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EDUCATION

B.A. 1970 (honors)
University of California (Santa Barbara)
Major: Political Science

M.A. 1972
The Ohio State University (Columbus)
Major: Public Administration

Ph.D. 1976
University of Massachusetts (Amherst)
Major: Organizational Behavior and Administrative Theory

BOOKS and MONOGRAPHS

The Student Leadership Challenge: Five Practices for Exemplary Leaders (with J. M. Kouzes).
San Francisco: Jossey-Bass, 2008 forthcoming.

The Leadership Challenge (with J. M. Kouzes). Fourth. San Francisco: Jossey-Bass, 2007.
Translations (to date): German, Japanese, Polish, Korean.

A Leader's Legacy (with J. M. Kouzes). San Francisco: Jossey-Bass, 2006.

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Francisco: Jossey-Bass, 2004.

The Leadership Challenge Journal (with J. M. Kouzes). San Francisco: Jossey-Bass, 2003.

The Academic Administrator's Guide to Exemplary Leadership (with J. M. Kouzes). San
Francisco: Jossey-Bass. 2003.

The Leadership Challenge (with J. M. Kouzes). Third Edition. San Francisco: Jossey-Bass,

2002. Translations: Chinese, Russian, Japanese, Korean, Lithuanian, Portuguese, and Swedish.

Winning the Checkered Flag: 10 Rules for Winning Projects (with W. A. Randolph). Englewood Cliffs, N.J.: Prentice-Hall. 2002.

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The Leadership Challenge: How to Keep Getting Extraordinary Things Done In Organizations (with J. M. Kouzes). San Francisco: Jossey-Bass, 1995. Fifteen foreign language editions. Winner of Critic's Choice Award from nation's newspaper book review editors. Main Selection of Executive Book Club and Fortune's Book Club.

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INSTRUMENTS, WORKBOOKS and VIDEOS

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2006.

Encouraging the Heart Workbook (with J.M. Kouzes). Jossey-Bass/Pfeiffer (San Francisco): 2006.

Student - Leadership Practices Inventory (with J. M. Kouzes). Jossey-Bass/Pfeiffer (San Francisco): 1998; Second Edition 2005.

Student - Leadership Practices Inventory Facilitator's Guide (with J. M. Kouzes). Jossey-Bass/Pfeiffer (San Francisco): 1998; Second Edition 2005.

Student Leadership Planner: An Action Guide to Achieving Your Personal Best (with J. M. Kouzes). Jossey-Bass/Pfeiffer (San Francisco): 2005.

The Five Practices of Exemplary Student Leaders (monograph) (with J. M. Kouzes). Jossey-Bass/Pfeiffer (San Francisco): 2005.

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SCHOLARLY PUBLICATIONS

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Strategies for Development and Fund Raising. Association of Jesuit Colleges and Universities Business School Deans Conference (Baltimore), November 2003.

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Rest Stops Along The Way. Organizational Behavior Teaching Conference (National: Charlottesville), June, 1985.

Performance Appraisal Systems: Current Practices--Future Needs (with J. Hall & J. Harder). Academy of Management (Western Division: San Diego), March, 1985.

Performance Appraisal: Descriptions vs. Prescriptions (with J. L. Hall & J. Harder). Association for Human Resources Management and Organizational Behavior (National: Denver), February, 1985.

Sex Discrimination: It's in the Applicants? (with W. A. Randolph & J. Schmidt-Posner). Academy of Management (National: Boston), August, 1984.

What's Missing in OB? The Developmental Perspective (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Boise), May, 1984.

Having Fun in the Classroom (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Boise), May, 1984.

Shared Values Make A Difference and How Executives Do It (with W. L. Schmidt). Academy of Management (Western: Vancouver), April, 1984.

The Relationship Between Personality Characteristics and the Selection of Conflict Resolution Strategies (with P. K. Mills & N. Margulies). Academy of Management (Western: Vancouver), April, 1984.

