralized Educational Organization," Statewide meeting, Department of Family Medicine and Practice, University of Wisconsin Medical School, December 1987.
- "The Role of Culture in Shaping the Organizational Structures of High Technology Firms," Conference on Managing the High Technology Firm, Graduate School of Business, University of Colorado, Boulder, January 1988.
- "Anticipating the Year 2000: A Delphi Study of High Technology Firms," Conference on Managing the

- High Technology Firm, Graduate School of Business, University of Colorado, Boulder, January 1988.
- "Strategic Alliances: Business and Business Schools" Association of Jesuit College and University Business Deans, Gonzaga University, February, 1988.
- "Innovation in the '90's", 5th Annual Information Systems Seminar, University of Utah, Logan, March, 1988.
- "Contemporary Designs for Board Structures," Estes Park Institute on Changing Role of Governance in Health Care Conference, Pebble Beach, CA., March 1988.
- "Developing Governance Board Capacity for Strategic Direction," Western Academy of Management, Big Sky, Montana, March, 1988.
- "Role and Function of Advisory Councils," Western Association of Collegiate Schools of Business Independent School forum, AACSB meeting, Dallas, TX., April 1988.
- "Models for Entrepreneurship," Edwin R. Hodge Memorial Lecture, University of Toledo, April 1988.
- "Welcome to the 21st Century," in the Executive Seminar in Corporate Excellence, The Future of Silicon Valley, Leavey School, May 1988.
- "The Changing Role of Governance," the 100th Hospital and Medical Staff Conference, Williamsburg, VA., June 1988.
- "CEO Contracts," the 100th Hospital and Medical Staff Conference, Williamsburg, VA., June 1988.
- "Sharing Power: Perspective on Headquarter-Hospital Relations in Multi-Hospital Systems," 100th Hospital and Medical Staff Conference, Williamsburg, VA., June 1988.
- "Teaching Culture - A Regional Culture Perspective," Organization Behavior Teaching Conference, Los Angeles, June 1988.
- "Looking Towards the Year 2000: Emerging Business Issues"; "Leadership and Constraint in Glacial Bureaucracies of Education", Family Practice Residence Directors Retreat, University of California-Davis, September, 1988.
- "University-Industry Alliances for Meaningful Research", Symposium, Western Association of Collegiate Schools of Business, Tucson, October, 1988.
- "CEO Contracts" and "Sharing Power in Multi-Hospital Systems", 102nd Hospital Medical Staff and Trustee Conference, Monterey, CA., October, 1988.
- "Innovation As a Comparative Industrial Advantage-Regional Implications", UCLA Doctoral Symposium, November, 1988.
- "Organizational Processes Which Allow Constant Rates of Change to be Institutionalized" 2nd International Conference on Amorphous and Crystalline Silicon Carbide and Related Materials, Santa Clara University, December, 1988.
- "Innovation: Exploring the Processes Which Underly Rapid Change Organizations"; "Exploring Community Characteristics Which Support Innovative Industrial Businesses", 1988 Endowed Lefrak Memorial Lectures, Institute for Urban Studies, University of Maryland, College Park, December, 1988.
- "The Executive Assistant: Reducing Your Stress" and "Business and Legal Issues in Contemporary Health Care", 103rd Hospital-Medical Staff and Trustee Conference, Naples, Florida, December, 1988.
- "Is the Community Hospital a Community Treasure"; "Sharing Power: Relations Between Member

- Hospitals and Corporate Headquarters; "Exploring Centers", 104th National Hospital-Medical Staff and Trustees, Hawaii, January, 1989.
- "Managing Innovation", Association of Collegiate Entrepreneurs, National Conference, San Francisco, February, 1989.
- "Managing Academic Responsibility and Consulting Opportunities", Doctoral Workshop, Western Academy of Management, San Francisco, March, 1989.
- "To Dean or Not to Dean", (Symposium) Western Academy of Management, San Francisco, March, 1989.
- "The Relevance of Management Theory" (Invited Symposium) Western Academy of Management, San Francisco, March, 1989.
- "Living with Organizational Change as a Way of Life", Systems Library Association, SRI International, Menlo Park, April, 1989.
- "West Coast-East Coast: Do Management Styles Differ?" The Kenna Club, Santa Clara University, June, 1989."Sharing Power: The Corporate - Community Headquarters Interface Multi-Hospital Systems", University of Alabama at Birmingham Ninth Annual Symposium for Health Care Executives, August 1989.
- "Finding Out What a Group Really Thinks", National Hospital and Medical Staff Conference, Estes Park Institute, January 1990.
- "Dealing with Managed Care", Symposium on Constructing Effective Hospital Physician Relationships, American Hospital Association Hospital Research and Educational Trust, October, 1989.
- "Balancing Our Roles: Research, Teaching, Consulting and Private Lives", Western Academy of Management, March, 1990.
- "Predicting Emerging Entrepreneurs and Innovations", Western Academy of Management, March, 1990.
- "Culture Shaping High Technology Firms", Utah State University, March, 1990.
- "Developing An Effective Interface Between the Business School and Business Executives", University of California Irvine, Doctoral Student Symposium, May 1990.
- "Educational Innovation", Association of Instructional Administrator's, California Community Colleges, October, 1989.
- "The Role of Teaching Excellence in an Academic Career". Doctoral Consortium (Symposium). Organization Behavior, Organization and Management Theory and Organization Development Division, Western Academy of Management 32nd Annual Meeting, Santa Barbara, CA. March, 1991.
- "Improving Public Sector Organizations: Strategies for Knowledge Utilization." (Symposium) Western Academy of Management 32nd Annual Meeting, Santa Barbara, CA. March, 1991.
- "Implications for Management Education in Moving Beyond the Firm to Societal Interfaces." (Symposium) Western Academy of Management 32nd Annual Meeting, Santa Barbara, CA. March, 1991.
- "The Role of Public Policy in Achieving the Good Society." (Symposium) Bay Area Ethics Consortium, Berkeley, CA. October, 1990.
- "Consulting to Ad Hocacy in the Rapidly Changing Firm (Symposium) 1991. Annual Meeting of the Academy of Management, Miami Beach.
- "The Innovation Process in Silicon Valley." The Wharton School, December, 1991.

"French American Business Cultures" San Jose State University, September, 1991.

"Firing Line" Engaging Students in Group Oriented Classroom Participation." Organization Behavior Teaching Society, Calgary, June, 1992.

"Grey Panthers: Reflecting on the Academic Consulting Experience", Annual Meeting of the Academy of Management, Las Vegas, August, 1992.

"Learning from Informants: Non Traditional Approaches for Developing and Sharing Knowledge", Annual Meeting of the Academy of Management, Las Vegas, August, 1992.

"Mastering Size and Intimacy in Professional Societies", Annual Meeting of the Academy of Management, Las Vegas, August, 1992.

"Values, Ethics and the Annual Cover: Perspectives on Teaching. Annual Meeting of the Western Academy of Management, Spokane, 1992.

"Executive Stress and Family Survival". University of California Irvine, October, 1992.

"Leadership Roles in Project Management". First International Conference, Project Expo, San Jose Convention Center, November, 1992.

"Dealing With Rapid Environmental Change". University of Nebraska at Omaha, December, 1992.

"The Business School of the Future". American Assembly of Collegiate Schools of Business Strategic Planning Workshop, Houston, TX, January, 1993.

"Constructing the New 21st Century Organizations". Western Academy of Management Annual Meeting. San Jose, CA., March, 1993.

"Utilizing Interviews as a Scholarly Venue". Conversations with Editors, Western Academy of Management Annual Meeting, San Jose, CA., March, 1993.

"Understanding Organizational Structure and Innovation in Technology Firms". Illinois Benedictine College Distinguished Lecture Series, Lisle IL., April, 1993.

"Strategy and Incentives: The Problems of Congruence". Third Annual MESO Conference (An Invitational Conference for Senior Scholars For the Integration of Micro and Macro Organization Behavior), University of California Irvine, May, 1993.

"Understanding Rapid Change in Health Care Organizations". The American College of Physician Executives Annual Meeting, New Orleans, LA, May, 1993.

"Diagnostic Cases: An Opportunity for Students to Learn Organization Structure Through Field Studies". Annual Meeting of the Organization Behavior Teaching Society, Bucknell University, June, 1993.

"Administrative Perspectives on Work - Family Issues in Academe, National Academy of Management Annual Meeting, Atlanta, August, 1993 (Sponsored by the Standing Committee on the Status of Women).

"Developing Theory and Practice for the Caring Organization". National Academy of Management, Atlanta, GA., August, 1993.

"Organizing for Innovation", American College of Physician Executives, National Forum, Tuscon, AZ., December, 1993.

"Innovation as a Component of Community Health", National Forum on Quality Improvement in Health Care, Institute for Health Care Improvement, Orlando, FL., January, 1994.

- "Innovation as a Keystone for Community Development. Paper delivered as a "Distinguished Faculty Presentation" to the Enterprise Center, University of Wisconsin, Madison, September 1993.
- "Building Collaborations for Improvement of Healthcare." Paper presented to the Annual Meeting of the Institute for Healthcare Improvement, Orlando, December, 1993.
- "Leading Your Organization Through Change". Paper presented at the American College of Physician Executives Conference, La Jolla, California, January, 1994.
- "The Future Shape of Business Education". Paper presented to the Doctoral Student and Junior Faculty Symposium, Annual Meeting of the Western Academy of Management, Santa Fe, March, 1994.
- "When Burnout Strikes: Redirection, Reallocation or Relocation". Paper presented at the American College of Physician Executives Conference, May, 1994.
- "After the Dog Dies: Reflections of a Senior Academic". Competitive Symposium Paper presented at the Annual Meeting of the Organization Behavior Teaching Society, University of Windsor, Canada, June, 1994.
- "Contemporary Issues for Management Consulting Firms", Discussant presentation at the National Academy of Management Annual Meeting, Dallas, Texas, 1994.
- "Lessons From Silicon Valley: Making Innovation a Continuous Event". Invited Paper presented at the Second World Conference on Management, International Federation of Scholarly Associations, Dallas, Texas, August 17, 1994.
- "Looking Through the Lens of History at Organizational Archetypes." Competitive Symposium Paper presented at the National Academy of Management Annual Meeting, Dallas, Texas, August, 1994.
- "Publishing Non-Traditional Scholarship," Paper presented to the Second World Conference on Management, International Federation of Scholarship Association, Dallas, Texas, August 17, 1994.
- "When Burnout Strikes," A competitively reviewed presentation at the 3rd International Organizational Behavior Teaching Conference, University of Otago, Dunedin, New Zealand, December 14, 1994.
- "Healing the Wounds of Academe", A symposium presentation at the Western Academy of Management Junior Faculty and Doctoral Student Workshop, San Diego, California, April 6, 1995.
- "Has Business Schools' Financial Dependence on Business Muted Criticism of Business Practices," A plenary symposium presentation at the Western Academy of Management Annual Meeting, San Diego, California, April 8, 1995.
- "Consulting Challenges Associated with High Performance Teams," A symposium presentation at the National Academy of Management Annual Meeting, Vancouver, B.C., August 8, 1995.
- "Surviving the Exceptional Stresses of High Level University Administration," A presentation to Senior Administration and Department Heads, the University of British Columbia, December 6, 1994.
- "Administrative Decision Making; Utilizing Contemporary Protocols for Structuring Difficult Decisions," A presentation to the United States Public Health Services, Atlanta, GA., October 18, 1994.
- "Understanding the Innovation Process in Contemporary Medical Administration," A presentation to the American College of Physician Executives, November 13-14, Naples, Florida, 1994.
- "Change Management," A presentation to the 42nd Annual Convention of the American College of Osteopathic Family Physicians, Dallas, TX., March 15, 1995.

