

## **CURRICULUM VITAE**

**James Joseph O'Toole**

### **Current Position:**

The Daniels Distinguished Professor of Business Ethics, Daniels College of Business, University of Denver

### **Occupational Experience:**

Research Professor, Center for Effective Organizations, Marshall School of Business, University of Southern California, 1998-2007

Managing Director, Booz•Allen & Hamilton Strategic Leadership Center. 1997-98

Executive Vice President, Seminars, The Aspen Institute. 1993-97

Professor of Management, Graduate School of Business, University of Southern California. 1973-93.

- Holder of the University Associates' Chair. 1982-93
- Executive Director, The Leadership Institute. 1991-93
- Editor, *New Management Magazine*. 1983-89
- Director, Twenty Year Forecast Project, U.S.C. 1973-81 (interpreted social, political, and economic trend data for top managements of 40 *Fortune* 500 firms)

Director, Aspen Institute Program on Education, Work and the Quality of Life. 1973-74

Chairman, HEW Committee on Work in America. 1971-72

Special Assistant to HEW Secretary Elliot Richardson. 1970-73

Coordinator. General Field Investigations, President's Commission on Campus Unrest. 1970

Management Consultant, McKinsey and Co. 1969-70

Correspondent, Time-Life News Service. 1967-68

### **Education:**

B.A, Humanities, University of Southern California.  
Phi Beta Kappa, Magna Cum Laude. 1966.

D.Phil. Social Anthropology, Oxford University.  
Supplicated, 1970.

### **Graduate Fellowship:**

1966-69 Rhodes Scholarship

## **Books:**

*Watts and Woodstock: Identity and Culture in the United States and South Africa*, Holt, Rinehart and Winston, 1973.

*Work In America*, M.I.T. Press, 1973 (principal author)

*Work and the Quality of Life* (editor), M.I.T. Press, 1974.

*Energy and Social Change*, M.I.T. Press, 1976 (principal author).

*Work, Learning and the American Future*, Jossey-Bass, 1977.

*Tenure*. (principal author), Change Magazine Press, 1979.

*Making America Work*. Continuum, 1981.

*Working: Changes and Choices*, (principal editor), Human Sciences Press, 1981.

*25 Common Pitfalls of Growing Businesses*, Contel Executone, 1986.

*Vanguard Management: Redesigning the Corporate Future*, Doubleday, 1985.

*Capitalism, Communism and their Future*, The Aspen Institute, 1990.

*The Executive's Compass: Business and the Good Society*, Oxford University Press, 1993.

*Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom*, Jossey-Bass, 1995. (*Leading Change: The Argument for Values-Based Leadership*, Ballantine edition, 1996).

*Leadership A to Z: A Guide for the Appropriately Ambitious*, Jossey-Bass, 1999.

*Creating the Good Life: Applying Aristotle's Wisdom to Find Meaning and Happiness*, Rodale, (2005)

*The New American Workplace* (with Edward E. Lawler), Palgrave-Macmillan, 2006

*America at Work* (Edward E. Lawler and James O'Toole, eds.), Palgrave-Macmillan, 2006

*Transparency: Creating Cultures of Candor* (with Warren Bennis and Daniel Goleman) Jossey-Bass, 2008

## **Journal Articles:**

"Education, Work and the Quality of Life, in *Lifelong Learners--A New Clientele for Higher Education*, Vermilye (ed.) Jossey-Bass, 1974.

"Work and Family Life," in *American Families: Trends and Pressures*, 1973, United States Government Printing Office, 1974.

"Work in America and the Great Job Satisfaction Controversy," *Journal of Occupational Medicine*, October 1974.

"Lordstown, Three Years Later," *Business and Society Review*, Spring 1975.

"Planning for Total Employment," *The Annals of the American Academy of Political and Social Sciences*, March 1975.

"The Reserve Army of the Underemployed," *Change*, May 1975.

"The Reserve Army of the Underemployed: The Role of Education," *Change*, June 1975.

"On the Job Learning," *Worklife*, January 1976.

"Different Assumptions, New Tools: A Futurist's Perspective on Employment and Economic Growth" in *U.S. Economic Growth 1976-1986*, Vol. II, Joint Economic Committee, United States Congress, Government Printing Office, May, 1977.