- Beyond French and Raven: Conceptualizing the Bases of Power (With W. A. Randolph, D. A. Butterfield, & G. N. Powell). Southern Management Association (Atlanta), November, 1983.
- The Contribution of Socialization Practices on Satisfaction and Commitment (with M. R. Louis & G. N. Powell). Southern Management Association (Atlanta), November, 1983.
- Organizational Culture: How It Is Created, Maintained, and Changed (with J. M. Kouzes and D. Caldwell). Organizational Development Network (National: Los Angeles), October, 1983.
- Individual's Moral Development and the Impact on Group Decisions. Academy of Management (National: Dallas), August, 1983.
- American and European Executives' Life Values: A Comparative Study (with W. H. Schmidt). Academy of Management (National: Dallas), August, 1983.
- Problems Focus to Management Development for High Technology Middle Managers (with J. M. Kouzes). Academy of Management (National: Dallas), August, 1983.
- The Values and Expectations of Senior Public Executives (with W. H. Schmidt). American Society for Public Administration (National: New York), April, 1983.
- Socialization Practices, Job Satisfaction and Commitment (with M. R. Louis). Academy of Management (Western Division: Santa Barbara), March, 1982.
- Sex Discrimination in Response to Mailed Resumes (with S. R. McIntyre). American Institute for Decision Sciences (National: San Francisco), November 1982.
- Executive Values and Ethical Dilemmas (with W. H. Schmidt). Academy of Management (National: New York), August, 1982.
- Sex Effects on Managerial Value Systems (with G. N. Powell & W. H. Schmidt). Academy of Management (National: New York), August, 1982.
- Applicability of Good Manager Profile to Presidents and Presidential Candidates (with D. A. Butterfield & G. N. Powell). 20th Congress of Applied Psychology, International Association of Applied Psychology (Edinburgh, Scotland), July, 1982.
- Customer-Firm Interface: Its Role in the Structure of Service Organizations (with P. K. Mills). Academy of Management (Western Division: Colorado Springs), April, 1982.
- The Impact of Values and Technology on the Structuring of Service Organizations (with P. K. Mills). Academy of Management (Western Division: Colorado Springs), April 1982.
- Adapting Japanese Style Management: Issues and Obstacles (with J. L. Hall & J. K. Leidecker).

- Academy of Management (Western Division: Colorado Springs), April 1982.
- Leadership and Power. American Institute for Decision Sciences (National: Boston), November, 1981.
- Another look at Predicting Pay Satisfaction from Nonpay Work Variables. American Institute for Decision Sciences (National: Boston), November 1981.
- Organizational Life Cycles and Organization Development (with W. A. Randolph). American Institute for Decision Sciences (National: Boston), November, 1981.
- Gender Differences in Socialization Experiences (with G. N. Powell). American Institute for Decision Sciences (National: Boston), November, 1981.
- Top Executives: Their Values and Ethical Considerations. Academy of Management (National: San Diego), August, 1981.
- A Preliminary Comparison of the Values of Public and Business Administrators (with W. H. Schmidt). Academy of Management (National: San Diego), August, 1981.
- Teaching Organization Behavior from a Developmental or Life Cycle Perspective. Organizational Behavior Teaching Conference (National: Boston), June, 1981.
- Measuring the Bases of Power: Updating French and Raven. American Institute for Decision Sciences (National: Las Vegas), November, 1980.
- Investigating the Relationship Between Good Managers, Presidents, and Presidential Candidates (with G. N. Powell & D. A. Butterfield). American Institute for Decision Sciences (National: Las Vegas), November, 1980.
- Getting Hired: An Exploratory Comparison of Recruiter, Student and Faculty Perceptions. American Institute for Decision Sciences (National: Las Vegas), November, 1980.
- Sex Role Stereotyping and Importance Placed on Job Applicant Characteristics by College Recruiters (with G. N. Powell). Academy of Management (National: Detroit), August, 1980.
- The Ethics and Values of What We Teach (with J. L. Hall). Organizational Behavior Teaching Conference (National: Los Angeles), June, 1980.
- An Exploratory Study Comparing the Personal Value Systems of College Students, Faculty, and Company Recruiters. Academy of Management (Western Division: Phoenix), March, 1980.
- The Contribution of Referent Choice to Job Satisfaction (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (National: New Orleans), November, 1979.

Role Ambiguity and Conflict in Hospitals and the Moderating Effects of Participation in Decision Making and Tolerance for Conflict (with R. L. Phillips). American Institute for Decision Sciences (National: New Orleans), November, 1979.

