

Curriculum Vita



CURRICULUM VITAE

John E. Tropman

School of Social Work
University of Michigan
1080 South University
Ann Arbor, Michigan 48109
(734) 763-6275 • fax (734) 763-3372

Home Address:
3568 River Pines
Ann Arbor, Michigan 48103
(734) 663-3411 • fax (734) 665-3411
email: tropman@umich.edu

Date and Place of Birth: September 14, 1939; Syracuse, New York
Married, 3 children

EDUCATION:

- 1967 Ph.D., University of Michigan • Social Work and Sociology
- 1963 MA (With Honors), University of Chicago • Social Work Social Service Administration
- 1961 BA Oberlin College • Sociology/Government

EMPLOYMENT:

- 1990 - present Professor, Honors College, College of Literature, Science and the Arts, University of Michigan
- 1986 - present Visiting Professor and Adjunct Professor in Organizational Behavior and Human Resources Management, School of Business, University of Michigan

1977 - present	Faculty Associate, Program in American Culture, University of Michigan
1990 - present	Faculty Associate, Michigan Journalism Fellows Program
1976 - present	Professor, School of Social Work, University of Michigan
1970-76	Associate Professor, School of Social Work, University of Michigan
1968-70	Assistant Professor, School of Social Work, University of Michigan
1965-68	Lecturer and Instructor, School of Social Work, University of Michigan
1966	Instructor in Sociology, University of Michigan

Administrative Roles

2003-present	Assistant to the Dean, External Relations, School of Social Work
2000-2003	University of Michigan Grievance Board
1997-2000	Member, Institute of Labor and Industrial Relations Executive Committee
1991-present	Coordinator, MSW/MBA Program, School of Social Work and School of Business, University of Michigan
1991-92	Convener, Administration, Community Organization, Policy and Research Faculty, School of Social Work, University of Michigan
1990-present	Faculty Associate, Executive Education, The University of Michigan Business School
1986-88	Chair, Michigan Society of Fellows
1985-present	Faculty Associate, Executive Education Program, Heinz School, Carnegie Mellon University
1982	Acting Director, Institute of Gerontology, University of Michigan (Jan-Sept)
1972-73, 1978-79	Head, Doctoral Program in Social Work and Social Science, University of Michigan
1975-78	Coordinator, Community Administration and Policy Area, School of Social Work, University of Michigan
1974-75	Head, Social Welfare Policy and Services Area, School of Social Work, University of Michigan
1970-72	Head, Social Policy Methods Sequence, School of Social Work, University of Michigan

FIELDS OF SPECIAL INTEREST WITHIN PROFESSION:

Social policy, values and attitudes and social policy
Decision making systems,
Effective Meetings/Nonprofit Boards
Executive leadership/Management
Religion and charity
Prosocial Behavior, Philanthropy

HONORS, FELLOWSHIPS AND AWARDS:

Blackwell's Choice Outstanding Academic Books for 1996 (For The Catholic Ethic in American Society)

CHOICE Award for Outstanding Academic Books for 1996 (For The Catholic Ethic in American Society)
Dictionary of International Biography, 25th Edition (England)

Prominent Writer, *Contemporary Authors*, Gale Research,
Who's Who in America,

Visiting Faculty Fellow, University of Michigan Journalism Fellows, 1995.

The International Directory of Management Scholars and Research, Harvard Business School Press, 1st Edition, 1995; 2nd Edition, 1996, 2nd Edition (CD-ROM), 1995.

Who's Who in American Education, 5th Edition, 1995.

Fellow, Committee on InterInstitutional Cooperation, Academic Leadership Program, 1992-93.

Wilbur J. Cohen Award, School of Education, 1988.

The Bernard Zell/Leonard W. Lurie \$25,000 Prize for the Teaching of Entrepreneurship, School of Business, University of Michigan, 1986-87.

Senior Fellow, Michigan Society of Fellows, University of Michigan, 1983-87.

The 1985 Monsignor O'Grady Award for Achievement in Scholarly Research in Catholic Social Thought; the National Conference of Catholic Charities and Catholic University of America.

Special Lecturer in Social Change, Kwansai Gakuin University, Nishinomiya, Hyogo, Japan, 1983.

Special Award, Vice President for Research, University of Michigan, 1981.

Fulbright Lecturer in Social Change, Kwansai Gakuin University, Nishinomiya, Hyogo, Japan, 1980.

Fellow, Collegiate Institute for Values and Science, 1979.

Who's Who in the Midwest, 1978.

American Men and Women of Science, Social and Behavioral Sciences, 1978.

Honors Examiner in Sociology, Oberlin College, Oberlin, Ohio, 1977.

Visiting Faculty Associate, Joint Center for Urban Studies, MIT and Harvard University, 1974.

Special Award, Vice President for Research, University of Michigan, 1977.

Horace Rackham Research Fellow, University of Michigan, "Public Welfare Appropriations," 1969.

National Science Foundation Fellowship, to Improve the Scientific Quality of Dissertations, 1967.

Grace Abbot Honors Fellowship, University of Chicago, 1962-63.

MEMBERSHIPS:

American Sociological Association; The Independent Sector; Policy Studies Organization; Society for Human Resource Management ;Michigan Nonprofit Association (Board, 1999-2001)

EDITORIAL BOARDS:

Journal of Sociology and Social Welfare
Social Policy Journal

CONSULTING:

Nonprofit Alliance, Battle Creek, 2001
Wolverine Human Services , 2003/4
Consultant. Washtenaw County Community Health Agency, 2002
Consultant, Anderson Cancer Center, Houston, TX, 2001 to present
Consultant, University of Houston, 2001 to present
United Way of Delaware County. IN
Consultant, University of Southern California, 2001

Ongoing Consultancies:

Dupont,

Abbott Labs (Dallas, Pasadena)

Cadillac,
Parke-Davis
Hospice of Washtenaw
Mental Health Association of
Michigan Department of Mental Health
Michigan United Way
Sisters of Mercy Health Corporation,
United Way of America
United Way of Windsor/Essex, Canada
Oberlin College

Ford
Michigan State Police
Connecticut Juvenile Justice Commission
City of Ann Arbor
Michigan Office of Services to the Aging
County of Kalamazoo
General Accounting Office
United Way of Toronto
Toledo Mental Health Association

MAJOR COMMITTEE ACTIVITIES:

School of Social Work:

Chair, Management of Human Services Group
Doctoral Committee, 2002 to Present

Policy Methods Evaluation Committee, Chair, 2002
Curriculum Committee, 2000-2001
Macro Chair, 2000-2001
Student Services and Graduation Committee, Chair, 1999-2000

Supervising Committee for the Joint Doctoral Program in Social Work and Social Science
1998-99

Doctoral Committee, School of Social work, 1998-99; 2003 - current

Chair, Continuing Education Task Force, 1995-1997

Member, Recruitment and Financial Aid Committee, 1994-1996

Chair, Long Range Recruitment Task Force, 1993-94

Chair, Strategic Planning Committee, 1989

Member, Retreat Committee, 1992-93, 1993-94

Executive Committee, School of Social Work, 1985-88

Chair, Curriculum Committee, School of Social Work, 1983-86

Faculty Council, School of Social Work, 1969-71; 1972-73; 1974-76

Continuing assignments:

Member of Community Organization, Administration, Policy, Planning and Program
Evaluation Committee (CAPE); Social Welfare Policy and Services Committee (SWPS);
Human Behavior and Social Environment (HBSE); Continuing Education Committee; Search
Committee; Library Committee, among others

University of Michigan:

Executive Committee - Institute for Labor and Industrial Relations, -ongoing

Senate Assembly 2002-2005

Chair, Special Grievance Panel, 2001

University Library Advisory Committee 1999-2000

Chair, Presidential Task Force on the Organization of the University (1995-96)

Board, Michigan Journalism Fellows (1996-2000)

Member, Benefits Advisory Committee, (1997-2000)

Consultant, Committee for Continuous Improvement (1993-94)

