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(Last updated: 2011)

Education:

Ph.D., Government
Center for Politics and Economics, Claremont Graduate University, January 1979

M.A., Political Science (with honors)
California State University, Fullerton, June 1968

B.A., Sociology (with honors)
UCLA (University of California, Los Angeles), June 1951

Academic Positions:

2009	Professor Emerita, The Paul Merage School of Business, UCI
1990	Professor, Graduate School of Management, UCI
1982-1990	Assistant Dean and Lecturer SOE, Graduate School of Management, UCI
1972-1983	Lecturer, Graduate School of Management, UCI
1975	Lecturer, School of Engineering, UCI
1972	Lecturer, Program in Social Ecology; Director, Extended University Program Planning in Social Ecology, UCI
1970	Coordinator and Instructor, University Extension, UCI

Publications (Articles and Papers):

"Involvement of Concerned Citizens," *Proceedings of the Southern California Coastal Zone Symposium*, March 1972

"The Noble Experiment in Drafting the Coastal Plan," *California Journal*, November 1975

"A Cafeteria of Techniques and Critiques," *Public Management*, December 1975

"How Managers and Cordova Sliced the California Orange," *California Journal*, March 1977

"Improving Productivity in the Public Sector: An Analysis of Two Tools, Marketing and Citizen Involvement," *Public Productivity Review*, Vol. II, No. 3, Spring/Summer 1977

"The Role of the California Coastal Commissioner: Choosing Between What the Law Says and What the Law Allows," *Coastal Zone Management Journal*, Vol. 4, No. 1/2, 1978

"Citizen Participation: Can We Measure Its Effectiveness?" *Public Administration Review*, Vol. 38, No. 5, September/October 1978

"The People Said They Needed Us: A Report on the California Coastal Commission," *Journal of the American Shore and Beach Preservation Association*, Vol. 48, No. 1, January 1980

"Intergovernmental Tension in Coastal Zone Management: Some Observations," *Coastal Zone Management Journal*, Vol. 7, Vol. 1, 1980

"Let's Look Before We Leap," *Citizen Participation*, March/April, 1980

"User Oriented Evaluation: A New Way to View Citizen Involvement," *Journal of Applied Behavioral Science*, Vol. 17, No. 4, 1981

"Making Bureaucrats Responsive: A Study of the Impact of Citizen Participation on Regulatory Decisions," *Public Administration Review*, Vol. 42, No. 4, 1982

"Public Hearings: Some Questionable Assumptions," *Citizen Participation*, January/February, 1982

"Corporate Release Time," *Junior League Review*, Fall 1983

"Advisory Board Performance: Managing Ambiguity and Limited Commitment in Public Television" (with Jone Pearce), *Journal of Voluntary Action Research*, Vol. 14, No. 4, October/December 1985

"Coping with Sexual Static," *New York Times Magazine, Part 2, Business World*, December 7, 1986

"Cows, Sirens, Iodine & Public Education About Nuclear Risk," *Science, Technology, & Human Values*, Vol. 12, No. 3/4, Summer/Fall 1987

"Men and Women in Organizations: Are Future Managers Exposed to the Issues?" *Organizational Behavior Teaching Review*, Vol. XIII, Issue 2, pp. 55-67, 1988-1989

"Confiscate the Gender Advantage," *Los Angeles Times*, April 1, 1989

"Legacy of State's Coastal Act Can be Seen by What's Not There Now," *Los Angeles Times*, April 23, 1989

"Ways Women Lead," *Harvard Business Review*, November/December 1990

"Valuing Diversity! New Model for the Workplace," *Orange County Business Journal*, March 11-17, 1991

"The Valued Ways Men and Women Lead," *HR Magazine (formerly Personnel Administration)*, June 1991

"Glass Ceiling Report Ignores Small Business." *Orange County Business Journal*, September 23-29, 1991

"What Exactly Is Under Ross Perot's Hood?" *Los Angeles Times* March 11, 1993.