- "Preparing for Organizational Change," Presentation to the American College of Physician Executives, Chicago, May 5, 1995.
- "Individual, Inter-firm and Intra-firm Collaboration: Case Studies in Search of a Theory" competitive symposium at the Western Academy of Management Annual Meeting, Baniff, Canada, March 29, 1996.
- "Leading the Agile Organization," presentation at the 128th Meeting of the Association of Research Libraries, Vancouver, Canada, May 16, 1996
- "When Burnout Strikes, Strategies for the Academic and the Professional," competitive paper presented at the Organization Behavior Teaching Conference, Keene, New Hampshire, June 6, 1996
- "What Modern Leaders Need to Understand: A Report on Dialogues Between Silicon Valley Executives and Management Scholars." Symposium presented at the National Academy of Management Annual Meeting in Cincinnati, August 13, 1997
- "Making a Difference Through Unexpected Impacts of Academic Encounters," competitive symposium presentation at the Western Academy of Management Annual Meeting, Squaw Valley, CA, April 4, 1997
- "From Theory Into Practice, Reflections of a Senior Academic," competitive symposium presentation at the Western Academy of Management Annual Meeting, Squaw Valley, CA, April 5, 1997.
- "Aging to Saging, Enhanced Consciousness of New Role Potentials," competitive symposium presentation at the 24th Annual Organizational Behavior Teaching Conference, Case Western Reserve University, Cleveland, June 12, 1997
- "The Serious Calling of Business; Why do our critics not take us seriously as a central voice for social justice and as a model of Ignatian education?" paper presented at the 5th World Forum, International Association of Jesuit Business Schools, Antwerp Belgium, July 31, 1997
- "Re-entry Strategies in the Academic Life" symposium presentation at the National Academy of Management Meeting, Boston, MA, August 9, 1997
- "Values Run Through It," symposium participant at the National Academy of Management Meeting, Boston, MA, August 9, 1997
- "On Becoming a Teacher." Western Academy of Management Annual Meeting, Portland, OR, March 27, 1998.
- "Impacts on Academic Colleagues Through Collegial Support." The Western Academy of Management Annual Meeting, Portland, OR, March 28, 1998.
- "Leadership Matters in the Academy," Presentation to the 25<sup>th</sup> Annual Organization Behavior Teaching Society, La Verne, CA, June 12, 1998.
- "Contemplative Practice in the Context of Business Leadership." The Contemplative Practice Fellowship Meeting, Fetzer Institute, Kalamazoo, MI, June 28, 1998.
- "Designing a Course for Executive Spirituality." Symposium delivered at the Conference "Jesuit Schools of Business: Leveraging Our Distinctive Strengths," Seattle University, Seattle, WA, July 11, 1998.
- "What Matters Most - Senior Leadership Re-visioning, A Christian Spiritual Perspective." Competitive Symposium Presentation to the National Academy of Management, San Diego, CA, August 12, 1998.
- "From Theory into Practice, Variables Which Increase the Probability of Research Findings Impacting

- Professional Practice National Academy of Management. San Diego, CA, August 14, 1998.
- "A Discussion of Thomas Bausch, The Convergence of the Learning Organization and Catholic Social Thought, presentation at the Conference on Catholic Social Thought, St. Thomas University, August 16, 1998.
- "Designing a course in Spirituality for Senior Executives," International Conference on Spirituality in Catholic Business Education, St. Paul, MN, August 18, 1998.
- "A Perspective on Leadership." Santa Clara Convention Center, February 12, 1998.
- "Managing personal and family stress in times of rapid change." Lockheed Martin Executive Program. Santa Clara University, May 1, 1998.
- "Approaching Spirituality in the Business School Curriculum." The International Association of Jesuit Deans, Goa India, January 14, 1999.
- "From the White House to Corporate Headquarters: A Role for Moral Leadership:" 40<sup>th</sup> Western Academy of Management Conference, Redondo Beach, CA, March 25-27, 1999.
- "The Inner Dimensions of Leadership:" 40<sup>th</sup> Western Academy of Management Conference, Redondo Beach, CA, March 25-27, 1999.
- "The Crystal of Evil: Reflections on the Denial of Evil in Contemporary Management Thought and Practice." 40<sup>th</sup> Western Academy of Management Conference, Redondo Beach, CA, March 25-27, 1999.
- "Exploring Parker Palmer's, "The Courage to Teach" through a Multi-Generation View of the Incorporation of Spirituality in the Classroom." The Organization Behavior Teaching Conference, Las Cruces, New Mexico, June 10-13, 1999.
- "Teaching and Illustrating the Complex Processes Involved in Innovation Through Sharing Cases." International Organization Behavior Teaching Conference, SDA Bocconi University, Milan, Italy, July 16, 1999.
- "The Boundaryless Career." The Academy of Management Meetings, Chicago, IL, August 8-11, 1999.
- "Finding the Moral Center: Is There a Place for Virtue and Values in Organizations." The Academy of Management Meetings, Chicago, IL, August 8-11, 1999.
- "A Theological Perspective on A Spirituality for Organizational Leadership". A presentation to the 3rd Annual Salt and Light for the World Conference, The Hillebrand Theological Institute, Mundelein IL, March 2000.
- With James McGee, "In Search of Meaning: Forming a Compassionate Citizenry in Management Education: A Business Leadership Encounter with Voices Sometimes Not Heard." A symposium presentation at the 41<sup>st</sup> Annual Western Academy of Management, Waikoloa Beach, HI, April, 2000
- Where Do We Go From Here? - Examining the Evolution, Current Status and Future Leadership From and Organization Theory Perspective". A closing plenary address at the 41<sup>st</sup> Annual Western Academy of Management, Waikoloa Beach, HI., April, 2000
- "The Experience of Teaching Spirituality with Technology Executives and Working Professional MBA's". Symposium presented to a National Conference - Going Public with Spirituality in Work and Higher Education, University of Mass. Amherst, Amherst, MA., June, 2000.
- (With James McGee) "Educating the Whole Person for the New Millenium: 'Lectio Divina' and the 'Integrative Personal Essay' as Tools for the Personal Appropriation of Knowledge". A

- presentation to the Organization Behavior Teaching Society, Carrollton GA., June 2000.
- (With Hatim Tyabji) ": A Perspective on Creating and Sustaining a Values-Based Organizational Culture. "An All Academy Opening Plenary Symposium at the Academy of Management Toronto CN, August, 2000 (Selected for Audio Tape Publication)
- "Web Businesses and Time- Organizational Impacts." A Symposium at the Academy of Management Toronto CN, August, 2000 (A Joint Session Selected for Audio Tape Publication)
- "Academic and Practical Challenges for Christian *Presence* in the Contemporary University." Paper delivered to the Academy of Management, Toronto, CN, August, 2000.
- (With James McGee), The New Leadership Career as Vocation or Call, A Teaching Perspective". A symposium presentation delivered to the Academy of Management Toronto, CN, August, 2000. (A Joint Session selected for audiotape publication)
- "High Impact Consulting in Turbulent Environments". A pre-conference faculty workshop symposium presented to the Academy of Management, Toronto, CN, August, 2000.
- "Management Spirituality and Religion in the Academy of Management, Opportunities and Pitfalls." A symposium presentation presented to the Academy of Management, Toronto, CN, August 2000.
- (With McGee, James) "Bridging the Gap Between Business and Spirituality". Presentation to the American Academy of Religion Annual Conference, Nashville, TN., November 20, 2000.
- "Discernment as an Overlay on Strategic Decision Making". Presentation to the Association of Jesuit Colleges and Universities Business School Deans Conference, Santa Clara University, March 9, 2001.
- "Managing Personal and Professional Stress", Distinguished Speaker Presentation, International Managerial Consultation Conference, Academy of Management, Lyon France. March 31, 2001.
- "Approaching Spirituality in the Context of Modern Business" Presentation to the International Forum on Ethics and Spirituality, Haute Ecole de Commerce, Montreal, CN, May 26, 2001.
- (With McGee, James) "Toward a Contemplative Pedagogy". Symposium Presentation, Organization Behavior Teaching Conference, Harrisonburg, VI, June 8, 2001.
- "Where Have We Been? Where Are We Going? Where Do We Fit In?: A Perspective on Organizational Behavior in the Year 2001" Symposium Presentation, Organization Behavior Teaching Conference, Harrisonburg, VI, June 8, 2001.
- "Ignatian Challenges in New Organizational Structure". Presentation to the Colleagues in Jesuit Business Education Conference, Santa Clara University, July 21, 2001.
- "Integrating Discernment into the Framework of Contemporary Strategic Decision Making". Symposium Presentation, Academy of Management 2001 Annual Conference, Washington, DC, August 6, 2001.
- "Developing Effective Leaders, Consulting Lessons from Teaching Physician Administrators" presentation, Academy of Management 2001 Annual Conference, Washington, DC, August 6, 2001.
- "An Overview of Decision Theory in the Last Quarter Century". Presentation to the Decision Sciences Institute Annual Conference, San Francisco, November 18, 2001
- "Touching our Deep Inner Desires: Teaching From the True Self", Presentation made to the Western Organizational Behavior Teaching Conference, (Opening Keynote) Loyola University, Los Angeles, CA., February 22, 2002.

- "A Shift in the Dominant Strategic Planning Approach: Voices from the Field and Leadership Perspectives", A Symposium Presentation to the 43rd Annual Western Academy of Management Conference, Santa Fe, New Mexico, March 20-23, 2002.
- "Distortions of Power in Transformational Leadership", University Lecture, St. Edwards University, April 8, 2002
- "Teaching Spiritual leadership", Presentation made to Spirit in Business Conference, New York, NY, April 123, 2002.
- "Spirituality and Healing in a Broken World". Presentation to the Clergy, Northern California Episcopal Diocese, Occidental, CA, May 20-21, 2002
- "Transitioning from Senior Leadership: Discerning A New Life Rhythm Compatible with Family and Personal Life Development. Presentation to the 29th Annual Organization Behavior Teaching Conference, Chapman University, Orange, CA, June 19-22, 2002
- "Exploring the Processes of Building Spiritual Connectedness in the Classroom". A Symposium Presentation to the 29th Annual Organization Behavior Teaching Conference, Chapman University, Orange, CA, June 19-22, 2002
- "Personal Challenges Associated With Enabling Strategic Change". Presentation to the 29th Annual Organization Behavior Teaching Conference, Chapman University, Orange, CA., June 19-22, 2002
- "The Ignatian Faculty Forum Experiment: A Circle of Trust for Shared Discernment" Presentation at the Colleagues in Business Education Conference, St. Joseph University, July 15-17, 2002
- "Supporting the Scholar/Teacher in a Jesuit Business School: Suggested Norms", Symposium Presentation at the Colleagues in Business Education Conference, St. Joseph University, July 15- 17, 2002
- "Invisible Diversities in the Workplace: Hidden Holy People", Symposium Presentation at the Academy of Management 2002 Annual Meeting, Denver, Colorado, August 9- 14, 2002
- "A Shared Hour of Meditative/Contemplative Silence" Academy of Management 2002 Annual Meeting, Denver, Colorado, August 9-14, 2002. *Showcase All Academy Session*
- "A Perspective on Research for Spirituality in Management", Doctoral Consortium Symposium Presentation, Academy of Management 2002 Annual Meeting, Denver, Colorado, August 9-14, 2002
- "Teaching Spirituality to Business Leaders", Contemplative Mind in Society Conference, Fetzer Foundation, Kalamazoo, MI, August 22, 2002
- "The Community of Joseph: A Contemplative Community for Managerial Leaders", Contemplative Mind in Society Conference, Fetzer Foundation, Kalamazoo, MI, August 22, 2002
- "Shared Leadership and Innovation Success". Presentation to the Institute of Medicine of the National Academy's, 2002 Annual Meeting, Washington, DC, October 14-15, 2002
- "Integrating Spirituality Within the Business School Curriculum ". Marquette University, October 16, 2002
- "A Spiritual Perspective on Family Business Leadership". Family Business Forum, Santa Clara University, October 30, 2002
- "Spiritual Journeys of Silicon Valley Leaders". Theology on Tap, Santa Clara University, November 6, 2002
- "Spirituality and Leadership under Turbulence" Legatus, Irvine, CA., Nov. 14, 2002