Chair, New Pay Committee, University of Michigan, 1993-94

Chair, Committee on Economic Status of the Faculty (1982-83, 1992-94); Member (1981-82; 1992-94)

Chair, Horace H. Rackham Research Review Committee, Social Science Division (1987-88); Member (1985-88)

Chair, Advisory Committee to the Vice President for State Relations and Planning (1977-79); Member (1976-79)

Member, Advisory Committee to the Vice President for State Relations (1976-79)

Chair, Advisory Committee to the Vice President for Academic Affairs (1974-75); Member (1972-75)

Member, Dissertation Committees, School of Business, School of Education, School of Music, current

COMMUNITY AND PROFESSIONAL ACTIVITIES:

Director, The Elmer J. Tropman Nonprofit Management Institute, and the William J. Copeland Fund, Pittsburgh, PA 2000 – 2002(A supporting organization of the Pittsburgh Foundation)

Board Member, Michigan Association of Nonprofits, 2000-2001

Advisor, Saline District Library, Saline, MI 1998-2000

Advisor, Flint community Foundation, Flint, MI 1998-2000

Advisor, United Ways of Indiana, Ann Arbor, Detroit, 1992-present

Advisor, Lutheran Social Services, 1987-present

Advisor, Jewish Federation of Metropolitan Detroit, 1994-present

Presenter, Executive Education Center, University of Michigan Business School,: New Products Seminar, 1988-2000 Management of Managers Program, 1989-1992; Management II, 1999=present.

Advisor, The NEW Center, 1990 to present

“Excellence in Long Term Care Project” — a subproject of the Kellogg International Program in Health and Aging, Harold R. Johnson, Principal Investigator, 1987

Board Member, Washtenaw County Council on Aging, 1983-85.

Delegate, Council on Social Work Education, 1975-78

Member, Title XX Advisory Committee, Department of Social Services, State of Michigan, 1975-76 (Chair, 1976)

Vice-Chair, Economic Security Section, National Conference of Social Welfare, 1975-76

Member, Subcommittee on Basic Services to Intact Families, Department of Social Services, State of Michigan, 1971-74.

Vice-Chair, Board of Directors, Family Group Homes, Ann Arbor, MI, 1971-72.

Vice-Chairman, Huron Valley Chapter, National Association of Social Workers, 1971-72.

Member, Bi-Racial Committee, Pioneer High School, Ann Arbor, Michigan, 1970-71.

Member, Planning Committee, United Community Services, Ann Arbor, Michigan, 1970-71.

RESEARCH PROJECTS:

Meeting Masters Research Project

Here I explore the patterns through which meeting masters achieve - continually – high quality decisions in the groups they lead under a wide range of conditions . I interview meeting masters and cull their best practices. I also observe “bad” meetings. The effort here is ongoing, and I continue to find and add new examples of meetings masters (and meeting idiots) to the data base. The idea of decisions is coming to play a larger role in this research. Several publications have come from this research project. It was funded, in part, by the 3M project in meeting management.

Nonprofit Executive Pay Project

Here I explore the rates and rationales of nonprofit executive pay. I am especially interested in the gender differential in executive pay in nonprofits, which is shameful. Not only are women paid less, but they lack position in the “executive pipeline” which would position them to good positions further on.

The Family Success (ion) and Failure Project

This project reviews a series of business in which children have destroyed business their parents (and grandparents in some instances) have developed. This project involves both organizational and family dynamics. The question of how these problems happen and what are the issues involved are fascinating ones. This project is an ongoing one, in which I am collecting data at this point.

Long Distance Mobility Project

This project explores the stories, and hopefully patterns, of individuals who have “escaped” from a poverty childhood (“lowest social class”) and succeeded at the highest levels in conventional American terms (the highest social class.) I will also be looking at those who have “remained” in the class of origin. This project is an ongoing one; I am in the process of securing data at this time.

Leadership Calamity /Corporate Catastrophe Project

This research looks at the patterns of leaders who experience “calamity.” Calamity occurs when an executive or executive set lose his/their position(s) and bring down their family, their firm, their industry, and even part of the country, with them (Enron, Anderson, United Way of America, Global Crossing, etc. etc.) I am interested in selecting among several competing hypotheses to explain this kind of self/other destructive behavior. I have about 200 “cases” – individuals who have been written up in major newspapers, as “data” for an initial exploration. At the same time I am looking at the organization structures in which these events occur. I see the problem as an interactive one, with individual characteristics and competencies on the one side, organizational conditions on the other side, and social context as affecting each. I am in the process of preparing an article and a book on this subject matter.

Social Welfare Forum Project

For about 100 years, 1888 to 1978, the social work profession got together at a big yearly conference and published the significant papers from that event. Initially called the Conference on Charities and Correction, and later called the National Social Welfare Assembly, their reports provide an invaluable historical resource about the history of social welfare. This year I began a new project to develop a book that records in one place all the papers, and provides decade by decade analysis of the evolution of the field, intellectually speaking. This project will be my sabbatical project. It involves not only listing all the papers, of course, but reviewing a sample or the articles to provide an updated history. (There was one history written in 1912 that did this, and another in 1948; however in each of those cases there was no record of what the author’s actually did or how they did it.)

TRAINING GRANTS:

Recruitment and Retention in Child Welfare, 2003-2008, 1 Million\$; Co PI, Kathleen Faller, PI

Supervisors in Child Welfare Training Grant, 2001-2003 (Children’s Bureau) Co PI; Katherine Faller, PI;

Administration on Aging Grant, “American Values and the Elderly,” 1977-79.

Social Research Training on Applied Issues in Aging, National Institute on Aging - 1985-90

Geriatric Mental Health - National Institute of Mental Health, 1983-84, 1984-85

Child Welfare Supervisors Training Grant, 2000-2003 (Co Principal)

Recruitment and Retention of Child Welfare Workers/Supervisors 2003-2008 (Co-Principal) (1 Million Dollars)

PUBLICATIONS:

Dissertation

A Comparative Analysis of Community Welfare Councils, University of Michigan, 1967.

Forthcoming,

1. SUPERVISION AND MANAGEMENT IN NONPROFITS AND HUMAN SERVICES: HOW NOT TO BECOME THE ADMINISTRATOR YOU ALWAYS HATED *Eddie Bowers Publishing, 2005*
2. Strategies of Community Practice, 7th Edition (with Rothman and Erlich) forthcoming, 2007
3. “*Supervising Among Different Disciplines*” (With Woolley (and Zhu, and Smith) Chapter 130 in School Social Work and Mental Health Worker’s Training and Resource Manual
4. “*Executive Decision Making*” in Edwards, et. al , Skills for effective management of nonprofit organizations 2nd . Washington, DC: NASW
5. *Women Leaders – The 21 Women Presidents of the National Conference of Social Welfare* (with Stotzer) Affilia
6. “Why America Hates the Poor”, Journal of Poverty, forthcoming

Publications: Electronic

“The Crow and the Cheese: From Derailment to Calamity in the Executive Suite” (with Shaefer and Zhu) Proceedings of the International Applied Business Research Conference San Juan, Puerto Rico, March, 2004. The Ciber Institute. <http://www.wapress.com/>, Copies also available form the senior author

Publications: BOOKS

2003

- *Making Meetings Work Even Better 2nd Sage 2003*

2002

- *The Catholic Ethic and the Spirit of Community* Georgetown University Press,

2001

- *The Total Compensation Solution – Developing an Employee Driven Rewards Systems* Jossey Bass²
- *Grandma Called it Charity: The Collected Works of Elmer J. Tropman* (The Pittsburgh Foundation, Pittsburgh, Pa.)
- *Strategies of Community Intervention, 6th* (with Rothman and Erlich, ed.) Peacock
- *Tactics of Community Intervention 4th* (With Rothman and Erlich, eds.) Peacock

2000

- *Effective Physician Performance* (with Ransom and Pinsky, ed.) American College of Physician Executives

1999

- *Nonprofit Boards: What to Do and How to Do It (with Elmer J. Tropman)* Washington, D.C., Child Welfare League of America, 1999