"Integrating Work and Learning," *Training and Development Journal*, June 1977.

"The Purposes of Higher Learning," in Vermilye (ed.) *Relating Work and Education*, Jossey-Bass, 1977.

"Energy in the Future," in Fowles (ed.) *Handbook of Futures Research*, Greenwood Press, 1978.

"Managerial Cultures: An Anthropological Perspective" in Cooper (ed.) *Behavioral Problems in Organizations*, Prentice Hall, 1978.

"Labor-Management Cooperation," in *Human Resources Development Act of 1977*, Senate Subcommittee on Employment, Poverty, and Migratory Labor, Government Printing Office, February 1978.

"Reactions to the Focus of the First Issue" of *New Directions for Education and Work*, No.1. Spring 1978, Jossey-Bass, San Francisco.

"Tenure: A Conscientious Objection," *Change*, June-July 1978.

"The Pension Balloon," Town Hall of California, Los Angeles, March 1979, (principal author).

"What's Ahead For the Business Government Relationship," *Harvard Business Review*, March-April 1979.

"Discussion of the Sullivan/Hauser Background Paper," *Working Papers of the National Commission on Employment and Unemployment Statistics*, Washington, D.C., August 1979.

"Academic Tenure," *The Center Magazine*, September/October 1979.

"Dystopia: The Irresponsible Society," *Management Review*, October 1979.

"The Uneven Record of Employee Ownership," *Harvard Business Review*, November/December 1979.

"Education is Education, and Work is Work--Shall Ever The Twain Meet?" *Teachers College Record*, Vol. 81, No.1, Fall 1979.

"The Poverty of Historicism: A Critique of Walter Metzger's Defense of Tenure," *Current Issues in Higher Education*, No. 6, 1979.

"Thank God, It's Monday," *The Wilson Quarterly*, Winter, 1980.

"Work in an Era of Slow Growth," in Harlan Cleveland (ed.), *The Management of Sustainable Growth*, Pergamon, 1981, and in *Technological Forecasting and Social Change*, Summer, 1980 (No. 16).

"Tenure, Another View," *Phi Kappa Phi Journal*, Spring, 1980.

"What Kind of Work Works in a Slow Growth Era?" *Industry Week*, June 9, 1980.

"The Irresponsible Society," in Sheppard and Carroll (eds.). *Working in the Twenty-First Century*. Wiley Interscience, 1980.

"The Good Managers of Sichuan," *Harvard Business Review*, May-June, 1981.

"How Management Hinders Productivity," *Industry Week*, August 10, 1981.

"Work and Love (But Mostly Work)," *Journal of Psychiatric Treatment and Evaluation*, Vol. 4, 1982.

"How to Forecast Your Own Working Future," *The Futurist*, February 1982, and in Cornish (ed.) *Careers Tomorrow*, World Futures Society, 1983.

"Preface" to David Stern's *Managing Human Resources*, Auburn House, 1982.

"The Urge to Merge: The Justice Department Should Tell Executives to Try Cold Showers Instead," *The Productivity Digest*, July 15, 1982.

"Getting Ready for the Next Industrial Revolution," *National Forum*, Winter, 1983, and in Didsbury (ed.), *The World of Work*, World Futures Society, 1983.

"Business and Government in the U.S.: An Emerging Cooperative Relationship?" *Business Horizons*, July, 1983.

"O'Toole's Laws," *New Management*, Vol. 1, No. 2, 1983.

"Declining Innovation: The Failure of Success," *Human Resources Planning*, Vol. 6, No.3. 1983.

Chapter in *Free Enterprise*, Bert Elwert (ed.), University of Illinois Press, 1984.

Three Chapters in *The Paideia Program*, Mortimer J. Adler (ed.), MacMillan, 1984.

"The Mixed (up) American Economy," *Annals of Public and Co-Operative Economy*, Vol. 54, No.4, October-December, 1984

"Futures Research," *Encyclopaedia Britannica* entry (Micropedia), 1985.

"Eli Whitney, You've Met Your Waterloo," *Across the Board*, November, 1985.

"Moral Courage," *The Best of Business*, Fall, 1985.

"In Search of Justice," *Industry Week*, December 9, 1985.

