

CURRICULUM VITAE

PERSONAL

Name: **PATRICK E. CONNOR**

Address: 39 Nova Court
Lake Oswego, Oregon 97035

e-mail: pconnor@willamette.edu

web: <http://www.willamette.edu/~pconnor/>

Telephone: 503.635.2761

EDUCATIONAL BACKGROUND

University	Major Field	Degree	Year
University of Washington	Organization Theory	Ph.D.	1970
Purdue University	Industrial Administration	M.S.I.A.	1965
University of Washington	Electrical Engineering	B.S.E.E.	1962

PROFESSIONAL BACKGROUND

ACADEMIC EXPERIENCE:

University	Rank	Years
Willamette University	Professor of Organizational Analysis, Emeritus	2007-present
University of British Columbia	Visiting Professor, Faculty of Commerce	1990-1991
Willamette University	Professor of Organizational Analysis	1982-2006
Oregon State University	Professor of Management	1980-1981
Oregon State University	Associate Professor of Management	1974-1980
Oregon State University	Assistant Professor of Management	1971-1974
University of Washington	Instructor in Organization Theory	1968-1970

BUSINESS EXPERIENCE:

Company	Job Title	Years
General Dynamics Corporation (Convair Division, San Diego)	Engineering Administration	1965-1967
Control Data Corporation (Minneapolis)	Checkout Engineer	1964
Boeing Company (Seattle)	Scientific Programmer	1962-1963

FELLOWSHIPS, GRANTS, AWARDS

Willamette University	<i>Beta Gamma Sigma</i> , inducted May 2006.
Willamette University	Jerry E. Hudson Award for Excellence in Teaching, 2003;
Willamette University	Atkinson Faculty Development grant for examination of human aspects of Total Quality Management, 1995;
Willamette University	Atkinson Faculty Development grant for study of public managers' personal value systems and decision styles, 1994;
Kaneko Foundation for International Research and Education	Grant for study of Canadian managers' personal value systems and decision styles, 1990-1991;
Willamette University	Atkinson Faculty Development grant for study of Canadian managers' personal value systems and decision styles, 1990-1991;
Fred Meyer Foundation	Joint Institutional Research Project, Willamette University: grant for study of Japanese managers' personal value systems, personal and career mobility, March 1989 - June 1992;
Willamette University	Burlington-Northern Foundation Faculty Achievement Award, September 1985;
Willamette University	Atkinson summer grant for study of relationship between personal values and managerial decision styles. Summer 1983;
Willamette University	Center for Business-Government Studies Grant for study of impact of Federal and State regulations on decision making in nursing-home organizations, July 1979 - December 1979;
Oregon State University	Research Council Grant for study of decision patterns in nursing-home organization, 1977-1978;
Oregon State University	Research Council Grant for study of changing nature of science, 1971-1972;
University of Washington	Edna Benson Dissertation Fellowship, 1970;
Purdue University	Purdue Graduate Fellowship, 1964;
University of Washington	Kiwanis Scholarship, 1958;

PROFESSIONAL MEMBERSHIPS

Academy of Management
International Society for the Study of Work and Organizational Values
Organizational Behavior Teaching Society
Western Academy of Management

RESEARCH AND WRITING (PUBLISHED)

BOOKS AND MONOGRAPHS:

Managing Organizational Change (with Linda K. Lake and Richard W. Stackman). Westport, Connecticut: Praeger Publishers. 1st edition, 1988; 2nd edition, 1994; 3rd edition, 2003; Chinese edition: Beijing, PRC, 2003.

Organization Structure and Design (Modules in Management series, James E. Rosenzweig and Fremont E. Kast eds.). Chicago: Science Research Associates, Inc., 1984.

Organizations: Theory and Design. Chicago: Science Research Associates, Inc., 1980.

Management (with Theo Haimann and William G. Scott). Boston: Houghton Mifflin Company, 3rd edition, 1978; 4th edition, 1982; 5th edition, 1985; Spanish edition: *Direccion y Gerencia* (trans. Alberto Perez Alvarez). Barcelona (España), 1985.

Dimensions in Management. Boston: Houghton Mifflin Company, 1st edition, 1974; 2nd edition, 1978; 3rd edition, 1982.

JOURNALS:

"Sectoral Ethos: An Investigation of the Personal-Values Systems of Female and Male Managers in the Public and Private Sectors" (with Richard W. Stackman and Boris W. Becker). *Journal of Public Administration Research and Theory*, Vol. 16, No. 4 (2006): 577-597.