1998

- *Managing the Idea Driven Organization* Westport, CT, Quorum Books, 1998
- *Do Americans Hate The Poor? The Other American Dilemma* Westport, CT. Prager , 1998
- *Social Work in Contemporary Society [2nd]* with Charles Garvin. Needham, MA. Addison Wesley, 1998
- *Instructor's Manual and Test Bank for Social Work in Contemporary Society* . with Charles Garvin and Penny Tropman. Needham MA Addison Wesley, 1998

² Mentioned in *HR Magazine*, #1, Vol.47,p.87

Mentioned in *Pay For Performance Report* January, 2001, p. 6

1995, 1996, 1997

- *Building Better Community Meetings* (with Charles Maynard and Christina Patterson) (Lansing: Comprehensive Community Health Models of Michigan, 1997)
- *Successful Community Leadership* Washington, D.C., National Association of Social Workers, 1997
- *Making Meetings Work*. Beverly Hills: Sage Publications, 1996.
- *Effective Meetings: Improving Group Decision-Making*. [2nd Edition]. Beverly Hills: Sage Publications, 1996.
- *The Catholic Ethic in American Society*. San Francisco: Jossey-Bass, 1995.
- *Strategies of Community Intervention* (with Jack Rothman and John L. Erlich) [5th Edition]. Itasca: F.E. Peacock, 1995.
- *Tactics and Techniques of Community Practice* (with Fred M. Cox, John L. Erlich, and Jack Rothman, editors), [3rd edition]. Itasca: F.E. Peacock, 1995.

1970 - 1994

- *Committee Management in Human Services: Running Effective Meetings, Committees and Boards* (with Harold Johnson and Elmer J. Tropman) [2nd Edition]. Chicago: Nelson-Hall, 1992.
- *Social Work in Contemporary Society* (with Charles Garvin) (Englewood Cliffs: Prentice Hall, 1992).
- *Organizational Governance: Development and Directions for Boards of Directors* (Toronto: Canadian Center for Philanthropy, 1991).
- *Entrepreneurial Systems for the 1990's* (Westport: Quorum Books, 1989).
- *American Values and Social Welfare*. (Englewood Cliffs: Prentice-Hall, 1989).
- *Public Policy Opinion and the Elderly, 1952-1978*. (Westport, CT: Greenwood Press, 1987).
- *Strategies of Community Organization*, (with Fred Cox, John L. Erlich, and Jack Rothman, editors), Fourth Edition, Itasca, IL: F.E. Peacock, 1987.
- *Conflict in Culture: Permissions versus Controls and Alcohol Use in American Society*. Lanham, MD: University Press of America, 1986.
- *Tactics of Community Practice*, (with Fred M. Cox, John L. Erlich, and Jack Rothman, editors), 2nd Edition, Itasca, Illinois: F.E. Peacock, 1984.

- *Policy Management in the Human Services*, New York: Columbia University Press, 1984.
- *Meetings: How To Make Them Work For You.* (Van Nostrand Rinehold, 1984).
- *New Strategic Perspectives on Social Policy*, (with Milan Dluhy and R. Lind, editors), Elmsford, New York: Pergamon Press, 1981.
- *Effective Meetings: Improving Group Decision-Making*, Beverly Hills: Sage Publications, 1980.³
- *Essentials of Committee Management* (with Harold R. Johnson and Elmer J. Tropman), Chicago: Nelson-Hall, 1979.
- *Strategies of Community Organization*, Third Edition (with Fred M. Cox, John L. Erlich, and Jack Rothman, editors), Itasca, IL: F.E. Peacock, 1979.
- *Tactics of Community Practice*, (with Fred M. Cox, John L. Erlich, and Jack Rothman, editors), Itasca, IL: F.E. Peacock, 1977.
- *Strategic Perspectives on Social Policy*, (with Milan Dluhy, Roger Lind, Wayne Vasey, and Tom Croxton, editors), Elmsford, NY: Pergamon Press, 1976.
- *Strategies of County Organization*, Second Edition (with Fred M. Cox, John L. Erlich, and Jack Rothman, editors), Itasca: F.E. Peacock, 1974.
- *Community Action Planning and Development*, (with Fred M. Cox, John L. Erlich and Jack Rothman, editors), Itasca: F.E. Peacock, 1974.
- *Strategies of County Organization* (with Fred M. Cox, John L. Erlich and Jack Rothman, editors), Itasca: F.E. Peacock, 1970.

Publications - MONOGRAPHS

1. “Essentials of Supervisory Skills for Child Welfare Managers “ (with Faller and Feldt) University of Michigan School of Social Work, 2004.
2. The Texas Consortium on Vital Aging – A Preliminary Report. University of Houston Graduate School of Social Work, 2002
3. “Playing By The Rules: Meeting the Challenges of High Quality Decisions,” 3M Meeting Management Institute, 1992.
4. “Social Work Policy and Practice: A Knowledge Driven Approach” (ed., with Harold R. Johnson). Ann Arbor, MI: University of Michigan School of Social Work, 1985.

³Chapter 5 of this book was reprinted by Adelphi University for use in its courses.

5. "The Modern Board and Committee," United Way/Centraide Canada, 1982.
6. "How to Work With a Committee," United Way/Centraide Canada, 1982. ("Comment Travailler Avec Un Comite," Centraide Canada/United Way, 1983).
7. "Organizational Governance: Development and Direction For Boards of Directors," National Institute for Youth Services, 1982.
8. "Beyond Policies of Rectification: The Need for a Comprehensive Assessment of the Elderly Poor," (with Jane McClure) in Robert F. Clark, Ed., *Policy Issues for the Elderly Poor*, Washington Community Services Administration, 1981, C.S.A. Pamphlet 6172-8.
9. "Boards of Directors," Aurora Associates and Department of Health and Human Services, 1981.
10. "The Crucial Relationship: Community Agencies and Community Structure," (with Pat Lindeman), Alexandria: United Way of America, 1979.

Publications - CASSETTES

"Effective Meetings," 3 cassettes, Michigan Media, 1981.

Publications- ARTICLES

1. "Flameout at the Top: - Executive Calamity in the Nonprofit Sector" (with Shaefer) *Administration in Social Work* 28, ¾ (2004) [See also this entry under articles in books, where it was also issued.]
2. "Managerialism in Social Work" *Hong Kong Journal of Social Work* , 36, 1 & 2, Summer & Winter, 2002
3. "American Values and American Advertising" in *Major Marketing Campaigns*, Thomas Riggs, ed., Detroit: The Gale Group, 1998
4. "(Un) Forgiveness: TO BE OR NOT TO BE ...[NOT]" *Reflections*, 4,4, (Fall, 1998) 36-41
5. "The Catholic Ethic and the Spirit of Welfarism" *International Journal of Comparative Religion and Philosophy* 1,1 (January-June, 1995) pp.54-74
6. "The Catholic Work Ethic," *The International Executive* 34 (4), July/August (1992).
7. "The Organizational Circle," *Administration in Social Work* 13, 1 (1989).
8. "Human Service Entrepreneurship: The Four C Approach," *Administration in Social Work* 13, ¾ (1989).
9. "Board Decision Making in Human Service Organizations," (with Hillel Schmid and Pam Dodd). *Human Systems Management* 7, (1987).