"Employee Practices at the Best Managed Companies," *California Management Review*, Fall, 1985.

"How Motorola Got to be Number One," *New Management*, Fall, 1985.

"The Future of Management," TAP report of the Trend Analysis Program, American Council of Life Insurance, December 1985.

"The Integrative Nature of Facility Management," in Dugan and Clark (eds.), *What's Next for Facility Management?* Vol. II, Facility Management Institute, Ann Arbor, 1986.

"SIC Transit Excellence," *Across the Board*, October 1986.

"Why Good Companies Get Into Trouble," *New Management*, Summer, 1986.

"Curricular Reform: An Impertinent Proposal," (with I. Mitroff), *New Management*, Winter, 1987.

"Bertrand Russell's Rules," *New Management*, Spring, 1987.

"Preface" to *Leadership Is an Art*, by Max De Pree, Michigan University Press, 1988, re-issued by Doubleday, 1989.

"From Marx to Madison: Socialism's Great Cultural Revolution," *Encyclopaedia Britannica Book of the Year*, 1989.

"The Changing Nature of Socialist Governments," *New Management*, Fall, 1988.

"The Spirit of Phoenix," *Business Month*, October, 1989.

"Developing the Wealth of the Nation," (with John Simmons) *Economic Development Quarterly*, Vol. 3, No. 4, November, 1989.

"Beyond 1992: The Global Competitors," *Business Forum*, Fall, 1989.

"Information and Power: Social and Political Consequences of Advanced Tele/Computing Technology," in *The Annual Review of the Institute for Information Studies*, 1990.

"Triumphant Capitalism?" in the *Aspen Institute Quarterly*, Winter, 1991.

"Against Cynicism," *Business Ethics*, March/April 1991.

"Do Good, Do Well," *California Management Review*, Spring, 1991.

"Information and Power," *The Aspen Quarterly*, Autumn, 1991.

"Our Federalist Future: The Leadership Imperative," (with Warren Bennis) *California Management Review*, Fall, 1992.

"Creating the Good Society in South Africa," *Aspen Institute Quarterly*, Spring, 1994, Vol. 6 No. 2

"Goods in Common: Efficiency and Community," *The Great Ideas Today, Encyclopaedia Britannica*, 1995.

"How to Be, Not How to Do It," *Across the Board*, May, 1996.

"Natural Rights," in *The Great Ideas Today, Encyclopaedia Britannica*, 1998

"The Man Who Tried Harder," *Across the Board*, March, 1998.

"Appropriate Ambition," *Executive Excellence*, August, 1999.

"The Phil and Larry School of Leadership," *Executive Excellence*, December, 2000.

"Don't Hire the Wrong CEO," (with Warren Bennis), *Harvard Business Review*, December, 2000.

"Economically Correct Leadership," (with B. Pasternack and J. Bennett) *Leader to Leader*, Winter, 2001.

"When Leadership is an Organizational Trait," Chapter in W. Bennis, G. M. Spreitzer, and T.G. Cummings (eds.) *The Future of Leadership: Today's top leadership thinkers speak to tomorrow's leaders*, Jossey-Bass, 2001.

"Ernest Hemingway, CEO: When Executives Become Authors," *Strategy + Business*, Fourth Quarter, 2001.

"Transformation Agents," (with A. Tipping and C. Bush) *Optimize*, November 2001.

"Fragile Trust," *Personal Excellence*, January 2002

"Spreading the Blame at Andersen" *New York Times* op-ed page, March 26, 2002

Bruce Pasternack and James O'Toole "Leadership Theory and Practice: So Happy Together," *Strategy+Business*, Vol. 29, 2002

Bruce Pasternack and James O'Toole "How the World's Best Companies Manage Uncertainty," *Strategy+Business*, Vol. 27, 2002

James O'Toole, Jay Galbraith and Edward Lawler "When Two Heads are Better than One: The Promise and Pitfalls of Shared Leadership," *California Management Review*, Vol. 44, No.4 2002 and in *Shared Leadership*, Pearce and Conger (eds), Sage, 2003

"Mother's Work is Never Done: Myths and Facts about Organizational Change," in *Human Resources in the 21<sup>st</sup> Century*, Efron, Gandossy and Goldsmith (eds), John Wiley, 2003