Review of academic article authored by MIT professor, Lotte Bailyn, "Patterned Chaos in HRM" in *Sloan Management Review*, Spring 1993

"Improving America's International Competitiveness," *UC Insight*, Fall 1993

"Beginning Today, Essays by Times Board of Advisers," *Los Angeles Times*, December 5, 1993.

"Clinton Learning to Mix a Little 'John Wayne' Into Leadership Style," January 9, 1994.

“Redefining Male Workplace Roles Takes Time but Beats a Gender War,” *Los Angeles Times* February 27, 1994.

“Corporate Survival Demands Full Use of a Diverse Work Force,” *Los Angeles Times* May 8, 1994.

“In Terms of Quality, Some MBA Schools Succeed Only to a Degree,” July 10, 1994.

“Watch for a New Style in the Workplace—‘Linking Leadership,’” *Los Angeles Times* September 11, 1994.

“Need the Keys to ‘95? Try These - ‘Future Fear: Turn It Into Strength, Hope,’” *Los Angeles Times* January 1, 1995.

“Whether in O.C. or D.C., Government Is Not Solely a Business,” *Los Angeles Times* January 15, 1995.

“There’s No Urgent Need to Reshape the Rules of Governance,” *Los Angeles Times* January 22, 1995.

“To Have Great Leaders, Citizens Must Foster Great Leadership,” *Los Angeles Times* March 26, 1995.

“What’s Career ‘Failure’ Today May Mean Success Tomorrow,” *Los Angeles Times* June 4, 1995.

“Why the Corporate ‘Quick Fix’ Sometimes Fails in Government,” *Los Angeles Times* August 13, 1995.

"Making the Connection Between Time and Value in the Workplace," *Los Angeles Times* December 10, 1995

"Some Perspective for White Males Threatened by Pendulum's Swing," *Los Angeles Times* January 28, 1996

"Forum an Excellent Example of a New Trend in Adult Education," *Los Angeles Times* March 7, 1996

"Stop Using Affirmative Action As a Whipping Boy for Society's Woes," *Los Angeles Times* May 19, 1996

"When Philanthropy Becomes Strategic, Something's Gotta Give," *Los Angeles Times* July 14, 1996

"Today's World Calls for 'Issues Management'," *Los Angeles Times* August 4, 1996

“Role Confusion in the Gender Jungle,” *Orange County Business Journal*, August 14-20, 1995

"Politics '96: Deciding Whose Duties are Whose," *Los Angeles Times* September 22, 1996

"Take the Initiative To Reform The Process," *Los Angeles Times* December 1, 1996

"Standards of Meritocracy Don't Add Up," *Los Angeles Times* February 7, 1997

"These Cards Are No Longer Business-As-Usual," *Los Angeles Times* April 13, 1997

“Wisdom at Work,” *Los Angeles Business Journal*, September 21-27, 1998

“Viewpoints: Spirituality in the Workplace,” *Orange County Business Journal*, September 21-27, 1998

“What, Me Worry? Lack of Preparedness for Y2K Computer Crisis Is Frightening,” *Los Angeles Business Journal*, October 19-25, 1998

“Blurry Lines. Pro-Business, pro-Government Labels Don’t Work Anymore,” *Los Angeles Business Journal*, November 30 - December 6, 1998

“Just Rewards. Employers Need to Get Creative With New Types of Compensation,” *Los Angeles Business Journal*, January 18-24, 1999

“Cafeteria Compensation: A New Way to Pay,” *Orange County Business Journal*, February 8-14, 1999

“Stressing Out. Business Must Take a Different Approach to Managing Tension,” *Los Angeles Business Journal*, February 15-21, 1999

“Different genders, Different Styles,” *Los Angeles Business Journal*, March 8-14, 1999