- "The Spiritual Challenges of Organizational Community" The University of Toledo Corpus Christi Center, Toledo, OH, Nov 20,2002
- (With Elizabeth Liebert) "Juxtaposing Christian Discernment With Strategic Decision Theory, Paper Presented at the American Academy of Religion Annual Meeting, Toronto, Canada, November 23-26,2002
- The Spiritual Challenges Associated with the Asceticism Of Leadership", Trinity Episcopal Cathedral, Service of Induction of Canons of the Diocese of El Camino Real, Tuesday, December 3, 2003
- "Exploring and Defining Work Place Spirituality". Paper presented at a Conference: Spirituality and Work: Bridging the gap between our spiritual and work life. Norman Lorentzen Business Ethics Conference, Concordia College, Moorhead, MN, March 28, 2003
- "Organizational Leadership as a Noble Calling". Paper presented at a Conference: Spirituality and Work: Bridging the gap between our spiritual and work life. Norman Lorentzen Business Ethics Conference, Concordia College, Moorhead, MN, March 28, 2003
- Business Spirituality: Implications for Contemporary Theological Studies". Symposium Panel, General Theological Seminary, New York, NY, April 30, 2003
- "Servant Leadership: The Suffering Servant". Paper presented at the 3rd Spirit in Work Conference, *From Career to Calling: Integrating Faith, Spirituality and Ethics at Work*. Sponsored by the Moss Program for Christian Social Thought and Management and the John A. Ryan Institute for Catholic Social Thought, Center for Catholic Studies, University of St. Thomas. Minneapolis, MN, May 2,2003
- "Approaching Spirituality for Leadership in Contemporary Healthcare" Ascension Health May 14,2003 Phoenix, AZ
- "How Can Ordained Leaders Best Lead our Congregations Trough Change in Anxious Times?" Two-Day Retreat for Episcopal Bishop and Clergy of the Diocese of Northern California, May 19, 20, 21, 2003
- "The Spiritual Trials of Transformation Leaders" Second Annual Spirit in Business World Conference, San Francisco, June 9, 2003
- "Scholarship and Teaching that Matters" Presentation to New Faculty Symposium, Organizational Behavior Teaching Conference, Springfield, MA, June 12, 2003
- "Scholarship and Mission: Juxtaposing Ignatian Discernment With Academic Credibility", Plenary Address, Colleagues in Jesuit Business Education Annual Conference, Regis College, Denver, CO, July 25-27, 2003
- "Awakened Spiritual Thirst Among Organizational Leaders: How Then Shall We Serve Them? National Academy of Management Annual Conference, Seattle, WA, August 4, 2003
- "Using Practice in Knowledge Creation: A Model for Integrating Practice Wisdom with Theoretical Insight", Academy of Management Annual Conference, Seattle WA, August 4, 2003
- "Examining Corporate Spirituality in Terms of Integral Spirituality", paper presented to 3<sup>rd</sup> Colloque International, Reflections et de Action Ethical" Montreal, QB Canada, January 15 – 16, 2004
- "Reflections on the Teaching Odyssey- Foundational Values", symposium presentation, Organization Behavior Teaching Society, Annual Conference, University of the Redlands, CA., June, 2004

- “Scholarship and Teaching That Matters”, paper presented to Organization Behavior Teaching Society Annual Conference, University of the Redlands, CA., June, 2003
- “Deepening the Spiritual Foundation of the Scholar-Teacher Calling in Jesuit Business Education”, Colleagues in Jesuit Business Education 7<sup>th</sup> Annual Conference, Fairfield, CT, July 23, 2004
- “Leadership With Inner Meaning; The Organizational Leader’s Spiritual Journey Within the Christian Tradition. Academy of Management Annual Meeting, New Orleans, LA., August 6 – 11, 2004
- “Theory Development as a Human and Spiritual Progression”, Academy of Management Annual Meeting, New Orleans, LA., August 6 – 11, 2004
- “Crossing the Frontier to Vocational Awareness: Understanding Business Leadership as a Spiritual Calling”, Conference on Business as a Vocation, University of St. Thomas, St. Paul MN, August 19 – 22, 2004
- “Principalities and Powers that Dimish our Freedom as Teacher/Scholars in the Ignatian Tradition” Plenary Address, Western Jesuit Faculty Conversations, Annual Conference, Regis University, Denver CO, October 15-17, 2004
- “Finding Freedom in Scholarship”, Western Jesuit Faculty Conversations, Annual Conference, Regis University, Denver CO, October 15-17, 2004
- “Enabling Scholarship: Action Steps Inspired by Innovation Research”, Symposium Presentation, Western Academy of Management Annual Conference, Las Vegas NV, April 1, 2005
- “Prayer, Meditation, Reflection and Leadership Development”, Presentation to the Annual Meeting, Colleagues in Jesuit Business Education, Loyola University, Chicago IL, July 21-23, 2005
- “Practicing Discernment in Decision Making” Professional Development Presentation, Academy of Management Annual Meeting, Honolulu HA, August 7 – 10, 2005
- “Business Executives and Prayer: How a Contemplative Discipline is Practiced is Practices in the Rhythm of the Leader’s Day”, Symposium Presentation, Academy of Management Annual Meeting, Honolulu HA, August 7-10, 2005
- “A Role for Organizations in Sustainable Peace? A New Vision for Management in the 21<sup>st</sup> Century (Discussant), Academy of Management Annual Meeting, Honolulu HA, August 7-10, 2005
- “A Dialog Approach to Theory Development and Research”, Symposium presentation, Academy of Management Annual Meeting, Honolulu HA, August 7-10, 2005
- “Life Giving and Soul Satisfying Meditation: Nourishment for a Leader” Spirituality Seminar for Health Care Leadership, October 25 – 27, Scottsdale AZ, 2005
- with Robert J. House, Mary F. Sulley de Luque and Narda Roxanne Quiqley, “Implicit Motives, Leadership and Subordinate Outcomes”. Southern Management Association 2005 Annual Meeting, Charleston SC, Nov. 9-11, 2005
- “Spirituality and Business, Reflections on the Movement” Markkula Ethics Center, Business and Organizational Ethics Partnership, November 3, 2005
- “Meditation on Leadership”, CIRAN VI, 5<sup>th</sup> International Conference of Reflection and Action,(Ethics and Corporate Responsibility) Montreal Quebec, Ermitage Sainte-Crois, January 11 – 13, 2006
- “The Spirituality of Transformation”, Formation for Catholic Healthcare Ministry Leadership

- Conference, St. Louis MO, March 1, 2006.
- “Integrating Meditation Into Teaching”, The Wilder Teaching Professors and the American Council of Learned Societies Distinguished Lecture, Bentley University, Belmont MA, April 26 2006
- "A Needed Theology of Organizational Leadership," Commencement Address, Dominican School of Philosophy and Theology, GTU Berkeley, CA, May 19, 2006
- “Spiritual Disciplines and Professional Life”, Loyola University, Institute of Pastoral Studies, Summer Conference, Spirituality and Leadership: Professional and Faith-Based Perspectives. Chicago Ill, June,9-10, 2006
- “Exploring the Mystery of Suffering”, Keynote Address, Organization Behavior Teaching Society Conference, Nazareth College, Rochester NY, June 16, 2006
- “Suffering and Times of Great Difficulty,” Plenary Address, Colleagues in Jesuit Business Education 9<sup>th</sup> Annual Conference, Gonzaga University, July 28-30, 2006
- “Meaningful Research in Management, Spirituality and Religion: Considerations for Academic Legitimacy”, A Professional Development Workshop Symposium, The Academy of Management Annual Meeting, Atlanta GA, August 11-16, 2006
- “Executive Hubris and Scandals: Insights Into a Fall From Grace”, (*An All-Academy Symposium*), The Academy of Management Annual Meeting, Atlanta GA, August 11-16, 2006
- “Linking Christian Theology to the Spirit at Work Movement”, Symposium Presentation, The Academy of Management Annual Meeting, Atlanta GA., August 11-16, 2006
- Symposium Presentation, "Contemplative Disciplines in the Turbulent Currents of Rapid Change", *Conference - Uncovering the Heart of Higher Education: Integrative Learning for Compassionate Action in an Interconnected World*. Higher Education Conference jointly sponsored by the Fetzer Institute, California Institute of Integral Studies and Contemplative Mind in Society, San Francisco, CA Feb. 22-25 2007.
- Symposium Presentation "The Good Company - Linking a Philosophical and Theological Perspective to Management Thought". The 48th Annual Western Academy of Management, Missoula Montana, March 21 - 24, 2007.
- Symposium Presentation. "Renewing the Passion to Teach After Academic Administration", Annual Organization Behavior Teaching Conference. Pepperdine University, June 14 - 16. 2007
- Symposium Presentation "A Perspective on Catholic Social Thought". Colleagues in Jesuit Business Education Conference, Syracuse New York, July 27-29, 2007
- Symposium Presentation. "Rebounding From Environmental Setbacks." International Academy of Management, Philadelphia, PA. August 3-7, 2007
- Symposium Presentation, "I was a Stranger and You Welcomed Me: Integrating the Spiritual Ethos of Newly Arrived Knowledge Workers" National Academy of Management, Philadelphia PA, August 3-7, 2007
- "Perspectives on Workplace Spirituality", 90 minute International Teleconference Interview, Spirit at Work International, November 17, 2006
- “Peak Performance and Career Choices, Wisdom and Foolishness,” Plenary Symposium Presentation, Western Academy of Management 49<sup>th</sup> Annual Meeting, Oakland California, March 29, 2008
- “Orientation versus Formation For New Faculty, Presentation to The 14<sup>th</sup> Annual World Forum, A Joint

Meeting Between Colleagues in Jesuit Business Education and the International Association of Jesuit Business Schools, Fordham University Lincoln Center, New York, July 20 – 23, 2008

“Renewing the Passion to Teach”, Symposium Presentation, 2008 International Academy of Management Annual Meeting, Anaheim CA, August 8 – 13, 2008.

“Spirituality and Business: One’s Scholar’s Perspective”, Opening Plenary Address to the Management, Spirituality and Religion Interest Group, International Academy of Management Annual Meeting, Anaheim CA, August 8 – 13, 2008

“Turning Points In An Academic Career”, Faculty Senate Professor the Year Presentation, Santa Clara University, September 11, 2008

“ A Higher Education Perspective on Leadership Formation”, Catholic Health Association, *Forming Leaders for Catholic Health Care and Education, First Dialog*. Chicago IL, December 6, 2008

### **University Symposia and Presentations**

“Dealing With Stress in Leadership Roles.” A presentation at the Graduate Leadership and Change Program, University of British Columbia, February 19, 1993

“Executive Level Stress and Role Overload,” presentation in the Residential Program for Executive Development, University of British Columbia, May 17, 1996

“Organizational Change” presentation for the doctoral program, Graduate School of Education and Psychology, Pepperdine University, April 2, 1996

“Understanding the Social Political Processes of Change.” A presentation to the United States Public Health Services, Atlanta, GA, September 29, 1995

“Understanding the Innovation Process in Contemporary Medical Administration.” A presentation to the American College of Physician Executives, Indian Wells, CA, Nov. 13, 1995

“Change Management.” A presentation to the American College of Physician Executives National Institute, Atlanta, GA, March 18, 1996

“How do we create values that anchor community in the midst of diversity?” Emory University, December 15, 1996

“The future of work and the future of organizations,” Pepperdine University, January 12, 1997

“The role of research in a teaching University,” Seattle University, May 30, 1997

"Spirituality and Organizational Leadership." Laverne University, La Verne, CA, March 9, 1998.