"Public-Sector Managerial Values: United States, Canada, and Japan" (with Boris W. Becker, Larry F. Moore, and Yoshiju Okubo). *International Journal of Organization Theory and Behavior*, Vol. 9, No. 2 (2006): 147-173.

"Commentary on 'Managing Successful Organizational Change in the Public Sector: An Agenda for Research and Practice'" (with G. Frederick Thompson). *Public Administration Review*, Vol. 66, No. 2 (March/April 2006): 26-30.

"Self-Selection or Socialization of Public- and Private-Sector Managers? A Cross-Cultural Values Analysis" (with Boris W. Becker). *Journal of Business Research*, Vol. 58, No. 1 (2005): 111-113. Abstracted in *International Abstracts of Human Resources*, www.humanresources.com: Summer 2005.

"Personal Value Systems and Decision-Making Styles of Public Managers" (with Boris W. Becker). *Public Personnel Management*, Vol. 32, No. 1 (2003): 155-180.

"Total Quality Management: A Selective Commentary on its Human Dimensions, with Special Reference to its Down Side." *Public Administration Review*, Vol. 57, No. 6 (1997): 501-509.

"Dentists' Personal Values: An Exploratory Investigation" (with Boris W. Becker and Dennis O. Kaldenberg). *The Journal of American Dental Association*, Vol. 127 (1996): 503-509.

"Edifices and Ego: An Investor's View of Managerial (In)effectiveness." *Journal of Management Inquiry*, Vol. 3, No. 2 (1994): 207-212.

"Personal Values and Management: What Do We Know and Why Don't We Know More?" (with Boris W. Becker). *Journal of Management Inquiry*, Vol. 3, No. 1 (1994): 67-73.

"A Cross-National Comparative Study of Managerial Values: U.S., Canada, and Japan" (with Boris W. Becker, Takashi Kakuyama, and Larry F. Moore). *Advances in International Comparative Management*, Vol. 8 (1993): 3-29.

"Decision Making Participation Patterns: The Role of Organizational Context". *Academy of Management Journal*, Vol. 35, No. 1 (1992): 218-231.

"Managing Organizational Stress: Summary and Synthesis" (with Charla Hart Worley). *Business Quarterly*, Vol. 56, No. 1 (Summer 1991): 61-67.

"Developing Managers: A Case Study in Laying the Groundwork". *Journal of Management Development*, Vol. 10, No. 3 (1991): 64-76.

"Ethical Issues in Managing Organizational Change: A Normative View" (with Linda K. Lake). *Sri Lanka Journal of Development Administration*, Vol. 7, No. 1 (1990): 28-39.

"Radical Dissent as Agent of Change". *Consultation*, Vol. 9, No. 2 (Summer 1990): 153-158.

"Strategies for Managing Technological Change". *Harvard International Review*, Vol. 10, No. 2 (January 1988): 10-13, 42.

"Organizational Impact of Regulation: The Case of Long-Term Care Facilities". *Journal of Management*, Vol. 13, No. 4 (1987): 617-632.

"On the Status and Promise of Values Research" (with Boris W. Becker). *Management Bibliographies and Reviews*, Vol. 12, No. 2 (1986): 3-17.

"Changing American Values -- Debunking the Myth" (with Boris W. Becker). *Business*, 35 (January-March 1985): 56-59.

"Professionals in Organizations: Some Research Suggestions". *IEEE Transactions on Engineering Management*, EM-31: 7-11 (February 1984).

"A Course on Human Values for the Management Curriculum" (with Boris W. Becker). *Exchange*, VIII (No. 1): 10-16 (1983).

"The Influence of Values on Book Reading Behavior" (with Boris W. Becker). *Journal of Library Administration*, 3 (No. 1): 13-23 (Spring 1982).

"Personal Values of the Heavy User of Mass Media" (with Boris W. Becker). *Journal of Advertising Research*, 21: 37-44 (October 1981).

"Values of Long-Term Care Facility Administrators" (with Boris W. Becker). *Journal of Long-Term Care Administration*, IX (No. 2): 18-28 (1981).

"A Critical Inquiry into Some Assumptions and Values Characterizing OD". *Academy of Management Review*, 2: 635-644 (1977).

"Values Biases in Organizational Research" (with Boris W. Becker). *Academy of Management Review*, 2: 421-430 (1977).

"A Goal Approach to Organizational Design" (with Stefan D. Bloomfield). *North-Holland/TIMS Studies in the Management Sciences*, 5: 99-110 (1977).