Racial and Sexual Discrimination in the Recruitment Process (with S. H. McIntyre & D. J. Moberg). Academy of Management (National: Atlanta), August, 1979.

Organizational Development and the Life Cycle of Organizations (with W. A. Randolph). Academy of Management (National: Atlanta), August, 1979.

Change Processes in Organizations: Implications for Effectiveness (with G. N. Powell). The Institute of Management Sciences (International: Honolulu), June, 1979.

Discrimination in Response to Mailed Resumes (with S. H. McIntyre & D. J. Moberg). Academy of Management (Western Division: Portland), April, 1979.

A Behavioral Study of Nurses and Respiratory Therapist (with R. L. Phillips). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.

Are the Values of Engineers and Engineering Managers Really Different? (with J. M. Munson). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.

Referents Used in Determining Employees' Satisfaction with Pay (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.

Criteria for Salary Determination: The Effect of Perceived Discrepancies on Pay Satisfaction (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.

The Importance of Personal Value Consensus Between Subordinates and Their Supervisors (with J. M. Munson). American Institute for Decision Sciences (National: St. Louis), November, 1978.

Values as Predictors of Self-Perceived Job Success and Management Job Classification (with J. M. Munson). American Institute for Decision Sciences (National: St. Louis), November, 1978.

Relationships Among Role Ambiguity, Perceived Situational Characteristics and Perceived Effectiveness/Satisfaction Measures (with W. A. Randolph). Academy of Management (National: San Francisco), August, 1978.

What Individuals Mean By Having Power and Control in Organizations. Academy of Management (National: San Francisco), August, 1978.

Opportunities, Challenges and Pitfalls in Teaching Organization Development. Organizational

Behavior Teaching Conference (National: Columbia, SC), May, 1978.

On Simulating Organizational Behavior and Theory (with W. A. Randolph). Academy of Management (Western Division: Sacramento), April, 1978.

A Comparison of Students and Public Sector Managers on Machiavellianism and Job-Related Correlates. American Institute for Decision Sciences (Western Regional: San Diego), March, 1978.

A Practical Decision Tree Approach to Designing Learning Situations (with W. A. Randolph). American Institute for Decision Sciences (National: Chicago), October, 1977.

Curriculum in Organization Development: A Survey of the State of the Art (with D. J. Moberg). Academy of Management (National: Orlando), August, 1977.

Perceived Situational Moderators of the Relationship Between Role Stress, Job Satisfaction and Organizational Effectiveness in a Hospital Setting (with W. A. Randolph). Academy of Management (National: Orlando), August, 1977.

When to Use Cases, Lectures, Experiential Exercises, Etc.? (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Toronto), May, 1977.

Seniority: A Problem in Performance-Reward Systems (with D. J. Moberg). Academy of Management (Western Division: Sun Valley), March, 1977.

Improving the Design of Learning Situations (with W. A. Randolph). American Institute for Decision Sciences (National: San Francisco), October, 1976.

LEADERSHIP DEVELOPMENT ACTIVITIES WITH:

Adaptec	Alcoa
Alcoa of Australia	Amdahl Corporation
American Electronics Association	American Institute of Architects (AIA)
American Society of Healthcare Environmental Managers	
American Youth Museums	Amfac Resorts
Amoco Oil Company	Apple Computer
Applied Materials	ARCO Chemical Company
ARCO Coal Company	Association for Systems Management (ASM)
Association of Fraternity Advisors (AFA)	Association of Washington School Principals
Australian Institute of Company Directors	
Australian Institute of Management (Perth; Sydney)	
Australia Post	Australian Taxation Office (WA)
Automotive Holdings (WA)	BASF Structural Materials - NARMCO
Beneficial Management Corporation	Bunnings (Australia)
California Agricultural Leadership Academy	