"The Challenges of Spirituality and the Executive Life." The Fasnacht Lecture in Religion and Society. La Verne University, LaVerne, CA, March 10, 1998.

Approaching Spirituality in a Business School Curriculum." Portland University, Portland, OR, March 25, 1998.

"Leadership and Innovation," Pepperdine University, Laguna Beach, CA, April 2, 1998.

"How Your Medical Center Can Enhance and Maintain Innovation." Center for Health Services and Management Research, University of La Verne, La Verne, CA, April 30, 1998.

"Personal Integration and Senior Leadership Effectiveness, A Spiritual Perspective." Presentation to INSEAD international executive seminar, Monterey, CA, June 12, 1999.

- "The Evil Organizational Leader - Coping With Severe Pathology" The Carleton Whitehead Distinguished Lecture delivered at Texas Tech University, February 7, 2000.
- "Spirituality and Senior Leadership". Symposium presented to the McConnell Foundation Faculty, McGill University (teaching in the national volunteer sector), Montreal, CN., January 9-10, 2001.
- "Business Leadership as a Noble Calling" Doctoral Symposium presented for Pepperdine University, Universidad de Monterey Mexico, Feb. 5, 2001
- "The Mystery of Suffering in Executive Life", Yale University, October 2001.
- "Spirituality for Organizational Leadership in a Turbulent World: Presentation to La Sierra University, The Second Paul Scone Lecture of the 2001-2 year, La Sierra University, Ontario, CA, February 28, 2002
- "Meaningful Work; Translating Your Values into Valuable Work", University Lecture, St. Edwards University, April 8, 2002
- "Distortions of Power in Transformational Leadership" University Lecture, St. Edwards University, April 8, 2002
- "Re-conceptualizing Discipleship: Lay Ministry in the Organizational Age", Episcopal Church Foundation Board of Directors, California Divinity School of the Pacific, Berkeley, CA., May 2, 2002
- "The Mystery of Suffering in the Life of Senior Leaders", The Annual Peter Favre Forum, Co-sponsored by St. Francis Seminary and Marquette University College of Business, Milwaukee WI, October 16, 2002
- "Spirituality and Organizational leadership", Presentation to the Doctoral Program in Organizational Change, Pepperdine University Graduate School of Education and Psychology, Monterey Mexico, January 27, 2003
- "The Spiritual Challenges of Power in the Lives of Organizational Leaders", The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics, Thunderbird; American Graduate School of International Management, Glendale AZ, February 18, 2003
- "Called to Make a Difference; Spirit at Work in Organizational Life". University of San Francisco, February 19, 2003
- "Spirituality and Management of Change," Doctoral Program in Organizational Change, Pepperdine University, Monterey MX, January 12 2004
- "Exploring Strategic Decision Failures: Spiritual Discernment and Contemporary Decision Theory", Provost's Distinguished Lecture, Bentley College, May 7, 2004
- "The Fall From Grace: How power derails highly gifted people", Center for Ethical Leadership, Concordia College, Moorehead MN, October 15, 2004.
- "Finding Your Calling: Searching for the Intersection Between Personal Gifts and Societal Needs", Academic Affairs and Center for Ethical Leadership, Concordia College, Moorehead MN, October 14, 2004.
- "A Spiritual Perspective on Contemporary Public Leadership", Presentation to the Public Administration Masters Program, University of LaVerne, LaVerne CA, April 18, 2005
- "Called to Make a Difference: Spirit at Work in Organizational Life." Center for Ethics, John

Carroll University, Cleveland OH, April 25, 2005

“The Ignatian Faculty Forum: A Spiritual Leadership Development Program”, Faculty Forum, John Carroll University, Cleveland OH, April 25, 2005

“Discernment: A Challenge for Strategic Corporate Decisions”, St. Mary’s University, Center for Spirituality of Work, Inaugural Conference, Halifax, NS, June 23-24, 2005

“Leadership Discernment Groups: A Protocol for Spiritual Development of Leaders”, St. Mary’s University, Center for Spirituality of Work, Inaugural Conference, Halifax, NS, June 23-24, 2005

“Integrating Meditation Into Teaching”, The Wilder Teaching Professors and the American Council of Learned Societies Distinguished Lecture, Bentley University, Belmont MA, April 26, 2006

"A Needed Theology of Organizational Leadership," Commencement Address, Dominican School of Philosophy and Theology, GTU Berkeley, CA, May 19, 2006

“The Special Seductions of Leadership Power”, Plenary Address, *The William J. Toth Memorial Summit for Business Leaders*, Seaton Hall University, South Orange, N.J., June 19, 2008

### **Presentations to Accredited Medical Courses**

“Understanding the Social Political Processes of Change” presentation to the National Institute on Health Care Leadership, Indian Wells, CA November 17, 1996

“Change Management,” A presentation to the American College of Physician Executives Winter Forum, La Jolla, CA, January 25, 1997

“Understanding the Innovation Process in Contemporary Medical Administration” presentation to the Spring Institute of the American College of Physician Executives, San Antonio, TX, May 12, 1997

"Effective Senior Leadership in Rapid Change Healthcare." Presentation to the International Federation of Health Funds. New Orleans, September 26, 1997.

"The Management of Innovation in Rapid Change Healthcare." American College of Physician Executives Fall Institute, 1997, 1998, 1999, 2000, Spring Institute, 1997, 1998, 1999, 2000, 2001

"The Management of Change." St. Francis Hospitals Education Center, Tulsa, OK, February 14-28, 1998.

"Innovation and the Role of the Trustee." The Governance Institute, Phoenix, AZ, April 6, 1998.

"Senior Leadership Roles in Innovation." St. Vincent Hospitals and Health Services, Indianapolis, Ind., May 13, 1999.

"Organizing to Structure Intrepeneurship in Health Care". Keynote presentation to the Behavior Health Care Tomorrow Conference, San Francisco, September, 1999.

"Transformation of Organization Structures at the Turn of the Century". A presentation to the Residency Program Leaders of the American Academy of Family Physicians, Kansas City MO, November, 1999.

"Spirituality and Contemporary Leadership". Directors of Family Practice Residencies, American Academy of Family Physicians, Kansas City MO, June, 2000

“Leading from the Deep Inner Self”, Ascension Health Leadership Conference, St. Louis, Marc h, 2004.

- “Discerning Leadership”, Presentation to Fellows, American College of Physician Executives, Las Vegas NV, April, 2004
- “ Management of Innovation: Challenges in Contemporary Healthcare“, Presentation to the University Medical Center Alliance, University of Memphis Medical School Advanced Training Program, Memphis TN, October 28, 2004
- "Reflections On Purpose and Call in Healthcare", MeritCare Health System, Moorehead, MN, October 15, 2004
- “The Innovation Imperative in Healthcare.” Presentation to Conference: Advancing Nursing Practice: Reviving Our Passion to Design Our Future. Fargo ND, April 28, 2005
- “The Management of Innovation in Rapid Change Healthcare.” Intermountain Health Care Advanced Quality Control Program One half-day workshop, Accredited Course, three times a year, August, November, April, 2005-6
- Andre L. Delbecq, “The Spiritual Journey of Leadership” Presented at conference: Re-Forming Healthcare, St. Joseph Health System, San Diego, CA. October 21, 2005
- “Struggling With Healthcare In the Midst of Contemporary Change”, Advanced Medical Leadership Program, Stanford Hospital and Clinics November 4, 2005
- “The Management of Innovation in Healthcare”, Duke University Medical Center, Durham North Carolina, Feb 11, 2006
- “Political Processes Associated with Professional Association Interventions” American Academy of Ophthalmology, San Francisco, August 5, 2006
- “Health Crisis Within A Non-Supportive Critical Care Culture”, Critical Incident Presentation, Ascension Health Trustee and Sponsor’s Conference, October 15-16, Scottsdale, AZ. 2007 (60 Healthcare Administrators)
- “Managing Innovation with a Spiritual Lens: A Board Perspective” Seton Hospital Trustees, Saturday October 20, 2007 Burlingame CA (35 Trustees, Sponsors and Board Members)
- “Linking Spiritual Discernment to Strategic Decision-Making: A Board Perspective,” Plenary Address, St. Joseph Health Care System, Orange California, Annual Trustee Conference, October 26-26, 2007, Albuquerque, New Mexico. (300 trustees and administrators)
- “A Higher Education Perspective on Leadership Formation”, Catholic Health Association, *Forming Leaders for Catholic Health Care and Education, First Dialog*. Conference, Chicago IL, December 6, 2008. (30 Health Care Educators)
- A Spiritual Perspective on the Challenge on Healthcare Innovation,” Presentation to Planning Board, Catholic Healthcare West, San Francisco, March 31, 2008. (30 senior executives)
- “A Board Level Perspective on Discernment and Spiritual Disciplines”, Plenary Address and Workshop, Sisters of St. Joseph of Leavenworth Health System, Board of Trustee’s Retreat, Sonoma California, June 5, 2008(50 trustees and executives)

## PROFESSIONAL RECOGNITION

- Elected to Research Evaluation Committee, Midwest Academy of Management, 1969.
- Elected Secretary-Treasurer, Midwest Academy of Management, 1970.
- President-Elect, Midwest Academy of Management, 1972.
- Program Chair, Midwest Academy of Management, 1973.
- President, Midwest Academy of Management, 1974.
- Program Chair, Management Division, Midwest Business Administration Association, 1973.
- Appointed to Board of Directors, Center for Management Education, Grand Valley State College, Michigan, 1973.
- Elected to Board of Governors, National Academy of Management, 1973-75.
- Chair, Department of Management, University of Wisconsin-Madison, 1973-74.
- Chair, Organization Theory Division, National Academy of Management, 1973-74.
- Chair, Administrative Operations Study, National Academy of Management, 1974-75.
- Executive Committee, Organization Behavior Division, National Academy of Management, 1974-75.
- Elected a Fellow in the Academy of Management in recognition of outstanding contributions by superior research, scholarship and service, August, 1975.
- Co-Chair, Public Management Interest Group, Academy of Management, 1976-77.
- Leavy School Exceptional Performance Award for Teaching, Research & Service, 1997.
- Western Academy of Management Presidential Award for Exceptional Contributions to Teaching, Scholarship and Service, 1998.
- Dean's Award for exceptional service, 1998, Levey School of Business
- Organizational Behavior Teaching Society Recognition Award for Distinguished Service, Las Cruces, New Mexico, June, 1999.
- Managerial Consultation Division, Academy of Management Scholarly Recognition, August, 2000.
- One of ten scholars selected to conduct North American Symposia for Doctoral Students in Management, 1976.
- One of eleven scholars to conduct the Doctoral Consortium, Organization and Management Theory Division, Academy of Management, 1981.
- Board of Directors, American Journal of Nursing Co., N.Y., 1980-83.
- Board of Directors, NuTech Incorporated, 1983-84; Chairman of the Board, 1985-86.
- Program Chair, Vice Chair and Chair, Management Consulting Division National Academy of Management, 1983, 1984, 1985.

Program Chair, Association of Jesuit Schools and Colleges of Business Deans, 1983.

President, Association of Deans of Jesuit Schools and Colleges of Business, 1984, 1985.

Member and Site Visitation Chair, Initial Accreditation Committee, American Assembly of Collegiate Schools of Business, 1983-85.

Elected to Board of Directors, Western Association Collegiate Schools of Business, 1985, Treasurer, 1988.

Made Honorary Member of the American Academy of Medical Directors (in recognition for contributions to the education of Physician Managers) 1985.

Standards Committee, American Assembly of Collegiate Schools of Business, 1987, 1988, 1989.