"Decision Making for Effective Administration". *Regional Interstate Planning Project Program* (Nevada Department of Education), V: 15-18 (1975).

"Values and the Organizations: Suggestions for Research" (with Boris W. Becker). *Academy of Management Journal*, 18: 550-561 (1975).

"Reward Protocols in Technical Organization: Interpersonal Versus Technical Competence" (with William G. Scott). *Human Organization*, 33: 367-374 (1974).

"Scientific Research Competence as a Function of Creative Ability". *IEEE Transactions on Engineering Management*, 21: 2-8 (1974). Received 1974 Prize Paper Award, IEEE Engineering Management Society.

"Scientific Research Competence: Two Forms of Collegial Judgment". *Pacific Sociological Review*, 15: 355-366 (1972).

"Research in the Behavioral Sciences: A Review Essay". *Academy of Management Journal*, 15: 219-228 (1972).

"Some Personal and Situational Correlates of Reactions to Management Development Training: Comment". *Academy of Management Journal*, 13: 451-453 (1970).

"What Bank Managers Think of Management Development". *The Bankers Magazine*, 153: 99-106 (1970).

OTHER PUBLICATIONS

"Assessing Mentoring Approaches: Results, Relationships, and Resources" (with Nancy L. Petersen). *Current Topics in Management*, Vol. 11: 119-137. New Brunswick, New Jersey: Transaction Publishers, 2006.

"Machines or Gardens ... or Both?" (with Carole S. Napolitano). In *Managing Organizational Complexity: Philosophy, Theory, and Application* (Kurt A. Richardson, ed.). Greenwich, Connecticut: Information Age Publishing, Inc., 2005: 361-372.

"Values Lost: Redirecting Research on Values in the Workplace" (with Richard W. Stackman and Craig C. Pinder). *Handbook of Organizational Culture and Climate* (Neil Ashkanasy et al, eds.). Sage Publications, 2000: 37-54.

"Personal Values and Workplace Relations: Current Thought and New Directions" (with Craig C. Pinder and Richard W. Stackman). Centre for Labour and Management Studies, University of British Columbia, 1995.

"Strategies for Managing Organizational Change." Pp. 65-77 in J. Frederick Truitt and Isao Yorozu (eds.), *Proceedings of the Aomori-Atkinson Conference*. Aomori, Japan: May 23 - June 5, 1993.

"Tapping Personal Values in Consumer Research: The CL2 and the Rokeach Value Survey" (with Boris W. Becker). In Krishna D. Frankenberger, *et al.* (eds.), *Fifth World Marketing Congress Proceedings*. Copenhagen: August 1991.

"Emerging Technologies: The Challenge to Leadership Theory" (with Richard N. Osborn and Frederic A. Morris). Pp. 360-365 in James G. Hunt, Rosemary Stewart, Chester A. Schriesheim, and Diane Hosking (eds.), *Managerial Work and Leadership: International Perspectives*. New York: Pergamon Press, 1984.

"Organizational Analyses and Safety for Utilities with Nuclear Power Plants: Vol. II -- Perspectives for Organizational Assessment" (with Richard N. Osborn, Jon Olson, Paul E. Sommers, Steven D. McLaughlin, Michael S. Jackson, Mark V. Nadel, William G. Scott, Neil Kerwin, and John K. Kennedy, Jr.). NUREG/CR-3215, PNL-4655, BHARC-400/83/012. Washington D.C.: U.S. Nuclear Regulatory Commission (NRC FIN B2457)(August 1983).

"Organizational Analyses and Safety for Utilities with Nuclear Power Plants: Vol. I -- An Organizational Overview" (with Richard N. Osborn, Jon Olson, Paul E. Sommers, Steven D. McLaughlin, Michael S. Jackson, and William G. Scott). NUREG/CR-3215, PNL-4655, BHARC-400/83/011. Washington D.C.: U.S. Nuclear Regulatory Commission (NRC FIN B2457)(August 1983).

"Uncertainties Can Be Handled". Invited column in *Daily Journal of Commerce* (Portland, Oregon). December 23, 1982: p. 3.

"Long-Term-Care Facilities and Organization Theory: Some Research Suggestions". Pp. 233-249 in Robert W. Fogel, Elaine Hatfield, Sara B. Kiesler, and Ethel Shanas (eds.), *Stability and Change in the Family*. New York: Academic Press, 1981.

"Conflict Management". Pp. 50-55 in *Proceedings of the Fourth Annual National SOICC Directors Conference*. Reno, Nevada: May 13-15, 1981.