10. "Quality of Long Term Care, Introduction," *Danish Medical Bulletin*, Special Supplement Series #5, 1987.
11. "Organizational Excellence and the Nursing Home," *Danish Medical Bulletin*, Special Supplement Series #5, 1987.
12. "Effective Meetings: Some Provisional Rules and Needed Research," *Social Work with Groups*, 10, 2, (Summer, 1987).
13. "The 'Catholic Ethic' vs. the 'Protestant Ethic': Catholic Social Service and The Welfare State." *Social Thought*, XII, 1 (Winter, 1986).
14. "Value Conflicts and Policy Decision Making," *Human Systems Management* 4 (1984).
15. "The Parent's License," *Journal of Policy Analysis and Management* 3, 3 (Spring, 1984).
16. "Income Sources of the Elderly: Profiles of Differential Need," (with L. Root), *Social Service Review*, September 1984.
17. "Social Characteristics and Personal Opinion: Notes Toward A Theory," (with John Strate), *California Sociologist* 6, 1 (Winter, 1983).
18. "The Decision Group: Ways to Improve the Qualities of Meetings and Decisions," *Human Systems Management*, 3 (1982).
19. "A Contest of Values: A Cultural History of Approaches Toward Alcohol," *Journal of Sociology and Social Welfare*, IX, 2 (June, 1982).
20. "Copping Out and Chipping In," *The Humanist* (March/April 1981).
21. "Value Conflicts and Decision Making," *Community Development Journal*, 16, 3 (October, 1981).
22. "The Effective Committee Chair: A Primer," *Directors and Boards*, (Summer 1980).
23. "Values Dualism and Social Policy Affecting the Elderly," (with Jane McClure), *Policy Studies Journal*, 9, 4 (Special Issue #2, 1980-81).
24. "The Grade Tax," *Policy Analysis*, 5, 3 (Summer 1979).
25. "The Charity Climate," *Humboldt Journal of Social Relations*, 5, 2 (1978).
26. "The Constant Crisis," *California Sociologist*, 1, 1 (1978).
27. "Policy Analysis and Older People," (with Jane McClure), *Journal of Sociology and Social Welfare*, V. 6 (November 1978).
28. "The Welfare Threat," (with A. Gordon), *Social Forces*, 57, 2 (December 1978).

29. "Image of the Poor: Reality or Projection?" *Public Welfare*, 35, 1, (Winter 1977).²
30. "American Welfare Strategies: Three Programs Under the Social Security Act," *Policy Sciences*, 8, 1 (March 1977).
31. "Public Welfare: Utilization, Change, Appropriations, Service," *Journal of Sociology and Social Welfare*, III, 3 (January 1976).
32. "Community Planning Organizations Coping With Their Problems: The Case of the Welfare Council," (with Fred M. Cox), *Journal of Sociology and Social Welfare*, III, 5 (May 1976).
33. "Social Meaning of Social Indicators," *Social Indicators Research*, 3 (1976).
34. "Some Problems in Federal-City Collaboration in the 1960's and 1970's: An Analysis," (with Milan J. Dluhy), *Journal of Social Welfare*, Vol. 3, No. 3 (Winter 1976).
35. "The Welfare Calculus - Allocations and Utilization in the American States," *Sociology and Social Welfare*, 11, 4 (Summer 1975).
36. "A Note on Geographic Mobility and Occupational Achievement," *Michigan Business Review*, XXXVII, 6 (November 1975).
37. "Social Work Students, Other Graduate Students, and Issues of Student Protest," (with John L. Erlich), *Journal of Education for Social Work*, 10, 1 (Winter 1974).
38. "Social Work Radicals," (with John L. Erlich), *New Society*, 23, 539 (1 February 1973).
39. "Urban Policy Perspectives in the U.S.A.," (with Roger Lind), *Policy Sciences*, 4 (July 1973).
40. "Cost-Benefit Analysis: Toward Comprehensive Planning in the Criminal Justice System," (with Karl Gohelke), *Crime and Delinquency*, (July 1973). [Reprinted in Harry W. More, Jr., Ed., *Criminal Justice Management* (St. Paul: West, 1976)].
41. "Marital Status and Occupational Mobility," *Michigan Business Review*, XXV, 5 (November 1973).
42. "Societal Values and Social Policy," *Ohio Welfare Conference Bulletin* (March 1972).
43. "Social Mobility and Family Disorganization," *Journal of Applied Social Studies*, October 1971.³
44. "Student Power," (with John L. Erlich), *Social Work*, October 1969.
45. "Critical Dimensions of Community Structure," *Urban Affairs Quarterly*, December 1969.

² This article was noted in *Psychology Today*, was written up in the *New York Times* (7-24-72), and summarized in numerous popular magazines, including *Reader's Digest* (May 1974). An article based on this study appeared in *Industry Week* (April 9, 1973) as the lead story.

³ This paper was the subject of an article, "Do the Poor Threaten You?" by Leonard Foley, O.F.M., in the *St. Anthony Messenger* (April 1977) and an article in *Intellect*, Vol. 106, #2386.

46. "Academia and the City," (with John L. Erlich), *Journal of Higher Education*, Vol. XXXIX, No. 6, June 1968.
47. "The Married Professional Social Worker," *Journal of Marriage and The Family*, November 1968. [Reprinted in A. Theodore, Ed., *The Professional Woman* (Cambridge: Shenkman, 1974)].

Publications- CHAPTERS

1. "Flameout at the Top: - Executive Calamity in the Nonprofit Sector" (with Shaefer) in Schmid, Ed., *Organizational and Structural Dilemmas in Nonprofit Human Service Organizations* (New York: Haworth, 2004)
2. "The Supervisor in Child Welfare" (with Faller, Meezan, Mendez, Vandervort, Willis) in Austin and Hopkins, eds. Chapter 27 in *Supervision as Collaboration in the Human Services* (Thousand Oaks, Sage, 2004)
3. "Theoretical Perspectives in Group Work" in Garvin, Galenski and Guttirez, *Handbook of Social Work With Groups* (Thousand Oaks, Sage, 2003)
4. "The Role of Critical Thinking in Evidence-Based Social Work (with Richards-Schuester) in Garvin and Allen Meares, *The Handbook of Social Work Direct Practice* (Thousand Oaks: Sage, 2000)
5. "Effective Meetings" in K. Cameron and D. Whetten, *Developing Management Skills, 4th*. (Reading: Addison Westley, 2001)
6. "Value Conflicts and Decision Making," "Index of Dissimilarity", "Policy Management in the Social Agency", and "The Role of the Board in the Planning Process" all in J. Tropman, J. Erlich and J. Rothman, eds, Tactics of Community Intervention 4th (Itasca: Peacock, 2001).
7. "The Concept of System Levels in Social Work" (with Kathrine Richards-Schuester) in P. Allen-Meares and Charles Garvin, eds, *the Handbook of Social Work Direct Practice* (Thousand Oaks: Sage, 2000)
8. "Decision Making," (pp.485-491); "Group Think" (pp. 876-879); "Strategic Pay/New Pay" (pp. 1678-1682) all in Jane A. Malonis, Ed., The Encyclopedia of Business (Detroit: The Gale Group, 2000)
9. "American Values and American Advertising – 1998" in T. Riggs, Major Marketing Campaigns, 1998 . Detroit: Gale, 1998
10. "Effective Group Decision Making: The Management of Competing Values in a Group Setting" in Edwards and Yankey, eds., *Skills for Effective Non-profit Management*, NASW Press (1998).
11. "Social Issues, Social Policy and Workplace Diversity" in Alfrieda Daly, ed., *Workplace Diversity*, NASW Press (1998).