Bruce Pasternack and James O'Toole "Leadership: The Needs of the Followers," *Strategy+Business*, Issue 33, Winter 2003

Bruce Pasternack and James O'Toole, "Sex, Shame and Shareholder Value," *Strategy+Business*, Issue 37, Winter 2004

"Is the earth starting to move for HR?" *HR Strategic Review* Vol. 3. Issue 3, March/April 2004

"The Realist-Idealist Dilemma," *Fast Company*, September 2004

"The Responsibility of Influence," *Optimize*, October 2004

Warren Bennis and James O'Toole, "How Business Schools Lost Their Way," *Harvard Business Review* May 2005

"Present at the Creation: Warren Bennis and the Rise of Leadership Studies," *Compass*, Vol. 3. No.1, Fall 2005

"Monsters and Diplomats," *Strategy+Business*, Issue 41, Winter 2005

"A Piece of Work," James O'Toole and Edward Lawler, *Fast Company*, June 2006

"The New American Workplace," *Knowledge Leadership*, Winter 2006

"The Choices Managers Make—Or Don't" James O'Toole and Edward Lawler, *The Conference Board Review*, September/October 2006

"What's a Hero, Anyway?" *Strategy+Business*, Winter 2006

"Revisiting Work in America," Edward Lawler and James O'Toole, *Workspan*, 11/06

"Life Lessons," *Strategy+Business*, Winter 2007

"From Higher Aims to Hired Hands," *Teachers College Record* (Columbia University), December 14, 2007

"Obama vs. Clinton: Leadership Styles," *BusinessWeek* Viewpoint February 8, 2008

"Aristotle and the MBA: The Odd Couple" in *Rethinking Business Management: Examining the Foundations of Business Education*, Witherspoon Institute, Princeton, 2008

"Free to Choose: How American Managers Can Create Globally Competitive Workplaces," in *The Organization of the Future* Vol. 2, Jossey-Bass, 2008

"Notes Toward A Definition of Values-Based Leadership," *Journal of Values-Based Leadership*, Vol.1. No.1. 2008

"Future of Management Education," in *Handbook of Managerial Learning, Education and Development*, Steven Armstrong and Cynthia Fukami (eds.), Sage, 2008

"Developing a People Based Business Strategy," (with Edward Lawler) *People and Strategy* (in press)

**Professional Honors and Activities:**

Named to list of "100 most influential people in business ethics" by the editors of *Ethisphere*, 2007

Named one of "the top 100 thought leaders on leadership" by *Leadership Excellence* magazine. 2007

Leadership symposium for members of President of Indonesia's cabinet and heads of country's largest corporations, office of the Foreign Secretary, Jakarta, Indonesia, February 2006,

Designated The Mortimer J. Adler Senior Fellow, The Aspen Institute, 2003- 2006

Two-day symposium on the author's *The Executive's Compass*. Three separate sessions with students, faculty and business community at Denver University and the Daniels College of Business on subject of leadership and corporate governance, Denver, October 14-15, 2002

Moderator, Leadership Seminar, Executive Center for Global Leadership, Jakarta and Bali, Indonesia, 2002, 2004, and 2006

Participant and Presenter, World Economic Forum, New York, 2002

Member, Board of Directors, Radica Games, Ltd (NASDAQ), 1994-2005

Chair, Board of Academic Advisers, Booz•Allen & Hamilton, 1997-2004

Editor, *The American Oxonian*, 1995-98

Member, Editorial Board, *California Management Review*, 1992-95

Moderator, Confederation of Indian Industry Executive Seminars, Goa, India 1996, 2001, and 2006

Moderator, Executive Seminar on Capitalism and Democracy preparing for first open South African Elections, Cape Town, 1994

Fellow, Research Council, MacArthur Foundation "Healthy Companies" Project, 1992-95

Member, Advisory Board, Oxford Analytica, Ltd. 1990-

National Fellow, The Business Enterprise Trust, 1990-95

Voted one of the eighteen "Best and Brightest Stars" in the Human Resources field by readers of *HR Reporter*, 1988