Case: "People Problems at Healer's Hospital" (with Barbara Karmel). Pp. 60-61 in John E. Dittrich and Robert A. Zawaki (eds.). *People and Organizations: Cases in Management and Organizational Behavior*. Plano, Texas: Business Publications, Inc., 1981.

"Organizational Impact of Regulation on Long-Term-Care Facilities" (with Jane Siebler). Center for Business-Government Studies, Willamette University: Center Paper No. 80-4 (December 1980).

"The Regulatory Setting of Oregon Long-Term-Care Facilities" (with Jane Siebler). Center for Business-Government Studies, Willamette University: Center Paper No. 80-3 (December 1980).

"Organizational Structure: An Administrative Tool". *Papers in Manpower Studies and Education* (Number 5), Institute for Manpower Studies, Corvallis: Oregon State University Press (1976).

"Interpersonal Effectiveness and Performance Effectiveness: Some Thoughts for Management". Pp.298-308 in *Dimensions in Modern Management*. Boston: Houghton Mifflin Co. (1974).

BOOK REVIEWS:

Lessons, by An Wang. *IEEE Transactions on Engineering Management*, 35 (No. 3): 197 (August 1988).

Beyond the Quick Fix: Managing Five Tracks to Organizational Success, by Ralph H. Kilmann. *Administrative Science Quarterly*, 31: 473-475 (1986).

Managing Organizational Behavior, by John R. Schermerhorn, Jr., James G. Hunt, and Richard N. Osborn. *Contemporary Psychology*, 28: 225-226 (1983).

The Psychoanalysis of Organizations, by Robert de Board. *Contemporary Psychology*, 25: 166 (1980).

Disclosure of Corporate Social Performance, by Harold L. Johnson. *Sociology*, 6: 127-128 (1979).

Men and Women of the Corporation, by Rosabeth Moss Kanter. *Sociology*, 5: 42 (1978).

Leadership Frontiers, by James G. Hunt and Lars L. Larson, eds. *Sociology*, 3: 166 (1976).

Behavioral Science in Management, by Saul W. Gellerman. *Contemporary Psychology*, 21: 222-223 (1976).

Evaluation and the Exercise of Authority, Sanford M. Dornbusch and W. Richard Scott. *Sociology*, 2: 180 (1975).

Prelude to Administrative Theory, by Henry Zentner. *Contemporary Sociology*, 4: 456-457 (1975).

RESEARCH AND WRITING (CONFERENCE PAPERS)

"Tensions in Leading Change" (with Richard W. Stackman). Paper presented to annual meeting of Western Academy of Management, Missoula, Montana: March 2007.

"A Cross-National Comparative Study of Public-Sector Managerial Values: United States, Canada, and Japan" (with Boris W. Becker, Larry F. Moore, and Yoshiju Okubo). Paper presented to annual meeting of Western Decision Sciences Institute, Vancouver, B.C.: March 2005.

"Investigating the Values of Female and Male Managers in the Public and Private Sectors" (with Boris W. Becker and Richard W. Stackman). Paper presented to annual meeting of Western Academy of Management, Anchorage, Alaska: April 2004.

"Some Strategies for Scholarship." Presentation as part of symposium, "Towards More Democratic Careers at Small to Mid-size Schools." Annual Meetings of the Academy of Management. Seattle, Washington: August 2003.

"Workforce Diversity — A Cross - Sectoral and Cross - National Comparison of the Values of Male and Female Managers" (with Boris W. Becker). Paper presented to the Thirty-Second Annual Meeting of the Western Decision Sciences Institute, Kauai, Hawaii: April 2003.

"Machines or Gardens ... or Both?" (with Carole S. Napolitano). Paper presented to: (a) annual meeting of American Anthropological Association, Washington D.C.: November 2001; and (b) 2002 Annual Conference, International Business Association, Vancouver, B.C.: May 2002.

"Self-Selection or Socialization of Private- and Public-Sector Managers? A Cross-Cultural Comparison" (with Boris W. Becker). Paper presented to 8th Cross-Cultural Research Conference, Kahnku-Oahu, Hawaii, December 2001.

"Personal Values and Occupations" (with Boris W. Becker). Paper presented to annual meeting of Western Decision Sciences Institute, Kapalua, Maui, Hawaii: April 2000.

"Values Lost: Redirecting Research on Values in the Workplace" (with Craig C. Pinder and Richard W. Stackman). Paper presented to 57th Annual meeting of the Academy of Management, Boston: August 1997.