California Business-Higher Education Forum
 California Community College Student Affairs Association
 California League of Food Processors California State Manager's Forum
 California State Automobile Association California Pacific Medical Center
 California State University (Northridge, Sacramento, Sonoma)
 Canadian Association of University Business Officers
 Charles Schwab Ciba-Geigy
 CIBA VISION City of Mountain View
 City of Los Altos Comerca Bank
 Community College League of California Computer Sciences Corporation
 Conference Board of Canada Control Data Corporation
 Cotelligent County of Sacramento (CA)
 Cornerstone University (MI) CRM Films
 DeAnza-Foothill Community College District
 DIAL Corporation Drake University
 E! (Entertainment Television) El Camino Hospital
 Electronics Association of California Gavilan Community College
 Genetech Gymboree Corporation
 Farm Bureau Financial Services
 Fentress Bradburn Achitects Florida State University
 FMC Harshaw - Filtrol Partnership
 Hewlett-Packard Honeywell
 Hyatt Legal Services IBM
 Institute for Management Studies (Boston, Chicago, Connecticut, Dallas,
 Edinburgh, Houston, London, Los Angeles, Minneapolis, New Jersey,
 New Orleans, New York, Philadelphia, San Francisco, Seattle)
 Instituto de Administracion Cientifica de las Empresas (Mexico)
 Internal Revenue Service (IRS) ITT
 International Management Council Kaiser Permanente Health Care
 Kent State University Knight-Ridder Newspapers
 La Sierra University Lipscomb University
 Lockheed Martin Loyola University, Chicago
 Lucille Packard Children's Hospital McDonnell Douglas
 Measurex Merck
 Mervyn's Motorola
 National Association for Campus Activities (NACA)
 National Association of Colleges and Employers (NACE)
 National Association of Credit Managers (NACM)
 National Association of Convenience Store Owners
 National Association of State Information Resource Executives
 National Association of Student Personnel Administrators (NASPA)
 Navigation Technologies Network Appliance
 New Jersey HR Planning Society North Texas State University
 Northern California Grant Makers Northrop Grumman Corporation
 Novacor (Canada) Nursing Leadership Institute (Toronto)
 Pacific Association of College Registrars and Admissions Officers

Pacific Telesis	Philadelphia School District
PNM (Public Service Company of New Mexico)	
PRAXAIR Mexico	
President's Association (AMA)	Promus Hotel Corporation
Providence Hospital	Public Service Commission (Australia)
Public Service Company of New Mexico	Qualcom
Quantum Corporation	Queen's University (Canada)
R&I Bank (Australia)	Raychem
San Jose Medical Group	Santa Clara University
Schlumberger	Sharp Health Care
Sigma Phi Epsilon Fraternity	Silicon Valley Bank
Silicon Graphics	Simon Fraser University
Sisters of Mercy Hospitals	SkillPath
Smithsonian Institute	Southwest Texas State University
Southern Pacific Lines	Standard Aerospace
Stark County Educational Partnership	State Energy Commission of Western Australia
St. Joseph's University	Sun Microsystems
The Tom Peters Company	3M Corporation
Trader Joe's	Triad Systems
TRW, Inc.	U.S. Chamber of Commerce
United States Postal Service (USPS)	U.S. Small Business Administration
United Way	US Venture Partners
University of California (Riverside, San Diego, Santa Cruz)	
University of Cincinnati	University of Massachusetts, Amherst
University of Minnesota	University of Saskatchewan
University of South Carolina	University of Southern Maine
University of Tampa	University of Texas (Austin, El Paso)
University of Western Australia	WIC TV (Canada)
Western Mining Corporation (Australia)	
Western Association of College & University Business Officers	
Western New England College	Westinghouse
Westpac Banking Corporation (Australia)	

COMMUNITY AND PUBLIC SERVICE

Board of Directors, EMQ (2006 - current)
 Search Committee, CEO/EVP, American Institute of Architects (2005)
 Board of Directors, Advanced Energy (NASDAQ: AEIS) (2004 -current)
 San Jose Repertory Theatre, Board of Trustees, (2002 - current)
 Junior Achievement of Silicon Valley, Board of Directors (2004 - 2005)
 American Institute of Architects (AIA), Board of Directors (2001 - 2003)
 Ernst & Young Entrepreneur of the Year (Northern California), Judge (1999 - 2001)
 Public Allies - Silicon Valley, Board of Directors (Chair: 1997 - 1999)
 Center for Excellence in Non-Profits, Board of Directors (1994 -1999)
 Big Brothers Big Sisters (Santa Clara County), Board of Directors (1994 -1997)

Academy of Management (Western Division):

Vice President (1986) President-Elect (1987)
President (1988) Past President (1989)