Distinguished Visiting Professor, Eastern Illinois University, June 1988

*Vanguard Management* selected "One of the Ten Best Business and Economics Books of 1985" by editors of *BusinessWeek*, December 1985

Member of the Board of Editors, Encyclopaedia Britannica, 1981-87

Recipient of the U.S.C. Phi Kappa Phi award for the best faculty book, 1982

Recipient of U.S.C.'s highest faculty honor: 1982 Associates' Award for Creativity in Research

Host, "Why in the World," Nationally televised PBS series produced by Walter Cronkite, 1981 and November 1983

Director, Courses by Newspaper project on "Working: Changes and Choices," 1980-81

Member, U.S. Delegation visiting industries in six cities in China, as guest of Chinese Government.  
October 1980

Recipient of George and Cynthia Mitchell Prize for paper on Sustained Growth, Woodlands Conference,  
1979

Member, Advisory Committee, "Project Paideia" under direction of Mortimer J. Adler, 1979-81

Voted one of "The 100 most respected emerging leaders in American higher education" in poll conducted  
by the American Council on Education, 1978

Executive Director, Town Hall of California Study, Los Angeles Public Pension Plans, 1978-79

Member of Board of Directors, American Association for Higher Education, 1977-79

Chairman, Program Committee, 1977 National Conference, American Association for Higher  
Education

Member, "Agenda 77 Committee," advising Los Angeles Mayor Thomas Bradley on city policies for next  
decade

Member, Advisory Committee, National Manpower Institute, Education-Work Prospectus Project under  
Willard Wirtz. 1974-75.

Member, U.S. Delegation to Ditchley Conferences, England, 1972 and 1976

Participant, American Assembly, Arden House, New York, 1974, 1979 and 1988

U.S. Information Agency-Sponsored Speaking Tour on Job Redesign and Career Education at  
Universities, Trade Unions, and Research Institutes in three Italian and six German cities, 1976

### **Scholarly Papers Delivered and Principal Addresses (Selected List: starting with present)**

"Values-Based Leadership in the Professions," The Annual Fredrickson and Byron Distinguished  
Lecture in Honor of John Byron, University of St. Thomas School of Law, Minneapolis, March 12, 2008

"How American Workers Can Successfully Compete in World Markets," Center for Economic  
Development, Chico State University, March 20, 2008

"Speaking Truth to Power," Markkula Center for Applied Ethics, Santa Clara University, January 2007

"Ethics in Chinese Business," Markkula Center for Applied Ethics, Santa Clara University, March, 2007

"Work in North America," HEC University (Haute Ecole Commerce) Montreal, Canada, March 2006

"How Business Schools Lost their Way," Future of the MBA symposium, Rotman School of Business,  
University of Toronto, March 2006

"The New American Workplace," Society Human Resources Management conference,  
Phoenix, Arizona, October, 2006

"Healthy Companies," European Network of Enterprise for Health," Gutersloh, Germany, October 24, 2006

"Leading Change," Seminar for the Cabinet of the President of Indonesia, Jakarta, Indonesia, March 2006

“Corporate Culture,” Annual Conference of the Ethics and Compliance Officers Association, San Antonio, September 2005

Keynote, Colorado Ethics in Business Annual Awards, Denver, CO, March 24, 2005

“The Ethical Organization,” Biennial Global Conference on Business Ethics, Santa Clara University, February 18, 2005

Keynote Speech on “Leadership in the West and the Islamic World,” Dubai Forum 2002 on Mid-East Regional Development, Dubai, UAE, October 29, 2002

“Leadership for Financial Experts,” Annual Conference, J. Alix and Associates, Santa Barbara, CA June 2001

“Leadership in the High Tech Era,” Keynoter and Host of InformationWeek Annual Conference, Amelia Island, Florida, April 2001

Building Institutional Leadership,” Keynote Address, International Academy of Leadership, Toronto, November 2000

“Leadership in Asia and in the West,” Global Leaders Forum, Tokyo, Japan, April 1997.

“Opening Plenary,” British Columbia Human Resources Management Association Annual Conference, Victoria, B.C. May 1996.

“Keynote,” International Strategic Leadership Conference, Atlanta, April 1996.

“Annual Craythorne Lecture,” University of Miami Medical School, March 1996.