"Personal Value Systems and Decision Styles of Public Managers" (with Boris W. Becker). Paper presented to: (a) 55th annual meeting of the Academy of Management, Vancouver, B.C.: August 1995; and (b) Eastern Academy of Management International Conference, Dublin, Ireland: June 1997.

"The Two Faces of Quality Management: A Selective Commentary on its Human Dimensions." Paper presented to the annual meeting of the Western Academy of Management, Santa Fe: March 1994.

"A New Tool for Management Theory: Parallel Computing" (with Barry Shane). Paper presented to 53rd Annual Meeting of the Academy of Management. Atlanta: August 1993.

"A Cross-National Comparative Study of Managerial Values: U.S., Canada, and Japan" (with Boris W. Becker, Takashi Kakuyama, and Larry F. Moore). Paper presented to: (a) Western Academy of International Business, Victoria, Canada: May 1992; and (b) Western Academy of Management 2nd International Conference, Leuven, Belgium: June 1992.

"Socialization and Values Congruence" (with Craig C. Pinder). Paper presented to the annual meeting of the Western Academy of Management, Spokane: April 1992.

"Tapping Personal Values in Consumer Research: The CL2 and the Rokeach Value Survey" (with Boris W. Becker). Paper presented to Fifth Bi-Annual World Marketing Congress, Copenhagen: August 1991.

"Personal Value Systems and Managerial Decision Styles" (with Boris W. Becker). Paper presented as part of a symposium, "A Systems Perspective on the Impact of Personal Values", Annual Meetings of the Western Academy of Management, Santa Barbara: March 1991.

"Change Policy and Change Management" (with Linda K. Lake). Paper presented to annual meeting of the Administrative Sciences Association of Canada, Toronto: June 1987.

"Three Unresolved Issues about Values and Organizations" (with Boris W. Becker). Paper presented to: (a) Annual Meeting of the Western Academy of Management, Hollywood, California: April 1987; (b) Annual Meeting of the Pacific Sociological Association, Eugene, Oregon: April 1987; (c) Annual Meeting of the Administrative Sciences Association of Canada, Toronto: June 1987; (d) 1st European Congress of Psychology, Amsterdam, The Netherlands: July 1989.

"Strategies for Managing Organizational Innovation". Paper presented as part of a symposium, "Stimulating Organizational Innovation". 45th Annual Meeting of the Academy of Management. San Diego: August, 1985.

"Personal Values and Managerial Decision Style". Paper presented as part of a symposium, "Personal Values and Organizational Behavior", Annual Meetings of the Western Academy of Management. Vancouver, B.C.: April 1984.

"Nuclear Power Plants' Institutional Environment: Some Research Suggestions". Paper presented as part of a symposium, "An Organizational Research Agenda for a Dangerous, Dying Industry", to (a) Annual Meetings of the Western Academy of Management, Vancouver, B.C. -- April 1984; and (b) 44th Annual Meeting of the Academy of Management, Boston -- August 1984.

"Managing Organizational Change: Toward a Normative Model for Selecting Strategies" (with Linda K. Lake and Warren Brown). Paper presented to Annual Meeting of the Academy of Management (Western Division), Santa Barbara, California: March 1983.

"A Course on Human Values for the Management Curriculum" (with Boris W. Becker). Paper presented to 42nd Annual Meeting of the Academy of Management. New York, New York: August 1982.

"The Influence of Personal Values on Attitude and Store Choice Behavior" (with Boris W. Becker). Paper presented to Annual Meeting of American Marketing Association Educators Conference. Chicago, Illinois: August 1982.

"Emerging Technologies: The Challenge to Leadership Theory" (with Richard N. Osborn and Frederic A. Morris). Paper presented to International Symposium on Managerial Behavior and Leadership Research, St. Catherine's College, University of Oxford, Oxford, UK: July 1982.

"American Values in the 1980's: Is There Anything New Under the Sun?" (with Boris W. Becker). Paper presented to: (a) Annual Meeting of the Western Marketing Educators Conference, Long Beach, California - April 1982; (b) 42nd Annual Meeting of the Academy of Management, New York, New York -- August 1982.

"Organizational Impact of Regulation: The Case of Long-Term-Care Facilities" (with Jane Siebler). Paper presented to: (a) Annual Meeting of the Academy of Management (Western Division), Colorado Springs, Colorado -- April 1981; (b) 42nd Annual Meeting of the Academy of Management, New York, New York -- August 1982; (c) 21st Annual Meeting and Conference of the American Association of Homes for the Aging, Atlanta, Georgia -- October 1982.