Exxon Awards Selection Committee for Joint Humanities-Business Projects, American Assembly of Collegiate Schools of Business, 1987, 1988.

Appointed to the Exceptional Candidates Committee, Academy of Management Fellows, 1988-89, Chair, 1989.

Board of Directors, Winkler McManus, Inc., San Francisco, 1988-1992.

Task Force to Study Implications of Porter-McKibbin Study of Business Education, OBTC, 1988-89.

Board of Directors, Organization Behavior Teaching Society, 1989-1991.

Selection Committee for Academic and Service Awards, National Academy of Management, 1988-89, Chair 1989.

Young Faculty Symposium Speaker, Western Academy of Management, 1989.

Board of Directors Ceramic Bonding, Inc., Mountain View, CA, 1989.

Program Committee, Western Academy of Management 1988, 89, 90, 91, 92, 93, 94, 95.

City of San Jose, Advisory Board for International Trade and Development, 1989, 1990, 1991.

Chairman, Normandy (France) Advisory Board in California, 1989, 1990, 1991.

Doctoral Student and Junior Faculty Symposium Speaker, National Academy of Management, 1990.

Elected Vice-President & Program Chair Elect, 1991, Program Chair 1992-93, President 1993-94, Western Academy of Management.

Selection Committee, Educator & Service Awards, National Academy of Management, 1991.

Accreditation Review Team, Western Association of Schools and Colleges, 1992.

Symposium on "Non-traditional approaches to Learning" selected by two divisions of the National Academy of Management: Organization Theory and Managerial Consultation 1992.

Selected to participate in the Junior Faculty and Doctoral Student Consortium, Western Academy of Management, Spokane, 1992.

Elected Chairman of the Board, Winkler McManus, 1992-1999.

Committee to Select Distinguished Educator and Service Awards, National Academy of Management 1992.

Committee to Select Bradford Award, Organization Behavior Teaching Society, 1992-1993.

Identified as "Seminal Contributor to the Study of Organizations" by the Army Research Institute and participated in the identification of research priorities, January, 1993.

Elected 8th Dean of Fellows, by the 185 Fellows of the Academy of Management, August, 1993 - 1996

Selected to serve on Founders Award Committee, Managerial Consultation Division, Academy of Management.

Named "Consul Honoraire" by the City of Rouen in recognition of liaison between Normandy and Silicon Valley.

Elected as President Elect, Faculty Senate, Santa Clara University 1994, President, 1995.

Western Association of Schools and Colleges Accreditation Team, 1989, 1994.

Chair of Committee to select "Outstanding Papers," Western Academy of Management, 1995.

Chair, Committee to Develop Creative Program Design, National Academy of Management, 1995-96.

Chair, Stephen Robbins Young Scholar Award Committee, Western Academy of Management, 1995.

University Faculty Administration Governance Committee, Santa Clara University, 1994-95.

Chair, "Breaking the Frame Award," Western Academy of Management, 1995

Appointed Executive Director of the Organization Behavior Teaching Society, 1996 – 1999

Leavey School of Business, Extraordinary, Achievement Award, Teachers, Scholarship and Service, 1998-1999

Elected to Who's Who in Management Science, 2000

Academy of Management Journal Hall of Fame (Bronze Award) 2000

Board of Scholars, Chief Executive Leadership Institute, 2000-2004

Elected to Who's Who in Management & Science: Selected as one of 186 U.S. scholars for recognition.

Board of Directors, Colleagues in Jesuit Business Education 1998-present

Bannan Center of Jesuit Values, Advisory Board, 2000-2006

Inducted into the Order of the Celtic Cross (Life Time Achievement Award), Central Catholic High School Toledo Ohio, December 2, 2001

President's Faculty Recognition Award given annually to faculty who have been exemplary in their contributions to our students, their faculty colleagues, the institution and their profession. (Santa Clara University's highest faculty award.) September, 2002

Selected as one of fifteen national leaders honored for bringing contemplative practice to North American Universities by the Center for Contemplative Mind in Society program, August, 2002

Named American College of Physician Executives faculty member providing the single most valuable course (as rated by master's degree graduates 2002).

Leavey School of Business, Dean's Award for Exceptional Teaching, Research and Service, 2001-2

Named to the Board of Trustees, Ascension Health, St. Louis MO, December, 2002; Chair of the Mission, Ethics and Values Trustee Committee; 2003-present

Advisory Board, Business and Organization Ethics Partnership, Markkula Center 2002-present

Leavey School of Business, Dean's Award for Exceptional Teaching, Research and Service, 2002 – 3

Named Honorary Fellow in the American College of Physician Executives, in recognition for contributions to education, April, 2004

Leavey School of Business, Dean's Award for Exceptional Teaching, Research and Service, 2003-4

Leavey School of Business, Dean's Award for Exceptional Teaching, Research and Service, 2004-5

D.H.L. Doctor of Human Letters, *honoris causa*, 2006 from the Dominican School of Philosophy and Theology, Graduate Theological Union, Berkeley CA. in recognition for scholarship in higher education that bridges between theology, management, and executive behavior.

David L. Bradford Distinguished Educator Award, 2006 from the Organizational Behavior Teaching.

This Award acknowledges a person who has consistently demonstrated over a lifetime achievements and contributions that foster teaching and learning excellence. These individuals impact the field as a whole with their innovations and ideas that extend to a wide audience.

In the transmittal of the award special mention was made of pioneering work in organizational spirituality.

Leavey School of Business, Dean's Award, Exceptional Teaching, and Service, 2006-7

Santa Clara Faculty Senate University Professor of the Year Award, 2006-7

Extra-Ordinary Faculty Achievement in Teaching, Scholarship and Service, Leavey School of Business, Academic Year 2007-8

## **EDITORIAL BOARDS**

The Academy of Management Journal (1969-1975).

Health Services Research (1974-1979).

Organization and Administrative Services (1974-1976).

Academy of Management Review, Executive Editor, (1976-1979).

Academy of Management Review, (1979-1982).

Administration and Society, Associate Editor, (1978-2007).

Organization Behavior Teaching Review, (1989-1990).

Journal of Management Education, (1990-1998).

Journal of Management Inquiry, Section Editor, (1991-1995).

Journal High Technology Management, (1991-1992).

South African Journal of Business Management, (1994-1998).

Journal of World Business (1996-1999).

Special Reviewer, Academy of Management Journal

Special Reviewer, Academy of Management Review

Special Reviewer, Administrative Science Quarterly

Special Reviewer, Canadian Journal of Administrative Science

Special Reviewer, Contemporary Psychology.

Special Reviewer, Decision Sciences.

Special Reviewer, Inquiry.

Special Reviewer, Journal of the American Institute of Planners.

Special Reviewer, Journal of Applied Psychology.

Special Reviewer, Journal of High Technology Management and Marketing Research.

Special Reviewer, Journal of Management.

Special Reviewer, Journal of Management Studies, Oxford.

Special Reviewer, Journal of Organizational Change Management

Special Reviewer, Leadership Quarterly

Special Reviewer, Journal of Management, Spirituality and Religion

Special Reviewer, Organization Science

Special Reviewer, Sociological Inquiry.

Special Reviewer, California Management Review.

## **RESEARCH GRANTS**

"First Award: Outstanding Research Contribution to the Development of Administrative Theory and Research Methodology," from the Academy of Management, 1963.

Ford Foundation Fellowship to attend workshop on Research in Organization Behavior, Carnegie Institute of Technology, 1965.

Fellowship to attend work-measurement seminar, Southern Illinois University, October, 1965.

Wisconsin Alumni Research Foundation Fellowship to study "The Exercise of Personal Power in Complex Organizations," Summer, 1968.

Research Fellowship, Institute for Research on Poverty, academic year, 1968-69.

Wisconsin Alumni Research Foundation Grant to study educational administration, academic year, 1969-70.

Department of Education Grant for "Management Training for Higher Education Administration in

Colleges and Universities in Northern Michigan," May - July, 1969.

Grant to develop training for OEO program administrators in Wisconsin, September - April, 1969-70.

Research Grant from the State of Wisconsin Employment Services Department to develop management systems for employment of the disadvantaged, October - December, 1969.

H.E.W. grant to evaluate and train administrators in the Western Region, Comprehensive Health Planning, November - December, 1969.

Department of Education Grant to continue management training for College Presidents and Deans in the State of Michigan, July, 1970.

NASA Research Grant to study program management of the Meteorological Satellite System, Space Science and Engineering Center, Fall semester, 1970.

Grant from the University of Wisconsin Graduate School and the City of Madison to study the adoption of innovative proposals in city government.

H.E.W. Grant joint with the University of California-Berkeley to study organizational dimensions of multispecialty medical group practices, 1973-75.

Grant from the University of Wisconsin Graduate School (joint with the Department of Sociology and Social Work at the University of Wisconsin) to develop doctoral training in program evaluation, 1974-75.

Grant from Department of Labor to study task design, 1976.

Grant from University of Wisconsin Graduate School to analyze medical group data, 1976.

Grants from University of Wisconsin, Office of Continuing Education to develop extended time-table courses for State Government Administrators, 1976, 1977 and 1978.

Grant from the American Academy of Medical Group Practices to develop instructional programs for medical administration, 1977.

Training Grant from National Institute of Mental Health for trainees in Evaluation Research, 1976-77.

Grant from University of Wisconsin Medical Center to design a study of a Juvenile Detoxification, 1978.

Grant from National Institute of Mental Health Experimental Projects Unit to Increase State Capability in Evaluation Research, 1978-79.

Grant from the American Group Practice Foundation to evaluate administrative leadership training, 1979.

Rockefeller Foundation Grant to assist the International Conference on Gramaceous Downey Mildew Disease, Bellagio, Italy, 1980.

Grant from Mervyn's Foundation to establish a Retail Management Institute, University of Santa Clara, 1980.

Fellowship to study the organization aspects of the National Health Service, London, England, 1981.

Grant with Joseph Weiss to study CEO perspectives of regional business cultures: Route 128, vs. Silicon Valley, 1985.

Grant from Estes Park Institute to study Governance Structures of Medical Centers, 1986-87.

Grants from Tomoe Valve Co., Osaka, Japan for International Business Program, 1985-88.

Grant from the American Assembly of Collegiate Schools of Business to Study Telecommunications Impact on Business Education, 1988.

Center for Health Services Research, University of Wisconsin, Madison to Develop Protocol of Technology Transfer, 1990-1993.

Human Resources Grant, Leavey School of Business, CEO Leadership Study in Technology Firms, 1991.

Grant from the American College of Physician Executives to develop an advanced seminar in medical innovation, 1992-1993.

Grant from the Leavey School of Business to explore Video Extended Learning, 1995.

Grant from the Leavey School of Business to create video history of key Silicon Valley CEO presentations, 1996

Leavey School of Business Sabbatical Grant, 1997-98

American Council of Learned Societies Contemplative Practice Fellowship Supported by the Nathan Cummings Foundation, 1997

Presidential Grant, Santa Clara University, 1998, 1999, 2000

Dialog and Design Grant. The Bannan Foundation, 1999

Contemplative Mind in Society and American Council of Learned Societies Grant 1999

Grant from Catalytica Corporation to Spirituality Institute, 2000, 2001

Bannan Institute Project Grant, 2002

Institute For Ecumenical Culture and Research, 2002

American Leadership Forum of Silicon Valley Grant, 2003

Center for Jesuit Education Grant, 2003

Center for Jesuit Education Grant, 2004

Ascension Health Research Grant, 2004

Fellowship to Attend Conference on Ecclesiology and Spirituality, Catholic Health Association, Rome, Italy, 2005

Center for Jesuit Education Grant 2005

Center for Jesuit Education Grant 2006

Center for Jesuit Education Grant 2007

Center for Jesuit Education Grant, 2008

Sabbatical Grant, Santa Clara University 2007-8

Ascension Health Research Grant, 2008

## SCHOLARLY PAPERS AND SYMPOSIA

### Papers Delivered to Professional Societies

Midwest Academy of Management Meetings, 1965, 1966, 1967, 1968, 1970, 1978, 1979.