12. "Catholic and Protestant Ethics: Competing . . . or Complementary Conceptions of the Public Good?" in R. Clapp, ed., *The Consuming Passion*, Downers Grove, IL., Intersivarsity Press 1998
13. "Decision Making," in J.G. Maurer, et al., eds., *Encyclopedia of Business* (Detroit: Gale Research, 1996).
14. "Groupthink," *Ibid.*
15. "Strategic Pay/New Pay," *Ibid.*
16. "The Catholic Ethic and the Protestant Ethic," in Paul G. Shervish, Virginia A. Hodgkinson, Margret Gates, and Associates, eds., *Care and Community in Modern Society: Passing on the Tradition of Service to Future Generations* (San Francisco: Jossey Bass, 1995).
17. "Catholic and Protestant Ethics in Europe and America," in D. Neigh and D. Collins, eds., *Proceedings of the Sixth Annual Meeting of the International Association for Business and Society* (Madison: School of Business, University of Wisconsin, 1995).
18. "Community Needs Assessment," in D. Edwards, ed., *Encyclopedia of Social Work* (Silver Spring: N.A.S.W., 1995).
19. "The Role of the Board and the Planning Process," in J.E. Tropman, J.L. Erlich, and J. Rothman, eds., *Tactics and Techniques of Community Practice* (Itasca: F.E. Peacock, 1995).
20. "Policy Management in the Social Agency," *Ibid.*
21. "The Effective Meeting" (with Gersh Morningstar), *Ibid.*
22. "Index of Dissimilarity" (with Elmer J. Tropman), *Ibid.*
23. "The Catholic Ethic and Charitable Orientation," in *Working Papers - 1993* (Washington: The Independent Sector, 1993).
24. "The Social Work Practicum as Service-Learning" (with Lily Jarman-Rohde), in J. Howard, ed., *Praxis 1: A Faculty Casebook on Service-Learning* (Ann Arbor: OCSL Press, 1993).
25. "The Importance of Emotional Management in the Workplace" (with Mona Teitelbaum), in D. Stone, et al., eds., *Proceedings of the Midwest Academy of Management* (Columbus, OH, 1989).
26. "Human Service Entrepreneurship: The Four C Approach" in Y. Hasenfeld, ed., *Administrative Leadership in the Social Sciences* (New York: Haworth, 1989).
27. "Policy Analysis: Methods and Techniques," in A. McMahan, ed., *Encyclopedia of Social Work*, 18 (Silver Spring: NASW, 1987).
28. "Voluntary Agencies" (with Elmer J. Tropman), *Ibid.*
29. "Governing and Managing Public Organizations" in B. Checkoway, ed., *Strategic Perspectives on Planning Practice* (Lexington, PA: Lexington Books, 1987).

30. "Models of Community Organization and Macro-Practice: Their Mixing and Phasing" in F.M. Cox, et al., eds., *Strategies of Community Organization - Macro Practice*, 4th edition (Itasca: F.E. Peacock, 1987).
31. "American Values as a Context for Community Organization and Macro Practice - Part I." *Ibid.*
32. "Effective Meetings: Some Provisional Rules and Needed Research" in R. Toseland and P. Ephross. *Working Effectively with Administrative Groups* (New York: Haworth Press, 1987.)
33. "A Taxonomy of Social Policies" in H. Johnson and J. E. Tropman, eds., *Social Work Policy and Practice: A Knowledge Driven Approach*. Ann Arbor: University of Michigan School of Social Work, 1986).
34. "Value Conflicts and Decision Making: Analysis and Resolution," in Cox, et al., *Tactics and Techniques of Community Practice*, 2nd Edition, Itasca: F.E. Peacock, 1984.
35. "The Role of The Board in the Planning Process," *Ibid.*
36. "The Relationship Between Staffer Roles and Policy Committees," in Tropman, et al., *New Strategic Perspectives on Social Policy*, Elmsford: Pergamon Press, 1981.
37. "The Policy Committee," *Ibid.*
38. "Societal Values and Social Policy," in J. Tropman, et al., Eds., *Strategic Perspectives on Social Policy*, Elmsford, New York: Pergamon Press, 1976 [reprinted in G.T. Martin and Mayer H. Zald, Eds., *Social Welfare in Society*, New York: Columbia University Press, 1981].
39. "Politics and the Implementation of Policy," (with M. Dluhy), *Ibid.*
40. "Interorganizational Relations: Implications for Community Organizers and Community Organization," (with Y. Hasenfeld) in F. Cox, et al., (Eds.), *Strategies of Community Organization*, 3rd Edition, Itasca: F.E. Peacock, 1979.
41. "Settings of Community Organization Practice," (with H.R. Johnson), *Ibid.*
42. "A Guide to Advocacy," (with A. Lauffer and W. Lawrence), in Fred Cox, et al., Eds., *Tactics of Community Organization*, Itasca: F.E. Peacock, 1977.
43. "Writing for Effect: Correspondence Records, Documents," (with A. Alvarez), *Ibid.*
44. "Community Welfare Councils," (with Elmer J. Tropman) in *Encyclopedia of Social Work*, 17, New York: National Association of Social Workers, 1977.
45. "The New Puritans?" (with T. Croxton) in Jon E. Karapfl and Ernest Vargas, (Eds.), *Behaviorism and Ethics*, Kalamazoo: Behavioradalia, 1977.

46. "Causes and Consequences of Community Studies," (with Robert D. Vinter), in Fred M. Cox, et al., Eds. *Strategies of Community Organization*, 2nd Edition, Itasca, Illinois: F.E. Peacock, 1974.
47. "Conceptual Approaches in Interorganizational Analysis," *Ibid.*
48. "The Community Planning Organization," in Irving Spergel, Ed., *Community Organization, Studies in Constraint*, Beverly Hills: Sage Publications, 1972.
49. "Community Welfare Councils," (with Elmer J. Tropman) in *Encyclopedia of Social Work*, 16, New York: National Association of Social Workers, 1970.
50. "Society and Technology: Implications for Breaking the Poverty Cycle." In G. Richards, et al. (Eds.), *Proceedings of the Canadian American Seminar*, University of Windsor, 1967.

Publications –REPORTS

- Report to the Washtenaw Community Health Organization, June, 2003
- Report to the Deans and Faculty, School of Social Work and The College of Liberal Arts and Social Sciences, and the Houston Community on the Possibility of a Center for Vital and Productive Aging, 2002
- Report to the Dean And Faculty, School of Social work, University of Southern California, 2001
- Perspectives and Recommendations on the Future of the University of Michigan: Report of the Task Force on the Organization of the University , 1996
- Recommendations for Programs and Services for Older Residents of Muskegon County, Michigan, 1982 (with H. Johnson and S. Massey).
- "Client Attributes as Seen by Agency Executives," (with Rosemary Sarri, Matthew Silberman, Edward Pawlak, and Kenneth Badal), unclassified report, Grant #CRD-425-CL-9, Social and Rehabilitation Service, U.S. Department of Health, Education and Welfare, March 1970; Second Printing, November 1975.
- "American Values and the Elderly," (with Andrew Achenbaum, Terrence Tice, and Jane McClure).
- "Interorganizational Impediments to the Reduction of Alcohol-Related Traffic Mortality," (with James H. Saalberg), Highway Safety Research Institute, University of Michigan, 1970.
- "Delinquency Planning and Community Competence," (with Roger Lind), unclassified report, Office of Juvenile Delinquency and Youth Development, Department of Health, Education and Welfare, 1969.

Publications - SHORT PIECES

- “The Compensation Solution for a Whacked-Out Economy: *Dividend* Fall, 2002
- “A Tale of the Bored Board” (with K. Richards-Schuster) *Children’s Voice* 9,1 (January,2000)
- “How to Play the Meetings Game” (with Gersh Morningstar), *Dividend* 20, 3 (Fall, 1989).
- “Planning Your Meetings,” in *Presentations*, National Association of Purchasing Management (Temple: NAPM, 1989).
- “A Board's Responsibility for Role Appropriateness,” *The Board Letter*, No. 9, March 1983.
- “Jordan River Incident,” *Michigan Outdoors*, 37, 7 (July 1983).
- “Effective Meetings are Orchestrated,” *The Board Letter*, No. 10, July 1983.
- “Performance Rules Sharpen Board Committee Roles,” *Directors' Digest* 40, 3 (March, 1981)
- “Demythologizing the Elderly,” *Japan Times* (November 23, 1980).
- “Race or Class,” *Public Welfare* (Winter 1979).
- “Ultralite Drift Fishing,” *Michigan Outdoors*, 33, 8 (August 1979).
- “In America We Sort Our Poor,” *San Diego Union* (July 2, 1978).
- “The Community Planning Organization,” *Working Paper #116*, Center for Social Organization Studies, The University of Chicago (June 1968).

Publications - BOOK REVIEWS

Forthcoming

Bunker, B.B. and Alban, B.T., *Large Group Interventions: Engaging the Whole System for Rapid Change*. In *Social Work With Groups* (forthcoming).

Kakabadse, A., Okazaki-Ward, L., and A. Myers, "Japanese Business Leaders." In *Asia Pacific Business Review* (forthcoming).