Academy of Management, Innovation & Technology Division Exec Committee (1988 - 1989)

Organizational Behavior Teaching Society, Board of Directors (1984 - 1986)

Sigma Phi Epsilon Fraternity, Board of Directors (1972-1980)

UNIVERSITY SERVICE

Dean (1997 - current)

Provost Council (1997 - current)

University Planning Council (1997 – current)

University Facilities Committee (1998 - 2006)

University Policy Committee on Student Affairs (1995 - 1997)

Managing Partner, Executive Development Center (1993 - 1997)

MBA Policy Committee (1993 - 1995)

Kenna Club, Board of Directors (1994 - 1995)

University Budget Council (1992 - 1993)

** On sabbatical leave (1991 - 1992)

Associate Dean, Academic Programs (1990 - 1991)

University Graduate Council (Chair, 1990 - 1991)

College Rank and Tenure Committee (1990 - 1991)

College Undergraduate Committee (Chair, 1990 - 1991)

Undergraduate Curriculum Review (Chair, 1990 - 1991)

New Building Task Force (1989 - 1991)

Director of Graduate Education (1987 - 1990)

University Planning Council (1989 - 1990)

University Committee on Excellence through Diversity (1989 - 1990)

Markkula Center for Applied Ethics (Board of Fellows, 1987 - 1991)

University Library Committee (1986 - 1988)

** On sabbatical leave (1984-1985)

Kids on Campus (President) (1983 - 1984)

Faculty Club, Board of Directors (1982 - 1984)

Human Subjects Review Committee (1982 - 1983)

Faculty Grievance Committee (1982 - 1985)

President's Advisory Council (1979 - 1981)

University Task Force on Alcohol Policy (Chair, 1981)

Academic Personnel Committee (1979 - 1981)

University Activities Committee (1977 - 1979)

Faculty Senate Council (Elected Representative, 1978 - 1980)

Faculty Senate Secretary (1978 - 1979)

Beta Gamma Sigma (Secretary) (1980 - 1985)

SCU Parent's Day Speaker (1979 - 1983)

Dean's Search Committee (1978 - 1979)

HONORS, AWARDS AND EDITORIAL REVIEW BOARDS

Editorial Board, *Leadership and Organization Development Journal* (2005 – current)
Editorial Board, *Leadership Review* (2004 -- current)
Advisory Board, *International Journal of Servant-Leadership* (2004 -- current)
Thomas Hawkins Johnson Visiting Scholar, U.S. Military Academy (November 2003)
Who's Who Among American Writers (2002)
McFeely Award (top management educator): International Management Council (2001)
Best Paper Award, *Corporate Governance* (2002)
Extraordinary Faculty Award, Leavey School of Business (1997-1998, 2000 – 2001, 2006-07))
Citation Award Recipient, Sigma Phi Epsilon Fraternity (2001)
Volunteer of the Year Award: Center for Excellence in Non-Profits (1996)
Who's Who in the World (1994)
Visiting Professor, Graduate School of Mgt, University of Western Australia (1992 - 1993)
Winkler-Lund Award for Faculty Distinction (1991)
Editorial Board: *Journal of Business Ethics* (1997 - 2003)
Editorial Board: *Journal of Management Inquiry* (1991 - 2004)
JMI Section Editor: Reflections on Experience (1995 - 2004)
Editorial Board: *Journal of Management Education* (1985 - 2001)
Outstanding Referee Award: Journal of Organizational Behavior (1994, 1995)
Who's Who in Education (1991)
Chris Award for Best Management Development Video (1990)
Who's Who of Emerging Leaders in America (1990)
Dean's Award for Service (1989)
Book of the Year Award: American Council of Healthcare Executives (1989)
Corporate Best Award: United Way of Santa Clara County (1989; 1991; 1993)
Bridging Diversity Award: SCU's Student Resource Center (1989)
Who's Who Among Human Services Professionals (1986)
Best Paper Award: Public Sector Division, Academy of Management (1986)
Dirksen Fellow (1983 - 1984)
Who's Who Among Frontier Science and Technology (1983)
President's Distinguished Faculty Award (1982)
Who's Who Among American Writers (1982)
Outstanding Young Men of America Recipient (1980)
Presidential/Deans' Research Grants (13), Santa Clara University

9/07