Midwest Business Administration Association, 1967, 1968, 1969, 1973.

Western Academy of Management, 1974, 1977, 1980, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2005, 2007, 2008, 2009

American Sociological Association National Meetings, 1967, 1972, 1973, 1975.

College and University Personnel Administrators National Meeting, 1968.

American Association of Collegiate Schools of Business, 1968, 1983, 1984, 1985, 1986.

National Child Welfare League Convention, 1970, 1971, 1972, 1973, 1975.  
Administrative Management Society International Convention, 1970.

Family Services Association, State of Wisconsin, 1971.

American Public Health Association National Convention, 1971, 1976.

American Association of Comprehensive Health Planners, 1971.

American Society of Personnel Administrators, 1970, 1971, 1972.

American Society of Training Directors, 1971, 1978, 1979, 1980, 1982, 1983, 1984.

Association of Planning Councils, 1972.

American Institute of Decision Sciences, 1972, 1973.

National Academy of Management, 1963, 1970, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009

American Society for Public Administrators, 1975, 1977, 1978, 1980.

Family Services Association of America, 1973.

Operations Research Society of America, 1973.

Evaluation Research Society, 1978.

Western Assembly of Collegiate Schools of Business, 1982, 1983, 1984, 1985, 1986, 1987, 1988.

Estes Park Institute Hospital and Medical Staff Conferences, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992.

American Academy of Medical Directors Physician in Management, Seminars, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986.

American College of Physician Executives, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004

National Science Foundation, 1979

Jesuit Business School Deans Conference, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988.

San Francisco Organizational Development Network, 1980.

American Psychological Association, (two papers) 1986.

Senior Trainers Conference, America Society of Training Directors, 1987.

Organization Behavior Teaching Conference, 1984, 1988, 1989, 1990, 1991, 1992, 1993., 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2009

Decision Sciences 1990.

Institute for Health Care Improvement, 1994.

Colleagues in Jesuit Business Education, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007,2008, 2009

National Academy of Sciences 2002

### **UNIVERSITY PRESENTATIONS**

Case Institute of Technology, 1964.

Southern Illinois University, 1965.

Merrimack College, North Andover, Massachusetts, 1965.

University of Illinois, 1966.

Villa Madonna College, Covington, Kentucky, 1966.

Northern Michigan University, 1968.

University of Georgia, 1970.

Rider College, Trenton, New Jersey, (Second Annual Franklin G. Moore Lecture on Higher Education for Management), 1970.

University of Wisconsin-Milwaukee, 1971.

University of Tokyo, 1971.

Business Leadership Program, University of South Africa, Cape Town, 1971.

Vanderbilt University, 1971, 1972.

John Hopkins University, 1972.

Bio-Medical Communications Department, University of Nebraska Medical Center, 1973.

University of Florida at Gainesville, 1973.

School of Public Health, University of California-Berkeley, 1973.

Southern Methodist University, Texas, 1973.

School of Psychiatry, University of California-Berkeley, 1973.

University of South Africa, Pretoria, 1973.

Bedriftsøkonomisk Institutt, Oslo, Norway, 1973.

University of California-Berkeley, School of Public Health, 1974.

University of Nebraska Psychiatric Institute, 1974.

Oregon State University, 1974.

St. Cloud State College, St. Cloud, Minnesota, 1974.

National Science Foundation Symposium, Georgia Institute of Technology, 1974.

University of Denver, 1975.

United States Air Force Academy, 1975.

Michigan State University, 1975.

University of Wisconsin-Milwaukee, 1975, 1976.

Syracuse University, 1976.

University of Louisville, 1976, 1977, 1978.

University of Minnesota at Duluth, 1977.

National Conference on Administration in the Human Services, Wingspread, June 1977.

The Wharton School, 1979.

Western Australian Institute of Technology, 1979.

University of Western Australia, 1979.

University of Wisconsin, Teleconferencing, 1980.

Willamette University Business Government Roundtable, 1981.

University of Minnesota, 1982.

Stanford University, 1982.

University of Illinois-Urbana, Office of Naval Research, 1983.

Stanford University, 1983.

Santa Clara University, 1984.

Boise State University, 1984.

University of Illinois, 1984.

Stanford University, 1984.

University of California, Berkeley, 1984.

University of Illinois, Urbana, 1985.

University of Maryland, 1985.

University of Pittsburgh, 1986.

University of Maryland, 1986.

University of California, Davis, 1985, 1986, 1987, 1988.

University of the Pacific, 1987.

University of Wisconsin, 1987.

University of Toledo, 1988.

University of Maryland, 1988.

University of Wisconsin, 1988.

University of California, Los Angeles, 1988.

University of Maryland, College Park, 1988.

California Lutheran University, 1987.

St. Joseph's University, Philadelphia, 1989.

University of California, Los Angeles, 1989.

Utah State University, 1989.

University of California, Irvine, 1990.

University of Alabama, Birmingham, 1990

Wharton School, University of Pennsylvania, 1991.

University of Nebraska, Omaha, 1992.

Illinois Benedictine College 1993.

University of California, Irvine, 1993.

University of South Africa, 1993.

University of Wisconsin, 1993.

University of British Columbia, 1994.

Boise State University, 1994

University of Detroit, 1995

University of British Columbia, 1995

University of California Northridge, 1995

University of Illinois, Chicago Circle, 1996

Pepperdine University, 1995, 1996, 1997, 1998

University of British Columbia, 1996

Emory University, 1996

Seattle University, 1997

University of La Verne, 1998

Portland University, 1998

INSEAD, 1999

Buconni University, 1999

Stanford University, 1999

Texas Tech University, 2000

Pepperdine University, 2000

University of Mass., Amherst, 2000

McGill University, 2001

Rockhurst College, 2001

Yale University, 2001

Simon Fraser University, 2001

La Sierra University, 2002

St. Edwards's University, 2002

California Divinity School of the Pacific, 2002

St. Francis Seminary, Milwaukee, 2002

Marquette University, 2002

Pepperdine University 2003

Thunderbird: American Graduate School of International Management 2003

University of San Francisco, 2003

Pepperdine University, 2004

Bentley College, 2004

University of San Francisco, 2004

St. Thomas University, 2004

Concordia College, 2004  
John Carroll University, 2005  
University of LaVerne, 2005  
St. Mary's University Halifax, 2005  
Concordia College, 2005  
Stanford University, 2005  
St. Louis Univeresity 2005  
Bentley College, 2006  
St. Louis University, 2006  
Gonzaga University 2006  
Duke University 2006  
California Institute of Integral Studies 2007  
Seaton Hall University, 2008  
University of Notre Dame, 2008  
St. Scholastica University, 2008  
Aquinas Institute of Theology, St. Louis, 2008  
CIRAN, Quebec 2008  
University of Arkansas 2009  
University of Minnesota, 2009  
St. Thomas University 2009  
Georgetown University, 2009

## **BUSINESS CONSULTATION AND TRAINING**

### **Corporate and Business**

Conducted conference, "The Management of Professional Service Organizations," Wisconsin and Illinois Associations of Chamber of Commerce Executives, Rockton, Ill., May 1972.

Delivered paper, "Executive Stress," Institute of Internal Auditors, Milwaukee, 1972.

Lecturer, The Bank Administration Institute, Madison, WI., July 1972, 1973, 1974, 1975, 1976, 1977, 1978.

Consultant, Marketing Management Program, General Electric, 1972.

Conducted workshop, International Better Methods Conference, Chicago, Ill., October 1972.

Conference on Program and Project Management, Kimberly-Clark Corporation, Neenah, WI., October 1972.

Conducted Executive Development Program, Northwest Mutual Life Insurance Company, January 1973.

Conducted Executive Development Program for Corporate Presidents and Boards of Directors, Sentry Insurance Company, April 1973.

Addressed Wisconsin State Chamber of Commerce, 1975.

Conducted Workshop on Organizational Innovation for Honeywell, Control Data, Northwest Banco and 3-M, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983.

Consultant to Minneapolis Honeywell, Aeronautics and Aerospace Division, 1970.

Addressed Executive Retreat, Energy Absorption Systems, Inc., 1975.

Addressed CUNA (Credit Union Administrators), 1974, 1975, 1976.

Conducted workshop for the National Management Association, 1977.

Lockheed Management Programs, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1995, 1996, 1997, 1998, 1999

CUNA National Association, Consultation, November - May, 1979.

Conference for Western Electric Corporation, 1980.

Lockheed Executive Retreat, 1980.

American Society of Training Directors, 1980, 1981, 1982, 1983, 1987.

Robert Morris Associates Western Regional Banking Conference, 1982.

Purchasing Management Association, 1982.

American Electronic Association, 1981, 1982, 1983.

Seminar in Corporate Excellence: Creating and Sustaining Corporate Culture, 1983.

Seminar in Corporate Excellence: Managing Innovation to Keep the Competitive Edge, 1983.

Seminar in Corporate Excellence: Managing Rapid Growth in High Technology Firms, 1983.

Board of Directors, NUTECH, Inc., 1983-86.

Chairman of the Board, NUTECH, 1984-1986.

Strategic Planning Conference, Beacon Oil Co., Los Angeles, April 1983.

Memorex Managers Conference, Santa Clara, CA 1983.

Seminar in Corporate Excellence: Sharing Commitment to Corporate Values, 1984.

Seminar in Corporate Excellence: Stimulating Innovating, 1984.

Seminar in Corporate Excellence: Winning in a Turbulent Market Place, 1984.

Association for Management Systems, San Francisco, March 1984.

Seminar in Corporate Excellence: Winning! How to Succeed in Today's Marketplace, 1985.

Sun Coast Management Institute, Tampa, FL. December 1984.

Association for Management Systems, San Francisco, March 1984.

Electronics Association of California, Presidents Conference, La Jolla, CA., January 1985.

SRI International Planning Forum, Palo Alto, CA., October 1985.

CornNuts, Inc., Monterey, CA, November 1985.

Syntex Ophthalmics, Palm Springs, November 1985.

Electronics Association of California, President's Conference, Palm Springs, November 1985.

Rolm Mil-Spec Computers, San Jose, CA, December 1985.

The Executive Committee, Berkeley, CA, January 1986.

California Executive Recruiters Association, Burlingame, CA, April 1986.

Seminar in Corporate Excellence: Serving the Customer, 1986.

Executive Seminar, Silicon Graphics, Monterey, CA, 1986.

Seminar in Corporate Excellence: Staying Ahead of the Competition, 1987.

Tektronics, Portland, OR, 1988, 1989, 1990

Dialog Information Systems, Palo Alto, CA, 1989, 1990.

Board of Advisors, Winkler McManus, 1989, 1990, 1991, 1992; Chairman, 1992 - 1998.

de Recat and Associates, 1991, 1992, 1993.

Right Associates, 1991.

IBM, 1991.

Catalytica, 1992, 1993, 1994, 1995. 1996, 1997, 1998, 1999, 2000.

Read-Rite, 1992.

The Executive Committee, 1991, 1992.

Project Expo: New Developments in Project Management, November, 1992.

The Executive Committee, 1993, 1994, 1996, 1997 (Association of CEO's).

Executive Programme, University of British Columbia, 1995, 1996

Winkler Advertising, 1996

In Focus, 1997

NASDAQ CEO Conference, 1997

Lincoln National Bank, 1998  
Eddie Bauer, 1998  
CEO Institute, Atlanta, GA 1999  
Chief Executive Roundtable, Lindbook, Texas, 2000  
National Cash Register, 2000.  
Wall Street Forum, 2000  
Chief Executive Leadership Institute, New Haven, CN, 2001  
Family Business Center, SCU, Oct. 2002  
KLA Tencor Oct. 2002  
Center of Executive Leadership, SCU, May 2003  
Adobe Systems, March 2003  
Global Women's Leadership Conference, 2004  
The Moorings, Miami FL. 2005  
Roche Pharmaceuticals, 2007

## **CONSULTING IN GOVERNMENT AND HEALTH EDUCATION**

### **Governmental Consulting**

Developed training programs for administrators in Community Action programs, Office of Economic Opportunity, September 1966 - August 1967.