“Title Tale. Raging Thunder Lizard? A New Paradigm for Job Descriptions,” *Los Angeles Business Journal*, April 12-18, 1999

“Those New Job Titles Really Mean Something,” *Orange County Business Journal*, May 3-9, 1999

“The Emergence Of An Orange County Identity,” *Orange Coast*, December 1999

“Shattering the Glass Ceiling. Is That Enough?” *Harvard Business Review*, May-June 2000

“The Untapped Resource,” *Pulse*, Second Quarter 2001

“Government Indifference Fueled Corporate Hubris ”, *Orange County Business Journal*, August 5, 2002

“IT’s Pros, Cons”, *Orange County Business Journal*, November 25, 2002

“Women on Corporate Boards Make Good Business Sense,” *Directorship*, May, 2003

“UCI’s Feminine Touch, *Orange County Business Journal*, May 27, 2002

“Women Leaders Needed to Help Shape the Future of Business”, based on speech at Forbes Executive Women’s Conference, New York City, May 30th, 2003

“The Glass Boardroom,” *Orange County Business Journal*, July 7, 2003

"Females in Executive Flight," *Orange County Business Journal*, November 3, 2003

“Corporate Decency”, *Orange County Business Journal*, August 2, 2004

“Lies, Lies, Lies,” *Orange County Business Journal*, June 28, 2004

"Just Why Do We Lie?" *San Diego Business Journal*, June 28th, 2004

"Civil Behavior is Good for Business" *San Diego Business Journal*, September 6, 2004

"Feeling Tippy? What is the Origin of Tipping?" *Orange County Business Journal*, October 18, 2004

Books:

Workforce America: Managing Employee Diversity as a Vital Resource (with Marilyn Loden), Business One Irwin, January 1991

America's Competitive Secret: Utilizing Women as a Management Strategy, Oxford University Press, June 1995. Paperback: *America's Competitive Secret, Women Managers*, Oxford University Press, 1997

Intercourse at Work: Seven Ways of Doing it (with Michelle Jordan) (in progress)

Book Chapters:

"Citizen Participation: Tying Strategy to Function," in *Citizen Participation Certification for Community Development: A Reader on the Citizen Participation Process*, NAHRO, Washington, DC, February 1977

"Matching Method to Purpose: The Challenges of Planning Citizen Participation Activities," in *Citizen Participation in America*, Stuart Langton (Ed.), Lexington Books, Massachusetts, 1978

"Planning Strategies for Citizen Participation," in *Citizen Participation Perspectives*, Stuart Langton (Ed.), Lincoln Filene Center for Citizenship and Public Affairs, Tufts University, 1979

"Participation Processes," in *Citizen Participation: Models and Methods of Evaluation*, Center for Responsive Governance, Washington, DC, 1981

"User-Oriented Evaluation: A New Way to View Citizen Participation," in *Public Involvement and Social Impact Assessment*, G.A. Daneke, M.W. Garcia, and J.D. Priscoli (Eds.), Westview Press, Boulder, CO, 1983

"Public Hearings: Some Questionable Assumptions," in *Environmental Leadership*, Stuart Langton (ed.), Lexington Books, Lexington, MA, 1984

"Alpha + Beta = A New Effectiveness" (with Lynn Rosener), in *Leaders and Followers*, Trudy Heller and Jon Von Til (Eds.), JAI Press, Inc., Greenwich, CT, 1986

"The Sanibel Evaluation: What Was Learned?" in *A Public Involvement Reader*, Institute of Water Resources, Washington, DC, 1987

"Managing Ambiguity & Limited Commitment in Public Television" (with Jone Pearce), in *Non-Profit Boards of Directors: Analysis & Applications*, Robert D. Herman and Jon Von Til (Eds.), Transaction Publishers, 1989

"Women in Management Around the World" in *Pathways to Excellence: New Patterns for Human Resource Utilization* (with J. Stewart Black and Gregory Stephens), Uma Sekaran and Frederick T.L. Leong (Eds.), Newbury Park: Sage Publications, 1992