“Plenary Address,” Human Resource Planning Society Annual Conference, Palm Desert, March 1996.

“The Leader as Communicator,” Keynote, The Conference Board Program on “Energizing Performance with Communications,” L.A., October 1993.

“Leadership and Change,” Peter Drucker Foundation Conference, Los Angeles, California, November 1992.

Leadership at the Policy-Making Level,” The New Human Resource Executive seminars, University of Illinois at Urbana-Champaign, 1991, 1992, 1993.

“Four Poles of the Good Society,” Keynote, American-Romanian Academy of Arts and Sciences, Northridge, California, June 1992.

“Re-Conceptualizing the Corporation: The Role of Leadership,” U.S. Department of Labor Invitational Symposium on Shaping the Quality of the Workplace, University of Illinois, January 1992.

“Managing Change and Innovation,” Keynote SAS/*The Economist* International Conference, Stockholm, June 1989.

\*“Keynote,” International Small Business Conference, Helsinki, Finland, August 1988.

\*“Stakeholders and Social Justice,” NCR International Conference on Stakeholders, Dayton, Ohio, June 1988.

\*“Big vs. Small,” International Conference of the Planning Forum, San Francisco, May 1988.

“The Frontiers of Management,” Two-Day Joint Seminar with Peter F. Drucker, London, June 1987.

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\* Published in Conference Proceedings.

“Applying Business Management to Hospitals,” Keynote, Association of Western Hospitals, Los Angeles, April 1985.

“Vanguard Management,” Keynote, CIO XXth World Management Congress, Kuala Lumpur, November 1985.

“Vanguard Corporations,” Minnesota Project for Corporate Responsibility Forum, Minneapolis, December 1983.

“Business and Government in the U.S. – An Emerging Cooperative Relationship,” Maxwell Dubin Forum, Wilshire Boulevard Temple, Los Angeles, October 1983.

“Technology and Education in the Future,” Commencement Address, California State University, Long Beach, School of Humanities, May 1983.

“Cooperation and Community: The Emerging Relationship Between Business and Society,” Holiday Inns Public Forum, Memphis, Tennessee, August 1982.

“The Corporate Vanguard,” Minnesota Project on Corporate Responsibility, Minneapolis, December 1982.

Daylong Seminar on “Making America Work,” Society for Values in Higher Education, Catalina, May 1982.

\*“Trends in Social and Employee Values,” Human Resource Planning Society, Innisbrook, Florida, March 1982.

“The Failure of Success,” Minnesota Project on Corporate Responsibility, Minneapolis, February 1982.

“Corporate Culture,” University of Minnesota School of Continuing Education, November 1981.

“Making America Work,” University of California Management Seminar, Berkeley, July 1981.

“Human Resource Productivity,” Diebold Research Group Seminar, Hilton Head, S.C., March 1981.

“Productivity: The Wealth of the Nation,” University of California Seminar on Business and Society, Berkeley, July 1980.

\*“Work and Love (But Mainly Work),” paper delivered at Plenary Session American Psychiatric Association, San Francisco, May 1980.

\*“U.S. Business: The Decade Ahead,” Keynote, American Actuary Association Annual Meeting, Hartford, Connecticut, April 1980.

“Tenure,” Presentation at the American Assembly on the Integrity of the University, Arden House, New York, March 1979.

“Dystopia,” Presentation at Wharton and Colgate Darden School Conferences on Working in the 21<sup>st</sup> Century, Richmond, Virginia, April 1979.

\*“The Future of Work and the Future of Education,” Presentation at Teachers College, Columbia University, April 1979.

“Employee Entitlements,” Presentation at Annual Meeting Academy of Management, Atlanta, Georgia, August 1979.

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\* Published in Conference Proceedings.

"Worker and Social Entitlements," Presentation at Graduate School of Management, Yale University, September 1979.

"Work in the Era of Slow Growth," Presentation at Biannual Woodlands Conference, Houston, Texas, October 1979.

"Government/Corporate Relations," Two-day seminar for Chamber of Commerce of the United States, Cancun, Mexico, December 1979.

"The Future of Personnel Administration," the National Conference of the American Association of Personnel Administrators, Washington, D.C., June 1978.