"The Development of Organization Theory as a Curriculum of Study". Paper presented to the 41st Annual Meeting of the Academy of Management. San Diego, California: August 1981.

"Long-Term-Care Facilities and Organization Theory: Some Research Suggestions". Paper presented to 40th Annual Meeting of the Academy of Management. Detroit, Michigan: August 1980.

"A Human Dimension: Values of Engineers and Engineering" (with Boris W. Becker). Paper presented to: (a) Annual Meetings of the Academy of Management (Western Division), Phoenix, Arizona -- March 1980; (b) Center for the Study of Values, University of Delaware -- March 1981; (c) Conference on Management of Technological Innovation: Facing the Challenge of the 1980's, Washington, D.C. -- May, 1983.

"Regulation, De-regulation, and Long-Term-Care Facility Management: A Preliminary Report" (with Jane Siebler). Paper presented to annual meetings of the Gerontological Society. Washington, D.C.: November 1979.

"Values of Long-Term-Care Facility Administrators" (with Boris W. Becker). Paper presented to the 39th Annual Meeting of the Academy of Management. Atlanta, Georgia: August 1979.

"On the Status and Promise of Values Research" (with Boris W. Becker). (a) Invited paper, presented to 19th Annual Convention of the American Institute for Decision Sciences, St. Louis -- October 1978; (b) presented to 39th Annual Meeting of the Academy of Management, Atlanta, Georgia -- August 1979.

"Decision Patterns in Nursing-Home Organizations". Colloquium presented at (a) University of Pennsylvania - October 1978; (b) University of Oregon -- October 1978; (c) University of Santa Clara -- November 1978; (d) Stanford University -- November 1978; (e) University of California at Los Angeles -- November 1978. Paper presented to 39th Annual Meeting of the Academy of Management. Atlanta, Georgia: August 1979.

"On Methodology in Organizational Research: Perceptual Scaling" (with Boris W. Becker). Paper presented to 37th Annual Meeting of the Academy of Management. Orlando, Florida: August 1977.

"Values and Behavior of Research Subjects: Yeasaying Response Style" (with Boris W. Becker). Paper presented to annual meeting of the American Marketing Association, Memphis, Tennessee: August 1976.

"Play it Again: Size, Differentiation, and Administrative Ratios". Paper presented to (a) Doctoral Research Colloquium, Seattle: Graduate School of Business Administration, University of Washington -- May 1976; and (b) Academy of Management (Western Division), Sacramento -- March 1978.

"Organizational Design: A Goal Approach" (with Stefan D. Bloomfield). Paper presented to 35th Annual Meeting of the Academy of Management. New Orleans, Louisiana: August 1975.

"Values and Assumptions in OD". Invited paper presented to 35th Annual Meeting of the Academy of Management. New Orleans, Louisiana: August 1975.

"The Changing Nature of Science: Some Organizational Implications". Paper presented to: (a) meetings of the Academy of Management (Western Division), Las Vegas, Nevada -- March 1975; (b) meetings of the Pacific Sociological Association, Victoria, British Columbia -- April 1975; and (c) 35th Annual Meeting of the Academy of Management, New Orleans, Louisiana -- August 1975.

"Interpersonal Effectiveness in Administrative Theory: An Overview and Some Implications". Paper presented to meetings of the Academy of Management (Southwest Division). Dallas, Texas: March 1974.

"Yeasaying Response Style and Value Orientation" (with Boris W. Becker). Paper presented to meetings of the Pacific Sociological Association. San Jose, California: March 1974.

"Values and the Organization: Suggestions for Research" (with Boris W. Becker). Paper presented to meetings of the Pacific Sociological Association. San Jose, California: March 1974.

"Organizational Relationships: Context, Action, and Effectiveness" (with Douglas M. Egan and Barbara Karmel). Paper presented to 15th Annual Meeting of the Mountain-Plains Management Association. Park City, Utah: October 1973.

"Values and Comparative Organizational Research" (with Boris W. Becker). Paper presented to 33rd Annual Meeting of the Academy of Management. Boston, Massachusetts: August 1973.

"Nursing Home Effectiveness: An Organizational Analysis" (with Douglas M. Egan and Barbara M. Karmel). Paper presented to a conference of the Gerontological Society, National Institute on Research Utilization. Blue Mountain Lake, New York: August 1973.

"Value Biases in Organizational Research" (with Boris W. Becker). Paper presented to meetings of the Pacific Sociological Association. Scottsdale, Arizona: May 1973.