"Ways Women Lead," *Reach for the Top*, Ed. Nancy Nichols, *Harvard Business Review Book*, 1994

"Ways Women Lead," in Wren, J. Thomas, *The Leader's Companion*, Free Press, 1995

"Self Esteem: An Economic Issue," in *Self Esteem in the Workplace*, ed. Canfield, Jack and Jacqueline Miller, McGraw Hill, 1996

"Debate: Are There Women's Way of Leading?" in Walsh, Mary Roth (Harvard), Ed. *Psychology of Women: Ongoing Debates*, Yale University Press, 1987, revised edition, 1996

“Ways Women Lead,” in Yeager, Mary, *Women in Business* part of the International Library of Critical Writings in Business History, Fall 1997

“Women: A Competitive Secret,” in *Business Quarterly*, London/Canada, Winter 1995, Vol. 60, No. 2

“Women in Japan; An Underutilized Resource,” *Super Businessman* (in Japanese), Sept. 1996

“Leadership and the Paradox of Gender,” in *Women, Men, and Gender*, ed. Mary Roth Walsh, Yale University Press, 1997

“Sexual Static,” in *Leadership Classical, Contemporary or Critical Approaches*, Oxford University Press, 1997

Book Reviews:

Mazmanian, Daniel and Jeanne Nienaber, *Can Organization Change?* (Brookings Institution, Washington, DC, 1979), in *International Journal of Public Administration*, Vol. 3, No. 2, 1981

Flamming, Janet A., *Political Women* (Sage, 1984), in *Journal of Policy Analysis and Management*, Summer 1985

Clavel, Pierre, *The Progressive City* (New Brunswick, NJ: University Press, 1986), in *Public Administration Review*, Vol. 47, No. 4, July/August, 1987

Barling, Julian, *Employment Stress and Family Functioning* (Chichester: John Wiley & Sons, 1990) in *Journal of Organizational Behavior*, Vol. 12, pp. 365-366, 1991

Research Grants and Studies:

A Study of Possible Future Demand for Higher Education in the University of California, Irvine area. Funded by the Chancellor of the University of California, Irvine, August 1972

Review of Social Programs. Funded by Revenue Sharing in Orange County. Funded by the County of Orange, Ca, November 1974. \$10,000

Caltrans Public Participation Program: An Evaluation and Recommendations. Funded by California Department of Transportation, September 1975. \$10,000

Program Evaluation in California State Agencies: An Assessment (with R.F. Conner and E. Weeks). Funded by the Public Policy Research Organization, University of California, Irvine, May 1976

Environmentalism versus Local Control: A Study of the Voting Behavior of Some California Coastal Commissioners. Funded by Haynes Foundation, April 1977. \$10,000

The Sanibel General Permit Process: An Evaluation. Funded by the Army Corps of Engineers, August 1979. \$5,000

Citizen Participation in Southeast Florida: An Army Corps. Experiment. Funded by the Army Corps of Engineers, July 1980. \$10,000

Gender / Women Studies FRP Grant, 1985-86. \$750

Study of the Use of Discretionary Authority by the California Coastal Commission. Funded by The Ledler Foundation, 1985. \$10,000

Study of the Teaching of Men and Women in the Organization. Gender/Women Studies FRP Grant, 1986-87. \$800

Study of Non-Legislative Deregulation. Funded by the California Policy Seminar, UCB, 1985. \$10,000

Study to Test a Measure of "Sexual Static," GTE, 1987. \$5,131

Study of Business and Public Management School Programs: Men and Women at Work, Center for the Study of Women in Business, Baruch College, City University of New York, 1987. \$5,000

Gender/Women Studies FRP Grant, 1987-88, \$1,050

Male and Female Leadership Study (with Daniel McAllister and Gregory Stephens). Funded by the International Women's Forum, 1989-90. \$10,000