DeBono, Edward, "Textbook of Wisdom." In *Middle East Business Review* (forthcoming).

2000

- Curtis, G., *The Logic of Japanese Politics* in *Asia Pacific Business Review* 7,2 (Winter, 2000)

- Gilbertsen, Beth and Vijit Ramchandani *The Wilder Nonprofit Field Guide to Developing Effective Teams*, and. Baker *The Discipline of Teamwork*, in *Social Work With Groups*

1999

- Fujishin, Randy, "Discovering the Leader Within" *Social Work With Groups*_22, November, 1999pp. 105-107
- Abromovitz, Mimi, "Under Attack and Fighting Back: Women and Welfare in the United States" *Families in Society*_ 80, 1 (1999) PP 98-99

1998

- Kotter, John "Matsushita Leadership" in *Asia Pacific Business Review* 5,2 Winter, 1998 pp. 238-240
- Granose, Cherlyn Skromme, ""The Careers of Business Managers in East Asia" in *Asia Pacific Business Review* 5,2 Winter, 1998 pp. 237-8

1997

- Leigh, Andrew and M. Maynard, "The Perfect Leader". In *Middle East Business Review* Volume 2, Number 2, (1997)
- Gercik, Patricia "On Track with the Japanese." In *Asia Pacific Business Review* 4, 1 (Autumn, 1997)
- Edwards, M.R. and A.J. Ewen, *360° Feedback: The Powerful New Model for Employee Assistance and Performance Improvement*. In *ACA News* June, 1997
- Fisher, R., E. Kopelman and A. Schneider, *Beyond Machiavelli: Tools for Coping with Conflict*. In *Middle East Business Review* (Vol. 2, No. 1, 1997), pp. 142-144.

1996

- McCoy, T.J., *Creating An Open Book Organization: Where Employees Think and Act Like Business Partners*. In *ACA News* (Vol. 39, No. 10, November-December 1996), p. 24
- The Hay Group, T. Flannery, D. Hofrichter, and P. Platters, *People, Performance and Pay*. In *American Compensation Association News* (June, 1996), p. 26
- Och, C., *What Planners Do*, and Mintzberg, H., *The Rise and Fall of Strategic Planning*. In *Social Service Review* 70/2 (June, 1996).

1995

- Egan, Gerrard, *Working the Shadow Side: A Guide to Positive Behind-the-Scenes Management*. In *Social Work with Groups* 18:2/3 (1995).
- Gronbjerg, K. *Understanding Non-Profit Funding* in *Social Service Review* 65,1 (March, 1995)

1993

- Behm, R.D., *Leadership Counts* In *Social Service Review* (June, 1993).

- Ketchum, Lyman D., *All Teams Are Not Created Equal*. In *Social Work With Groups* 16:4 (1993).

1992

- Hodgkinson, V., et. al., *The Future of Non-Profit Funding* in *The Non-Profit and Voluntary Sector Quarterly* 21, 2 (Summer, 1992)

1991

- Day, C., *What Older Americans Think* in *Contemporary Sociology* 20, 4 (July, 1991)
- Houle, Cyril. *Governing Boards*. In *Social Service Review* 65 (March, 1991).

pre 1988

Baum, G., *Theology and Society*. In *Social Thought* XIV, 3 (Summer, 1988).

Howsdon, Jackie L., *Work and the Helpless Self*, Washington, D.C.: University Press of America, 1981. In *The Gerontologist*, 23, 1, February 1983.

Palmore, Erdman, *Social Patterns in Normal Aging: Findings From the Duke Longitudinal Study*, Durham, N.C.: Duke University Press, 1981. In *The Gerontologist*, 23, 2, April 1983.

West, Guida, *The National Welfare Rights Movement*. In *Society: Reviews of New Books*, 9, 2 (January/February 1982).

O.E.C.D., *The Welfare State in Crisis*. In *Sociology: Reviews of New Books*, 9, 4 (May/June 1982).

Skidmore, Felicity (ed), *Social Security Financing*. In *Policy Studies Journal*, 10 (June, 1982).

Slaughter, Cliff, *Marxism, Ideology and Literature*. In *Sociology: Reviews of New Books*, 8, 5 (July/August 1981).

Street, D., et al., *The Welfare Industry*. In *Sociology: Reviews of New Books*, 7, 4 (July/August 1980).

Prichard, Colin and Richard Taylor, *Social Work: Reform or Revolution?* In *Sociology: Reviews of New Books*, 7, 1 (November/December 1979).

Hague, J., Ed., *American Character and Culture in a Changing World* (Westport, CT: Greenwood Press, 1979). In *Sociology: Reviews of New Books*.

Janowitz, Morris, *Social Control of the Welfare State*. In *Sociology: Reviews of New Books*, 5, 3 (March/April 1978).

Zastrow, Charles, *Introduction to Social Welfare Institutions: Social Problems, Services, and Current Issues*. In *Sociology: Reviews of New Books*, 6, 1 (November/December 1978).

Roberts, R.W. and Helen Northern, Eds., *Theories of Social Work With Groups*. In *Sociology: Reviews of New Books*, 4, 3 (March/April 1977).

Bailey, Roy and Mike Brake, Eds., *Radical Social Work*. In *Sociology: Reviews of New Books*, 4, 5 (July/August 1977).

Sarason, Seymour B., Charles F. Carroll, Kenneth Maton, Saul Cohen, and Elizabeth Lorentz, *Human Services and Resources Networks*. In *Sociology: Reviews of New Books*, 5, 1 (November/December 1977).

Algie, Jimmy, *Social Values, Objectives and Action*. In *Sociology: Reviews of New Books*, 3, 3 (January 1976).

Pollak, G.K., *Leadership of Discussion Groups*. In *Sociology: Reviews of New Books*, 3, 5 (March 1976).

Byrd, Jack, Jr., *Operations Research Models for Public Administration*. In *American Journal of Sociology*, 82, 3 (November 1976).

Rivlin, Alice and P. Michael Timpane, Eds., *Ethical and Legal Issues of Social Experimentation*. In *Social Service Review*, 50, 4 (December 1976).

Andreasen, Alan R., *The Disadvantaged Consumer*. In *Sociology: Reviews of New Books*, 4, 1 (November/December 1976).

Clark, T., *Comparative Community Politics*. In *Sociology: Reviews of New Books*, 2, 5 (March 1975).

Friedlander, W., *International Social Welfare*. In *Sociology: Reviews of New Books*, 2, 10 (September 1975).

Brenner, Harvey, *Mental Illness and the Economy*. In *Sociology: Reviews of New Books*, 1, 7 (May/June 1974).

Shostak, Arthur, *Modern Social Reforms*. In *Sociology: Reviews of New Books*, 1, 10 (September 1974).

Klein, M.W., *Street Gangs and Street Workers*. In *Contemporary Sociology*, Vol. 2, No. 4 (July 1973).

Cary, Lee J., *Community Development as a Process*. In *Social Forces*, Vol. 2, No. 4 (June 1973).

Rein, Martin, *Social Policy*. In *Social Work*, 16, 4 (October 1971).

Batten, T.R., *The Non-Directive Approach in Group and Community Work*. In *Social Service Review*, 42, 4 (December 1968).

Book Notes

Barbara Ehrenreich, *The Hearts of Men* (Garden City: Doubleday, 1984). In *Journal of Policy Analysis and Management*, Vol. 4, No. 2, Winter, 1985.

James R. Wood, *Leadership in Voluntary Organizations* (New Brunswick: Rutgers University Press, 1981). In *Journal of Policy Analysis and Management*, Vol. 4, No. 2, Winter, 1985.

Peggy Rosenthal, *Words and Values* (New York: Oxford, 1984). In *Journal of Policy Analysis and Management*, Vol. 4, No. 2, Winter, 1985.

Gertrude Himmelfarb, *The Idea of Poverty* (New York: Knopf, 1984). In *Journal of Policy Analysis and Management*, Vol. 4, No. 3, Spring 1985.

Howard Gardner, *Frames of the Mind* (New York: Basic Books, 1983). In *Journal of Policy Analysis and Management*, Vol. 4, No. 3, Spring 1985.