"Some Reasonable Glimpses into the Not Too Distant Future," Plenary Session, Western Academy of Management, Sacramento, March 1978.

"Twenty Year Forecast Project on Government/Corporate Relations," Town Hall of California, February 1978.

"The Human Resources Development Act," Testimony before the Senate Human Resources Subcommittee, Washington, D.C., September 1977.

"The Future of the Government/Corporate Relationship," Paper presented at the meetings of the Academy of Management, Orlando, Florida, 1977.

"A Futures Perspective on Industrial Psychology," Paper presented at the meetings of the American Psychological Association, San Francisco, August 1977.

"Relating Work and Education," Closing Address, Plenary Session American Association for Higher Education, Chicago, March 1977.

"Alternative Tax Policies for Full Employment," Testimony before State Assembly of Committee on Labor Relations, October 20, 1976.

"Work in America," Closing address, Fiftieth Annual Conference, Eastern College Personnel Officers, Portsmouth, New Hampshire, October 1976.

\*"Alternative Futures for Capitalism," Lake Itasca Seminar, Minneapolis Foundation, October 1976.

\*"The Problems of Work and the Aims of Career Education," Keynote address, Conference on New and Emerging Careers, Pennsylvania State University, May 1976.

\*"Discontinuities Between Education and Work," Paper delivered at Stanford University Conference on "The Impact of Work Organizations on Society," March 1976.

\*"Why Public Service Employment is an Insufficient Policy Response to Unemployment," Paper delivered at San Francisco State University Conference on Income Support, Unemployment Insurance, and Guaranteed Jobs, February 1976.

"Schooling and Jobs," four Interviews on National Public Radio Series on Options in Education, aired December 1975.

"Forecasting Labor Market Supply and Demand," Paper presented at the Library of Congress, Washington, D.C., November 1975.

"Planning for Total Employment," Paper delivered to State of California Commission for Economic Development, Los Angeles, November 1975.

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\*“A Futures Forecast of Education and Work,” Address before delegates at Plenary Session of Pennsylvania State Education Association Bicentennial Symposium, Hershey, Pennsylvania, October 1975.

“The Reserve Army of the Underemployed,” Presented as opening testimony at a Special Session of the State of California Assembly Subcommittee on Higher Education hearing on the author’s research on underemployment. Full-day hearing included critical examination of author’s work by five nationally known manpower economists, September 1975.

“The Future of Education and Work,” Keynote Address Annual Meeting Government College Association of Western States, September 1975.

“Some Popular Misconceptions about Workers and Work,” Paper presented on panel at the Annual Meetings of the Academy of Management, New Orleans, August 1975.

“U.S.C. Energy Study,” Address at Town Hall of California before Economics and Natural Resources sections, Los Angeles, July 1975.

\*“Underemployment and Education,” Address before business, labor, and education leaders at the Massachusetts Commonwealth Colloquium, Boston, May 1975.

\*“Work and Family Life,” Testimony before the United States Senate Subcommittee on Children and Youth, Committee on Labor and Public Welfare, September 1974.

\*“Education, Work and the Quality of Life,” Address before Plenary Session of the 29<sup>th</sup> Annual National Conference of the American Association for Higher Education, Chicago, March 1974.

\*“Work and Health,” Keynote speech at Cornell Conference of Occupational Mental Health, February 1974, White Plains, New York.

“Career Education,” Chairman of panel at the Annual Meetings of the American Education Research Association, Chicago, 1973.

#### Customized Seminars Conducted for Top Management Teams (Selected List)

Atlantic Richfield  
Beatrice Foods  
Boeing  
Boise Cascade  
Booz • Allen & Hamilton  
Control Data  
Cheesecake Factory  
Dart & Kraft  
Dayton Hudson  
Deere  
DuPont  
Exxon  
General Electric  
General Foods  
General Mills  
Herman Miller

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\* Published in Conference Proceedings.

Honeywell  
IBM  
Kaiser Permanente  
Katzenbach Consulting  
Korean Air Lines  
Lockheed  
McDonnell Douglas  
Mallinckrodt  
Mead  
Monsanto  
Northrup  
Phillips Petroleum  
Pillsbury  
Polaroid  
Tata  
TIAA/CREF  
Walt Disney  
Xerox

January 2009