"Creativity and Scientific Research Competence". Paper presented (by Professor Charles Gudger) to meetings of the Academy of Management (Western Division). Yosemite, California: March 1972.

"Basis for Reward in Technical Organizations: Interpersonal Competence Versus Technical Competence". Paper presented to meetings of the Academy of Management (Western Division). Tucson, Arizona: April 1971.

PROFESSIONAL ACTIVITIES (ACADEMIC)

Invited participant, "Towards More Democratic Careers at Small to Mid-Size Schools." Academy of Management, August 2003.

Referee, Western Academy of Management: March 2002.

Referee, Western Academy of Management: April 1995.

Discussant, "Values, Motivation and Commitment to Work." Annual meetings, Western Academy of Management, March 1994.

Member, Nominating Committee, Western Academy of Management: March 1994.

Referee, Western Academy of Management: March 1994.

Invited participant and symposium leader, "Constructing the New Workforce -- Convergent Relations for Divergent Roots." Western Academy of Management, San Jose, California: March 1993.

Member, Program Review Committee, Western Academy of Management 2nd International Conference. Leuven, Belgium: June 1992.

Referee, Western Academy of Management: April 1992.

Member, Program Committee, Portland International Conference on Management of Engineering and Technology: October 1991.

Chair, "Symposium: A Systems Perspective on the Impact of Personal Values". Annual meetings, Western Academy of Management. Santa Barbara: March 1991.

Chair, session on "Contracting, Mergers, and Takeovers: Reconstructing Organizations across Boundaries". Annual meetings, Western Academy of Management. Santa Barbara: March 1991.

Referee, Organizational Behaviour Division, Administrative Sciences Association of Canada: April 1991.

Referee, Western Academy of Management: March 1991.

Member, Task Force on Internationalization, Technology and Innovation Management Division, Academy of Management: May 1990 - August 1991.

Referee, First International Western Academy of Management Conference, Shizuoka, Japan: 1990.

Member, Task Force on Outcome Measurement, Academy of Management: January, 1988 - 1990.

Chair, "Cultural Values and Modern Management in China, Japan, and the United States" session of the *In the Pacific Interest: Rethinking the Past and Defining the Future* conference. Willamette University, February 1989.

Member, Professional Division Review Committee, Academy of Management: August, 1987 - 1988.

Member, R & D/Technology/Innovation Interest Group Constitution Committee. 1987.

Referee, R & D/Technology/Innovation Interest Group, Academy of Management: August 1987.

Referee, Western Academy of Management: April 1987.

Referee, American Institute for Decision Sciences (national meetings). Honolulu: November 1986.

Referee, Organization and Management Theory Division, Academy of Management, August 1986.

Visiting Scientist, Human Affairs Research Centers, Battelle. Seattle and Washington, D.C.: 1982 - 1985.

Faculty Intern/Consultant, Tektronix Corporate MRP Program. Portland: Summer 1983.

Discussant, "Business Ethics: Frameworks, Philosophy, and Facts" session, annual meetings, Western Academy of Management. San Diego: March 1985.

Organizer and Chair, "Symposium: Personal Values and Organizational Behavior". Annual Meetings, Western Academy of Management. Vancouver, B.C.: April 1984.

Referee, Western Academy of Management, April 1984.

Referee, "Air-Land Battle 2000" Symposium, Army Research Institute. Texas Tech University: July 1983.

Referee, R & D/Technology/Innovation Interest Group, Academy of Management: August 1983.

Co-Chair (with Warren B. Brown), "Symposium: Organizational Innovation: Conditions and Strategies", Annual Meeting of the Academy of Management (Western Division). Colorado Springs, Colorado: April 1982.

Chair, "Symposium: Organization Theory and Curriculum Development", Annual Meetings, Academy of Management. San Diego: August 1981.

Chair, Task Force on Curriculum Development, Organization and Management Theory Division, Academy of Management: 1980 - 1981.

Chair, discussion on "Leadership Perspectives". Annual meeting, Academy of Management (Western Division). Monterey, California: April 1981.

Member, working group for Department of Energy's Organizational Effectiveness and Industrial Management Research (Energy Conversion and Utilization Technology Program): 1981.

Referee, 6th Biennial Southern Illinois Leadership Symposium: October 1980.

Referee, Organization and Management Theory Division, Academy of Management: August 1980.

Chair, session on "Alternative Paths to Executive Careers". Annual meetings, Academy of Management (Western Division). Phoenix, Arizona: March 1980.