Gordon Marshall, *In Search of the Spirit of Capitalism: An Essay on Max Weber's Protestant Ethic Thesis* (New York: Columbia University Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 2, Winter, 1984.

Edward Seidman, *Handbook of Social Intervention* (Beverly Hills: Sage, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 2, Winter, 1984.

Arlie Russell Hochschild, *The Managed Heart: Commercialization of Human Feeling* (Berkeley, CA: University of California Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 3, Spring, 1984.

Carroll L. Estes, et al., *Fiscal Austerity and Aging: Shifting Government Responsibility for the Elderly* (Beverly Hills: Sage, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 3, Spring, 1984.

Robert Reich, *The Next American Frontier* (New York: Times Books, 1983). In *Journal of Policy Analysis and Management*, Vol. 3., No. 3., Spring, 1984.

Steven P. Rhodes, Ed., *Valuing Life: Public Policy Dilemmas* (Boulder, CO: Westview Press, 1980). In *Journal of Policy Analysis and Management*, Vol. 3., No. 3., Spring, 1984.

Gregory A. Danke, et al., Eds., *Public Involvement and Social Impact Assessment* (Boulder, CO: Westview Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3., No. 3., Spring, 1984.

Michael Evan Gold, *A Dialogue on Comparable Worth* (New York: ILR Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3., No. 4., Summer, 1984.

Scott Briar, et al., Eds., 1983-84 Supplement to the *Encyclopedia of Social Work* (Silver Spring, MD: NASW, 1984). In *Journal of Policy Analysis and Management*, Vol. 3., No. 4., Summer, 1984.

Seymour Martin Lipset and William Schneider, *The Confidence Gap* (New York: The Free Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3., No. 4., Summer, 1984.

Neil McClusky and Edgar F. Borgata, Eds., *Aging and Retirement: Prospects, Planning and Policy* (Beverly Hills: Sage, 1981). In *Journal of Policy Analysis and Management*, Vol. 2, No. 3 (Spring, 1984).

Walter Williams, et al., *Studying Implementation: Methodological and Administrative Issues* (Chatham, N.J.: Chatham House Publishers, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 2, Winter 1983.

Steven R. Rosenthal, *Management of Government Operations* (Glenview, IL: Scott Foresman and Company, 1981). In *Journal of Policy Analysis and Management*, Vol. 2, No. 2, Winter 1983.

George L. McMurray and Dolores P. Kazanjian, *Day Care and the Working Poor: The Struggle for Self Sufficiency* (New York: Community Service Society of New York, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 3, Spring, 1983.

Clarke E. Cochran, Lawrence C. Mayer, T.R. Carr, and N. Joseph Cayer, *American Public Policy: An Introduction* (New York: St. Martin's Press, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 3, Spring, 1983.

LeRoy Graymer and Frederick Thompson, Eds., *Reforming Social Regulation: Alternative Public Policy Strategies* (Beverly Hills: Sage Publications, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 3, Spring, 1983.

Diane DeNitto and Thomas R. Dye, *Social Welfare: Politics and Public Policy* (Englewood Cliffs, NJ: Prentice-Hall, 1983). In *Journal of Policy Analysis and Management*, Vol. 2, No. 4, Summer, 1983.

Ian Barbour, Harvey Brooks, Sanford Lakoff, and John Opie, *Energy and American Values* (New York: Praeger, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 4, Summer, 1983.

United States Commission on Civil Rights, Unemployment and Underemployment Among Blacks, Hispanics, and Women (Washington, DC: U.S. GPO, Publication 74, November, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 4, Summer, 1983.

Terry F. Buss and F. Stevens Redburn, *Shutdown at Youngstown: Public Policy for Mass Unemployment* (Albany, NY: State University of New York Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 1, Fall, 1983.

Leonard Goodwin, *Causes and Cures of Welfare: New Evidence on the Social Psychology of the Poor* (Lexington, MA: Lexington Books, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 1, Fall, 1983.

Jerry L. Mashaw, *Bureaucratic Justice: Managing Social Security Disability Claims* (New Haven, CT: Yale University Press, 1983). In *Journal of Policy Analysis and Management*, Vol. 3, No. 1, Fall, 1983.

Prospects, Planning and Policy (Beverly Hills: Sage Books, 1981). In *Journal of Policy Analysis and Management*, Vol. 1, No. 4, Summer 1982.

Robert H. Haveman and John L. Palmer, Eds., *Jobs for Disadvantaged Workers* (Washington, D.C.: The Brookings Institution, 1981). In *Journal of Policy Analysis and Management*, Vol. 1, No. 4, Summer, 1982.

Steven J. Fitzsimmons and Abby J. Freedman, *Rural Community Development* (Cambridge: Apt Books, 1981). In *Journal of Policy Analysis and Management*, Vol. 1, No. 4, Summer 1982.

Richard Berthoud and Joan C. Brown with Stephen Cooper, *Poverty and the Development of Anti-Poverty Policy in the U.K. (Exeter, NH: Heinemann Educational Books, 1981)*. In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall 1982.

Julian LeGrande, *The Strategy of Equality* (Boston, MA: Allen & Urwin, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall 1982.

Michael Adler and Stuart Asquith, Eds., *Discretion and Welfare* (Exeter: Heinemann Educational Books, 1981). In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall 1982.

Bernard Bass, *Stogdill's Handbook of Leadership: A Survey of Theory and Research* (New York: The Free Press, 1981). In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall 1982.

Albert O. Hirschman, *Shifting Involvements: Private Interest and Public Action* (Princeton, NJ: Princeton University Press, 1982). In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall 1982.

John B. Washbus and Barbara J. Sherlock, Eds., *To Get The Job Done: Readings in Leadership and Management* (Annapolis: Naval Institute Press, 1981). In *Journal of Policy Analysis and Management*, Vol. 2, No. 1, Fall, 1982.

PAPERS PRESENTED (Selected Illustrations) :

2005

Why Americans Hate the Poor, Hebrew Union Institutes on Ethics, Cincinnati

Effective Group Decision Making, Drachler Program in Jewish Communal Leadership, Ann Arbor, January

Effective Executiveship – Alliance for Children and Families

2004

Strategic Planning, Anti Defamation League, Detroit, December

The Catholic Ethic and the Spirit of Community, St. Johns Seminary, Los Angeles, November

The Catholic Ethic in Secular Settings Catholic Healthcare, Dayton, September

2003

Effective Group Decision Making, USAF, Dayton, May,

2002

Executive Characteristics and Competencies – Alliance 1 Executive Training, Baltimore, April

Creating an Institute for Vital and Productive Aging – University of Houston, May

2001

The Nonprofit Institute .. Pittsburgh Foundation, Pittsburgh, September

2000

Strategic Planning, Community Foundation of Greater Flint, January 2000

The Nonprofit Board – Pressures and Problems. 4th International Conference, International Society for Third Sector Research, Dublin, Ireland, July 5-8

1999

Effective Decision Making Michigan State University, Fall, 1999

The Catholic Ethic and Community Welfare, University of Portland, February, 1999

1998

On the Potentials and Pitfalls of a “Catholic Ethic “ Idea, Departments of Economics and Theology, St. Louis University, January, 1998

“Decision Problems and Decision Rules” The Decision Consortium Seminar, February, 1998
University of Michigan

1997

“Making Meetings Work: Achieving High Quality Group Decisions,” Alumni University Summer Seminar, The Alumni Association of The University of Michigan.

“Protestant and Catholic Ethics: The Protestant Ethic and the Spirit of Capitalism “v” The Catholic Ethic and the Spirit of Communalism” as part of “Theology, the Study of Religion and Religious Studies,” (with G. Guizzardi, V. Gluchman, G. Reynal). XXIVth Conference, “Religion: The City and Beyond,” International Society for the Sociology of Religion..

1996

“Transformational Leadership,” United Way Executive Leadership Conference, Ann Arbor.

“Effective Group Decision Making,” Michigan State Police, Lansing.
“Rewards Systems,” United Way of Windsor.
“Change,” Lutheran Social Services of Michigan.