Developed leadership training programs for the Ohio Youth Commission, February, 1967.

Consultant to the Dane County (Wisconsin) Community Action Commission, 1969.

Developed models for coordinated state planning of human service systems, State of Hawaii, June, 1970.

Consultant to New York State Health Commission, for establishment of planning priorities for the State of New York, January, 1971.

Consultant to the State of Hawaii for establishment of land use objectives and policies, April, 1972.

Consultant to the Minneapolis Regional HUD office, June, 1972.

Consultant to the National Association of County Governments, Washington, D.C., 1976.

Consultant to the Department of Health and Social Services, State of Wisconsin, regarding reorganization, 1976.

Consultant to the California Department of Justice to develop reallocation process for program realignment, 1976.

Consultant to the Department of Health and Social Services, design of the Bureau of Evaluation Research,

State of Wisconsin, 1977.

Consultant to Dane County, Wisconsin, 51.42 Board to develop a program evaluation policy, 1977.

Consultant to Division of Community Service, State of Wisconsin, to finalize reorganization planning, 1977.

Consultant to the Biological Sciences Division, National Science Foundation, regarding Scientific Conference Formats, 1979.

Appointed to the Economic Development Council, City of San Jose, 1988, 1989, 1990, 1991.

Consultant to the U.S. Army Corps of Engineers, Wash. D.C., 1988.

Consultant to office of Strategic Industries, 1989.

Consultant to the U.S. Army Corps of Engineers, regarding strategic planning, 1989.

Leadership San Jose, 1991.

Economic Development, Normandy, France, 1989, 1990, 1991, 1992.

City of Eugene, OR, 1991.

ITAR (French Development Group) 1992.

French Scientific Advisory Commission, 1993, 1994.

Alameda County Legal Aid Society, 1999

### **Educational Consulting**

Ford Foundation Consultant to review administrative structure at NOVA High School (an experimental secondary school, Ft. Lauderdale, Florida), summer 1964.

Consultant to the Center for Community Leadership Development, Extension Division, University of Wisconsin, May, 1969.

Organizational Development Study for the Division of Student Affairs, University of Wisconsin, to assist in restructuring student personnel services in light of multi-university change, August, 1969 - March, 1970.

Consultant to the University of Georgia on Management Assistance to Urban Programs, February, 1970.

Consultant to the Institute for Environmental Sciences to develop Program Management Structures at the University of Wisconsin, May, 1970.

Consultant to Vanderbilt University, Graduate School of Management, in design of Ford Foundation Workshop on Decision Making, January, 1972.

Selected by H.E.W. to serve as a National Evaluator to review the University-City Consortium, University of Cincinnati, 1973-74.

Consultant to Madison Public School System to develop Child Development Screening, 1975.

Consultant to School of Social Work, University of Louisville, 1978.

Consultant to the University of Wisconsin Law School to study external education programs, 1980.

Consultant to Utah State University, on Faculty Development 1981.

Consultant to Regis College, Programs in Business Administration, 1984.

Consultant to University of the Pacific, Stockton, regarding accreditation, 1984.

Consultant to Loyola University, Baltimore, regarding accreditation, 1984-86.

Consultant to Loyola University, Chicago, regarding accreditation, 1985-86.

Consultant to University of the Pacific, Stockton, regarding development, 1987.

Advisor, Regis College, 1988.

Advisor, Human Resource Curriculum Planning, Ph.D. Program University of Illinois, Chicago Circle, 1988.

Consultant to St. Joseph's University, Philadelphia, 1989.

Consultant to California Lutheran University, Oxnard, 1989.

Consultant to University of Detroit, School of Business, 1990.

Consultant to Loyola University, New Orleans College of Business, 1990.

Participant in Bay Area Ethics Symposium, University of California, Berkeley, 1990, 1991, 1992.

American Assembly of Collegiate Schools of Business Strategic Planning Workshop, Houston, January, 1993.

Western Association of Schools and Colleges, 1993, 1994.

Consultant to Department of Systems Management, Naval Postgraduate School, Monterey, 1994.

Consultant to University of British Columbia, Vancouver, 1994, 1995.

St. Mary's College, 1994.

Division of Counseling, Psychology and Education, Santa Clara University, 1994.

Consultant to the University of California, Northridge, 1994.

Consultant to Boise State University, 1994.

Consultant to the University of Detroit, 1995.

Consultant to University of Illinois, Chicago Circle, 1995

Consultant to St. Mary's College, 1996

Advisor to Eastern Washington University, 1996

Seattle University, 1997

University of British Columbia Hampton Research Fund, 1998

Menlo College, 1998

Jesuit School of Theology at Berkeley, 1999  
St. Mary's College, 1999  
Texas Tech University, 2000  
University of Mass. Amherst, MA 2000  
WASC Accreditation Team, 2003  
University of San Francisco, 2005  
John Carroll University, 2005  
Dominican School of Philosophy and Theology, 2005-6  
Loyola Marymount University, 2005  
Bentley College, Contemplative Mind in Society Grant 2006  
University of Dallas, 2007  
Aquinas Institute, 2008  
University of Arkansas 2009

**Health Consulting**

Consultant to Ohio Hospital Administrator's Conference, 1966.  
State of New Mexico, development of Behavioral Disabilities proposal, 1971.  
Appointed by Wisconsin Governor Patrick Lucey to the Task Force for Health Planning and Policy, 1971-72. Served on Administrative Committee of the Task Force and as a process consultant.  
Consultant to the Continuing Education Program for Neighborhood Health Centers, University of California-Berkeley, 1972.  
Consultant, Northeastern Tennessee Area Health Education Center, 1972.  
Consultant to Neighborhood Health Seminar Program, San Diego, 1973.  
Consultant to "Planning for Rural Nursing Project," H.E.W., 1973.  
Consultant to Midwest Medical Library Network to develop experimental program, 1975.  
Assisted the National Academy of Medicine, National Science Foundation, to develop group processes for estimating health manpower needs, 1975.  
Consultant to the American Academy of Medical Group Practice to develop continuing education programs, 1976, 1977, 1978, 1979.  
Consultant to Board of Directors, Waukesha Memorial Hospital, 1977.  
Consultant to Wisconsin Hospital Association to develop Trustee Education Program, 1978.  
Consultant to the Division of Health & Social Services, State of Wisconsin, 1979.  
Board of Directors, American Journal of Nursing Company, 1981, 1982, 1983, 1984.

Consultant to the President, American Nursing Association, 1980, 1981, 1982.

Consultant to Downey Community Hospital, 1984.

Consultant to Providence Hospital, Oakland, California, 1989.

Consultant to Torrence Memorial Hospital, 1990.

Scripps Hospitals & Medical Centers, 1991.

Consultant to University of Wisconsin, Madison, Health Systems Engineering, 1990, 1991, 1992, 1993, 1995.

Chairman of National Advisory Committee.

American College of Physician Executives, 1990, 1993, 1994, 1995, 1996.

Consultant to La Ronde Hospital, Oregon, 1995

Downey Community Hospital, 1997

Ascension Health Board Trustees, 2002, 2003, 2004, 2005, 2006  
Chair of Mission and Values Committee

Merit Health Fargo N.D., 2004

### **Other Public Sector Consulting**

Elected to Board of Directors, Exchange International, Ann Arbor, MI., 1972.

Consultant to Landscapes Limited for designing Citizen Participation in Land Use Planning in Northeastern United States, 1973.

Consultant to Corporation for Public Broadcasting regarding Community Needs Assessment Techniques, 1976.

Consultant to the American Association of College and Community Arts Administrators, Johnson Foundation, 1977.

Consultant to the Rockefeller Foundation regarding Program Formulation to cope with Gramacious Downy Mildew, Bellagio, Italy, 1979.

Consultant to the Edna McConnell Clark Foundation on "Institutional Disincentives," 1980.

Board of Directors, Center for the Advancement of Human Service Practice, Inc., Washington, D.C., 1980, 1981, 1982.

National Conference of Christians & Jews, San Jose, 1988.

Advisory Board, Bay Area Ethics Consortium, 1988.

World Institute on Disabilities, Berkeley, 1989.

Consultant to Director, National Conference of Christians and Jews, San Jose Office, 1992.

Association of Research Libraries, Van Couver, British Columbia, 1996.

Association of Community Organizations, San Jose, 1997

Board Councils of Santa Clara County, 1998

National Council for Community Justice, San Jose, 2003

American Leadership Forum, Fellows, San Jose, 2003

## **TRAINING AND EDUCATION SEMINARS**

### **Health**

Conference for Hospital Administrators, University of Southern California, 1970.

Seminar for Comprehensive Health Planners, State of New York, 1970.

University of Colorado National Medical Staff Conference, May 1971, September 1971, May 1972, September 1973, May 1974, September 1974.

Columbia University Medical School, "Program Planning in Health Delivery Systems," May 1971.

Conducted conference on consumer involvement in health planning, Honolulu, June 1971.

Conducted workshop at National Conference on Program Planning and Evaluation, Comprehensive Health Planning, Regional Medical Program, Brainard, MN, August 1971.

Workshop for Deans of American Medical Schools on Identifying Problems in Continuing Education in Medicine, Washington, D.C., October 1971.

Conference on Managerial Techniques for the Medical Profession, Wisconsin Dental Society, December 1971.

Conference on Citizen's Advisory Boards for Neighborhood Health Center Institute, University of California-Berkeley, January 1972.

Delivered paper, "Increasing Rationality and Creativity and Professional Meetings," Third Annual Conference on the Physician and the Hospital, Palm Springs, February 1972.

Conference: "Large and Small Hospital Organization," Jefferson City, Missouri, March 1972.

Delivered paper, "Quality Control from a Social-Psychological Perspective," New England Hospital Assembly, October 1971, November 1972, October 1973.

Estes Park Trustee and Medical Staff Conference, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992.

Conducted Training program on "Peer Group Control in Medicine," Madison Hospital Staffs, September 1973.

Conducted reorganization retreat, University of Nebraska Medical Center, October 1974.

Conducted Priority Setting Conference, National Academy of Allergists, January 1974.

Conducted Conference on Medical Quality Control, February 1974.

Conducted Conference for Northwestern University Dental Study Society, January 1976.

Conducted Training Conference for Medical Staffs, Sisters of Charity Hospitals, October 1975.

Conducted Conference for Kansas Professional Nursing Home Administrators, March 1976.

Lectured National Conference on Medical Trusteeship, Kellogg Foundation, May 1976.

Wisconsin Clinic Managers Association, June 1976.

Lectured Hawaii Medical Staff Conference, January 1977.

Conducted Conference for the Robert Wood Johnson Foundation and the American Academy of Medical Directors, Seminar II Programs, 1977, 1978, 1979, 1980, 1981, 1982, 1983.

Conducted Conference for Wisconsin Dental Society, April 1977.

Conducted Conference for Hawaii Medical Records Association, April 1977.

Lectured to American Medical Association Training Conferences, September and November 1977, November 1978.

Lectured to Annual meeting of American Osteopathic Hospital Association, April 1978.

Conducted workshop for Glen Falls New York Hospital, October 1978.

Conducted workshops for the National Student Nurses' Association, December 1978.

Lectured to Madison Surgical Society, March 1978.

Conducted workshop for St. Vincent's Medical Center, Jacksonville, FL., April 1978.