Referee, Organization and Management Theory Division, Academy of Management: August 1979.

Participant/Discussant, "Social Institutions and Social Change" session of Workshop of the Committee on Aging: Stability and Change in the Family, sponsored by National Research Council and National Institute on Aging. Annapolis, Maryland: March 1979.

Referee, 5th Biennial Southern Illinois Leadership Symposium: October 1978.

Referee, Organization and Management Theory Division, Academy of Management: August 1978.

Chair, session on "Boundary Spanning Behavior in Organizations", Organization and Management Theory Division. Annual meetings of the Academy of Management. Kansas City, Missouri: August 1976.

Organizer and Chair, "Citizen Inputs for Decision Making: The Advisory Group as an Organizational Phenomenon". Joint Session of the Organization and Management Theory Division and Public Sector Interest Group. Annual Meetings of the Academy of Management. Kansas City, Missouri: August 1976.

Member, 1976 Academy of Management Program Committee (Western Division): April 1975-April 1976.

Participant, "Workshop on Organization Design: Radical Alternatives in Philosophy, Practice and Techniques". TIMS College on Organization, University of Illinois: October 1975.

Roundtable Chair, Annual Meetings of the Academy of Management (Western Division). Las Vegas, Nevada: March 1975. Contributor to "A Program of Education, Training, and Technical Assistance in the Manpower Region X" (Gary W. Sorenson, principal investigator). Grant No. 31-41-74-10. U.S. Department of Labor, Manpower Administration, Office of Manpower Research and Development.

Discussion Leader, "Curriculum" section of Organization and Management Theory Division. Annual Meetings of the Academy of Management. Seattle, Washington: August 1974.

Organizer and Chair, session on "Management of Health-Care Organizations". Annual Meetings, Academy of Management (Western Division). San Francisco, California: April 1974.

Member, nominating committee for Division of Organization Theory and Management, Academy of Management: January 1974 - April 1974.

Member, 1974 Academy of Management Program Committee (Western Division): April 1973 - April 1974.

Discussant, "Organization Design" section of Organization and Management Theory Division. Annual Meetings of the Academy of Management. Boston, Massachusetts: August 1973.

Contributor to "Improving the Planning and Coordination of HEW Funded Manpower Programs" (Gary W. Sorenson, principal investigator). HEW contract OED-X-72-0070. Seattle: HEW Regional Office, February 16, 1973.

Organized panel, "Organization and Management Theory" (chaired by James L. Hall). Annual Meeting, Academy of Management (Western Division). Yosemite, California: March 1972.

Offices/Positions Held

Member, Executive Committee, Technology and Innovation Management Division, Academy of Management: 1990 - 1991.

President, Western Academy of Management: 1986 - 1987.

Program Chair, Western Academy of Management: 1985 - 1986.

Vice-President, Western Academy of Management: 1984 - 1985.

Book Review Editor, *Academy of Management Review*, 1981 - 1984.

Representative-at-Large, Organization and Management Theory Division, Academy of Management: 1975 - 1976.

Editorial Board: *Journal of Management Inquiry*: 1991 - present.
 Academy of Management Executive: 1998 – 2005.
 Advances in International Comparative Management: 1993 - 1996.
 IEEE Transactions on Engineering Management: 1985 - 1993.
 Academy of Management Review: 1984 - 1987.
 Journal of Management: 1979 - 1986.
 Pacific Sociological Review: 1972 - 1976.

PROFESSIONAL ACTIVITIES (PRACTITIONER-RELATED)

Member, Atkinson Center for Executive Development: August 2000 – 2006.

Speaker for various organizations and associations.

Executive Consultant, State Farm Insurance Companies (Pacific Northwest Zone - Alaska, Hawaii, Idaho, Montana, Oregon, Washington): May 1984 – February 2004.

Member, Task Force on Mental Retardation-Developmental Disabilities Program management, Mental Health Division, Department of Human Resources: January 1984 - December 1984.

Instructor in "Management" for managers, Salem Statesman-Journal: October 1983 - April 1984.

Member, Long-Range Planning committee for South-Lincoln County Hospital District: 1981.

Member, Advisory Council, District #4 of the Western Oregon Health Systems Agency: 1980 - 1981.

Advisor (with Stefan D. Bloomfield) to Study Team for Re-Organization of Willamette National Forest: 1973.

Seminar Leader (organization theory), Oregon State Penitentiary: Spring and Summer 1971, Winter 1974.

REFERENCES

References available upon request.