1995

“Conflict Resolution,” The Comprehensive Health Models of Michigan, St. Clair County.
“Effective Group Decision Making,” U.S. Air Force, Wright Patterson Air Force Base.
“Boardship,” Ann Arbor, Michigan.
“Executive Leadership,” Ann Arbor, Michigan
“Networking,” Ann Arbor, Michigan.

1994

“B#, Don’t Bb,” Grantmakers of Western Pennsylvania.
“Effective Group Decision Making,” U.S. Air Force, Wright Patterson Air Force Base.
“The Modern Board,” The New Center, Ann Arbor, Michigan.
“Effective Decision Rules,” University Seminar, University of Michigan, Ann Arbor.
“Transformational Leadership,” Hawaii Association of United Way, Honolulu.
“Transformational Leadership,” Center for the Education of Women, Ann Arbor, Michigan.

1993

“The Catholic Ethic,” Society for The Study of Implicit Religion, Ilkley, England.
“The Catholic Ethic and Charities,” Independent Sector Research Conference, San Antonio, Texas.
“Transformational Leadership,” Indianapolis, Indiana.

1992

“The Issues of Board Governance,” Family and Children’s Service, Sarnia, Ontario.
“Effective Board Decision Making,” Family and Children’s Services, Pembroke, Ontario.
“Total Quality Management in Human Services,” United Way, Windsor, Ontario.

1991

“Reinventing Social Work for the 21st Century,” University of Minnesota.

“The Challenges to Public Administration in the Future,” Northern Illinois University.

v

“Executive Leadership,” United Way of The Lower Mainland, Vancouver, British Columbia, Canada.

“The Model Board of Directors and Organizational Governance,” The Storefront for Voluntary Agencies, Yellowknife, Northwest Territories, Canada.

“The Catholic Ethic,” Society for International Study of Religion, Maynooth, Ireland.

1990

“The Bases of Social Exploitation,” University of Michigan.

“The Role of the Professional School in a Research University,” University of Illinois.

“Charity and the Catholic Ethic,” Religious Research Association, Rome, Italy.

“Transformational Leadership,” Prince George, British Columbia, Canada.

1989

“Strategic Planning,” Home Support Association of British Columbia, Vancouver, British Columbia.

“The Importance of Emotional Management in the Workplace” (with Mona Teitelbaum), Midwest Academy of Management, Columbus, Ohio.

“Effective Volunteers,” United Way of Ann Arbor.

1988

“Executive Leadership,” United Way of The Lower Mainland, Vancouver, British Columbia.

“Effective Meetings,” United Way of Michigan.

1987

“Executive Leadership in the 1990's,” United Way, Halifax.

“Beyond the Right Stuff: A New Perspective on Entrepreneurship,” University of Michigan, School of Business Alumni, Detroit, Chicago.

1986

“Methods of Social Research Involving Elder Respondents,” Association for Gerontology in Higher Education, Atlanta.

1985

“A Catholic Ethic?” Cushwa Center Conference on American Catholicism, University of Notre Dame.

1984

“Value Conflict in Designing Programs for the Elderly,” Simon Fraser University, Vancouver, British Columbia.

“Policy Management and the Human Services,” United Way of Windsor and Essex County.

“The Catholic Ethic and The Spirit of Welfarism,” Council on Social Work Education, Detroit.

1983

“Japanese Management for the Human Services,” Office of Services to the Aging, Lansing, Michigan.

“Policy Management in the Human Services,” Region 14 Council on Aging, Muskegon, Michigan.

1982

“Values and Aging: An International Perspective,” North Central Sociological Association Meeting, Detroit.

“New Horizons in Social Policy,” Society for the Study of Social Problems, San Francisco.

“Policy Opinion and the Elderly: America, Europe, Japan,” North Central Sociological Association, Detroit.

“Boards of Directors of Voluntary Associations,” United Way of Canada, Montreal.

“The Catholic Ethic and the Spirit of Welfarism,” Institute of Gerontology, University of Michigan.

1981

“Social Policy and Aging in Japan,” Institute of Gerontology, The University of Michigan.

1980

“Policy and Service Issues in the Organization of Social Services,” National Conference of Social Welfare, Cleveland.

“Beyond Policies of Rectification: The Need for a Comprehensive Assessment of the Elderly Poor,” Gerontological Society, San Diego.

“American Social Policy: Continuity and Change,” International Education Center, Tokyo.

“Religious Tradition, Social Policy and The Elderly,” Rackham School of Graduate Studies, May.

RECENT WORKSHOPS (Illustrative):

Administrative Workshop	Nishinomiya, Japan,
Effective Meetings	Ann Arbor, Michigan,
	Boston, Massachusetts,
	Detroit, Michigan
	Dayton, Ohio
	Pittsburgh
	Toronto, Ontario
	Washington, DC
Entrepreneurship in Nonprofits	Ann Arbor, Michigan
Executive Leadership	Ann Arbor, Michigan
	Vancouver, British Columbia
Strategic Planning	Ann Arbor, Michigan
	Detroit, Michigan
Total Quality Management	Ann Arbor, Michigan

ILLUSTRATIVE COURSES

School of Social Work: Nonprofit Management

Social Work 665 • Executive Leadership

This course examines the attributes, skills, behaviors, problems and issues associated with higher administrative roles in human service organizations, both public and private. Various styles of leadership are also analyzed with reference to the stages of organizational development. Among the executive functions given particular attention are: defining the mission and goals of the organization, mobilizing resources, selecting service technologies and staff, developing the appropriate internal-external structures, and adapting the organization to changing environments. Gender and race are examined as critical intervening variables affecting both individual and organizational behavior. Integration of professional and personal roles is also examined.

Social Work 664 • Human Resources Management

In this course, human resources is defined as planned processes that are designed to improve the ability of staff members to do their job so that the human service organization in which they work can achieve its goals, and the staff are satisfied with their work experience. Based on this broad definition, a number of activities are included, such as work organization and job analysis, recruitment, affirmative action and hiring processes, performance appraisal, and

compensation and benefit arrangements. Basic principles and techniques for the management of these activities will be reviewed in lecture and/or readings.

In addition, a number of staff development activities can be identified. These include individual and group supervision and consultation, orientation, problem-solving staff meetings, in-service training, educational leave, out-service education (e.g., conferences, workshops, evening courses, etc.), operation of an agency library, staff's participation in the development of an accountability system, field trips to cooperating organizations, serving as a training site for students, participation in research on performance evaluation, and informal social functions for staff.

Social Work 845 • American Values and Social Policy

This doctoral course explores the American value system, its content and structure, and explores the impact of both content and structure on social policy, dysfunction, formation, decision, and implementation.

Other courses have included community regulation, social policy history and methods, and the management of private practice.

Michigan Business School: MBA Program

Organizational Behavior 562 • Rewards Systems: Theory and Administration

This course reformulates the older “compensation and benefits” course into a broader, more integrated human resources perspective. It asks “Rewards for what?” and “Rewards for whom?” and “What are rewards, anyway?” A total compensation model is presented: $TC = BP + AP + IP + PP + WP + OG + OA + PI$. Where TC = Total Compensation; BP = Base Pay; AP = Augmented Pay (from suture to phantom stock); PP = Perkspay; WP = Works Pay; OG = Opportuntiy for Growth; OA = Opportunity for Advancement; and PI = Psychic Income. It is called cafeteria compensation and argued to be, and be managed as, a system.

Other courses have included organizational design, entrepreneurship, and basic management.

Michigan Business School: Executive Education

New Product Innovation
United Way Executive Leadership Program (Faculty Director)
Management of Mangers
Management 2

The Honors College of Literature Science and the Arts

Honors 250: Behavior in and of Organizations

This seminar considers organizations as social entities, and looks at how they act. It looks, as well, at the behavior of people in and around the organization.

Carnegie Mellon University – The Heinz School – Executive Education

Sessions in College Management, Federal Executives Program, Executive Excellence (Air Force)

3/23/2006