Advanced Seminar on Medical Administration, St. Thomas, Virgin Islands, December 1979, 1980, 1981.

Conducted Motivational Seminar for Nursing Administrators, Daughters of Charity, Emmitsburg, MD, March 1979.

Conference for Geisinger Medical Center, Danville, PA, March 1979.

Conference for Lutheran Medical Center, Keystone, CO, Mary 1979.

Michigan Nurses Association, East Lansing, MI, May 1979.

Conference for St. Francis Hospital, Tulsa, OK, April 1979.

Conference for Queens Medical Center, Honolulu, HI, August 1979.

Conference for Nebraska Hospital Association, Kearney, NE, October 1979.

Porter Hospital Training Conference, Denver, CO, February 1980.

Conference for King County Medical Society, Seattle, WA, April 1980.

Kaiser Permanente Organizational Development Research Group, April 1980.

Bartholomew County Hospital, Columbus, IN, June 1980.

Good Samaritan Hospital, Los Gatos, CA, June 1980.

Cleveland Clinic, April and July, 1980; June 1982.

Advanced Management Seminar, Estes Park Institute, Montreal, Canada, July 1983.

Advanced Management Seminar, Estes Park Institute, Maui, HI, 1984.

St. Louis Park Medical Center, Minneapolis, MN, May 1984.

Physician in Management Seminar, Monterey, CA, January 1984.

Western Association of Hospitals, Berkeley, CA, August 1984, August 1985 and August 1986.

American Association of Medical Directors, January 1984.

Presbyterian Intercommunity Hospital, 1984.

Santa Rosa Memorial Hospital, September 1985.

Long Beach Memorial Hospital, December 1985.

Estes Park Institute/University of Santa Clara, CEO Innovation Conference, February 1986.

Kaiser Permanente Corporate Management Group, April 1986.

Sisters of St. Francis of Baltimore, Corporate Retreat, September 1986.

Conference on Governance of Medical Centers, Estes Park Institute, Scottsdale, March 1987, Carmel, 1988.

Society of Teachers of Family Medicine, New Orleans, April 1987.

Conference, King County Medical Society, Benton, WA, May 1987.

Valley Medical Center, Benton, WA, October 1987.

Capital Health System, Harrisburg, PA, November 1987.

Family Practice Residence Program, University of California, Davis, September 1988.

University of Alabama, Birmingham, Sept. 1989.

San Jose Medical Center, Sept. 1989.

Washington Hospital, Fremont, California, Dec. 1989.

Providence Medical Center, Portland, 1990.

St. Vincents Medical Center, Portland, 1990.

Mount Diable Hospital, Walnut Creek, CA, 1990, 1991.

Mercx Inc., 1991.

Dean Medical Center, Madison, Wisconsin, December, 1992.

Institute for Health Care Improvement, Orlando, FL., December, 1993.

Health Systems Administration, University of Wisconsin, December, 1993.

St. Francis Hospital, Tulsa, Oklahoma, April, 1994.

American College of Physician Executives, National Institutes, 1993, 1994, 1995, 1996, 1997, 1998, 1999,

2000, 2001, 2002, 2003, 2004

United States Public health Service, 1994,1995, 1996

Northridge Hospital, CA, Sept., 1995

Western Regional Medical School Group, Asilomar, CA, 1995.

HMO Group Directors, San Francisco, March, 1996

Grand Ronde Hospital, La Grand, Oregon, Oct., 1996

Blue Cross Blue Shield of California, Sept., 1996

Sacred Heart Medical Center, Eugene, Oregon, November, 1996

Downey Community Hospital, April, 1997

Saint Francis Hospital, Tulsa, Feb, 1998

International Federation of Health Funds, New Orleans, 1997

The Governance Institute, Phoenix, AZ, 1998

St. Francis Hospital, Tulsa, OK, 1998

St. Vincent's Hospital, Indianapolis, IN, 1998

Oakwood Hospital, Dearborn, MI, 1998

Frodtert Hospital, Milwaukee, Wisconsin, 1999

Intermountain Healthcare, Advanced Program in Quality Control 1998, 1999, 2000, 2001, 2002, 2003, 2004,2005, 2006, 2007

St. Vincent Hospital, Eric Penn. 2000

National Behavioral Health Seminar, Washington, DC. October 2000

National Academy of Medicine, Washington, DC, September 2002

Ascension Health, Scottsdale, AZ, May 2003

St. Johns Medical Center, December, 2003

Ascension Health, Leadership Program, 2004, 2005, 2006

Conference: Advancing Nursing Practice, 2005

Duke University Ophthalmology Center, 2005

St. Joseph of Orange Health System, 2005

Ascension Health Leadership Forum, 2005, 2006

American Academy of Ophthalmology, 2006

O'Connor Hospital, San Jose, 2007

Seton Hospital, Daly City, 2007

Western Hospital, Leadership Formation Program, 2007

Ministry Formation Program, Western Hospital Network 2007, 2008, 2009

Seton Hospital Trustees, 2007

St. Joseph Health Care System Trustee Conference, 2007

Catholic Healthcare West Planning Board, 2008

Sisters of St. Joseph Leavenworth Trustees 2008

O'Connor Hospital, San Jose 2008

Catholic Hospital Association 2008

Ministry Formation Program, Western Hospital Network 2007, 2008, 2009

## **TRAINING AND EDUCATIONAL SEMINARS**

### **Government, Education and Social Services**

Wisconsin State Department of Family Services Training Program in Management, July 1970.

Conducted conference for Wisconsin Regional Planners, August 1970.

Conducted conference on "Client Involvement Techniques" for administrative heads of all state agencies in Hawaii, November 1970.

Workshop on "Administration of Human Service Organizations," Department of Public Welfare, Milwaukee, WI, April 1971.

Conducted program for Social Service Administration, Department of Public Welfare, State of Minnesota, September 1971.

Conducted workshop on Management of Organizational Conflict, Wisconsin Rural Training Program (OEO), October 1971.

Participated in workshop for French Colleges and Professional Institutes, Paris, France, January 1972.

Conducted conference, "Planning in Health and Social Services," Sacramento County Welfare Department, December 1972.

Conducted Management Analysis for City of Madison, WI, April 1973.

Conducted training program for State of Illinois, Department of Family Services, Champaign, ILL, April 1973.

Conducted training program for Milwaukee County Community Services, Milwaukee, WI, October 1973.

Assisted the Regional Coordinator for Services to the Deaf/Blind to develop a format for pre-vocational training, June 25-27, 1974.

Served at the request of Governor Patrick Lucey of the State of Wisconsin as one of nine reviewers of his reorganization plans for Health and Social Services, December 1974.

Managed a National Conference to design service delivery programs for the multiply-handicapped, December 1974.

Addressed National Conference on Needs Assessment in Human Services, Washington, D.C., April 1975.

Addressed National Association of Regional Councils, May 1975.

Addressed National Conference on Land Use Planning, July 1975.

Conference for Milwaukee Social Development Commission, August 1975.

Conference for Association of Minnesota Counties, October 1975.

Conference for the Department of Local Affairs and Development, November 1975.

National Conference on Administration in Mental Retardation Centers, March 1976.

National Conference on Needs Assessment in Human Services, April 1976.

Conferences for the Department of Local Affairs and Development Community Service Agencies, Wisconsin, July and October 1976.

National Conference on Public Participation in Planning, September 1976.

Milwaukee Social Development Commission, Staff Training, October 1976.

Association of Minnesota Counties, Administrators Training Conference, October 1976.

Conducted Needs Assessment Training Conference, Faculty of School of Social Development and Minnesota Social Service Administrations, Duluth, Minnesota, June 1977.

Conducted Conference on Planning for Alaska Arts Council, Department of Corrections and Department of Social Services, July 1977.

Lectured on Social Planning, 2nd National Needs Assessment Conference, University of Louisville, October 1977.

Conducted Conferences for State of Wisconsin Vocational and Technical Schools, July and November 1978.

Conducted Conference for the National Science Foundation and International Plant Pathology Association, Washington, D.C., August 1979.

Advanced Training Program for Community Mental Health Directors, NIMH, Washington, D.C., May 1979.

Conference for Center for Ethics and Social Policy, Bay Area Corporate Executives and Northern California Bishops, Oakland, California, May 1985.

U. S. 7th Army, Mannheim Germany, July 1986.

Addressed National Conference of Christians and Jews, Carmel, CA, March 1987.

Keynote Speaker, American Association of Museums, San Francisco, September 1987.

Association of Collegiate Entrepreneurs, National Conference, February, 1989.

Systems Library Association, April, 1989.

Instructional Administrator's, California Community Colleges, October 1989.

San Jose Community Leadership Program, June, 1991.

San Jose Association of Volunteer Organizations, Nov., 1997.

American Leadership Forum of Silicon Valley, Nov. 2002

Global Women's Leadership Forum, June, 2004

### **Training Seminars, Spirituality**

University of La Verne, 1998.

American Academy of Family Practice, 1998.

Corpus Christi University Parish, 1999.

Bannan Instituted for Jesuit Values, 1999.

American Academy of Family Practice Residency Directions, 1999.

Los Altos Buddhist Meditation Center, 2000.

Episcopal Diocese of San Jose, CA 2000

University of Mass. Amherst, 2000

American Academy Religion, 2000

Hillenbrand Theological Institute, Mundelein, IL 2000.

Counselors in Real Estate, Tuscon, AZ, 2001

Diocese of Sacramento, 2001

Irish Christian Brothers Eastern U.S. Province, 2001

McGill University, 2001

Pepperdine University 2001

Holy Names College, 2001

University of Toledo, 2001

HEC Montreal, 2001

Founder of Contemplative Community of St. Joseph, 2001

Liberal Arts Career Coordinators, Northern California, February 2002

La Sierra University, February 2002

Corpus Christi University Center, University of Toledo, November 2002

Concordia University, March 2003

Pepperdine University, January 2003

American Leadership Forum of Silicon Valley, Fellows Seminar, January 2002

Episcopal Diocese of Northern California, Retreat, May 2003

Management, Spirituality and Religion Interest Groups, Academy of Management, Retreat, Whidbey Island, August 2003

Ascension Health, March, 2004

Pastoral Ministries Program, Santa Clara University, July, 2004

Colloquium for US and Canadian Jesuit Superiors, June, 2004

Catholic and Professional Business Club: Archdiocese of San Francisco and Diocese of San Jose 2004

Commonwealth Club of San Francisco, April, 2004

Presideo Dialogs, San Francisco 2003, 2004

Social Services, Diocese of San Jose 2004

Concordia College Center for Ethics 2004

Western Jesuit Conversations, 2004

Catholic and Professional Business Club, Diocese of San Jose 2005

St. Dominic's Parish, San Francisco, Adult Leadership Group, 2005

St. Mary's College Center for Spirituality, Halifax, 2005

John Carroll University, 2005

University of LaVerne, 2005

CIRAN (Project in Ethics and Corporate Spirituality) Montreal, 2004, 2005

Episcopal Diocese of Baton Rouge, 2006

Bentley College, 2006

Diocese of San Jose, 2005, 2006

Institute for Pastoral Studies, Loyola University Chicago 2006

Dominican School of Philosophy and Theology, Graduate Theological Union, Berkeley CA 2005, 2006

Pierre Faveer Program, Jesuit Retreat Center, Los Altos 2007, 2008, 2009

Micah Project, Seaton Hall University; Woodstock Institute, Georgetown 2007

Mission Directors, Western Hospital Assoc 2007

Jesuit Retreat Center, Los Gatos April 2007

Catholic and Professional Leaders Conference, Diocese of Oakland, April 2008

Aquinas Theological Institute, St. Louis, 2008

Jesuit Retreat Center, Los Gatos, November 2008

St. Thomas University 2009

Hubert Humphrey Institute, University MN 2009

Woodstock Theological Institute, Georgetown University 2009

Fairfield University, 2009