Study of Managerial Preparedness for a Changing Workforce (with Rochelle Klein). Funded by UCB California Policy Seminar, 1989-90. \$5,000

Book advance to do research for *America's Competitive Secret - Utilizing Women as a Management Strategy*, Oxford University Press, June 1992. \$35,000

Professional Papers and Conferences:

Presenter, "The California Experience: Emerging Issues and Research Needs," American Society of Public Administration (ASPA) Meeting, Chicago, IL, April 1975

Presenter, "Citizen Participation in the Public Policy Process: Threat or Resource?" Western Political Science Association Conference, San Francisco, CA, April 1976

Panel Convener, "Changing Relationship of Urban Citizens and Administrators: Who's Calling the Shots?" ASPA Conference, Washington, DC, 1977

Presenter, "Developing 'Effective' Public Administrators: The Need for Political Skills," American Society of Public Administration Meeting, Phoenix, AZ, April 1978

Workshop Leader, "Planning Strategies for Citizen Participation," National Conference on Citizen Participation, Washington, DC, 1978

Presenter, "Democracy in an Administrative State: Can Citizen Oversight Make Bureaucrats Responsive?" American Society for Public Administration Meeting, Baltimore, MD, April 1978

Panel Convener, "Measuring the Impact of Citizen Participation," American Society of Public Administration Meeting, Baltimore, MD, April 1979

Presenter, "Evaluating the Effectiveness of Participation Techniques: Whose Criteria? Who Cares?" Symposium on Citizen Participation: Models and Methods of Evaluation, Washington, DC, February 1980

Presenter, "Evaluation of Participation Strategies: Comparability, Rigor, and Utilization," Western Political Science Association Annual Meeting, San Francisco, CA, March 1980

Presenter, "The Federal Coastal Energy Impact Program (CEIP): Aid or Sop to State and Local Government?" American Society for Public Administration Annual Meeting, San Francisco, CA, April 1980

Presenter, "Can Public Involvement Make Bureaucrats Responsible?" Research Conference in Public Involvement and Social Impact Assessment, College of Business Public Administration, University of Arizona, Tucson, AZ, February 20-21, 1981

Presenter, "Legislative Oversight: Information Gathering, Constituency Servicing, or Political Pressure," American Society for Public Administration Meeting (ASPA), Detroit, MI, April 13-15, 1981

Panel Convener, "Public/Private Partnerships: Possibility or Pipe Dream?" American Society of Public Administration Meeting, Detroit, MI, April 13-15, 1981

Panel Convener, "Environmental Issues: Current Conditions and Future Projections," American Society of Public Administration Meeting, Honolulu, HI, March 21-25, 1982

Participant, Second Annual Symposium on Environmental Psychology, UCI, April 1-2, 1982

Moderator, "Women in the Workplace: The Design of Work Environments." Third Annual UCI Symposium on Environmental Psychology, April 28-29, 1983

Presenter, "Effective Advisory Boards: A Test of the Generalizability of Group Dynamics Research," (with Jone Pearce), Western Academy of Management Annual Conference, Santa Barbara, CA, 1983

Workshop Leader, "Developing Citizens' Understanding and Skills to Deal with Political Power Relationships," The National Conference on Citizen Participation, Washington, DC, January 28-29, 1983

Panel Convener, "Energy Politics: Where You Stand is Where You Sit." Western Political Science Association Meeting, Sacramento, CA, April 12-14, 1984

Panel Convener, "Finding Women Public Managers: What's the Problem?" American Society for Public Administration, Denver, CO, April 8-11, 1984

Panelist, "What Government and Business Can Learn from Each Other." Conference of the American Society for Public Administration, Indianapolis, IN, March 24-27, 1985

Presenter, "Deregulation by 'Proactive Inaction'," Conference of the American Society for Public Administration, Indianapolis, IN, March 24-27, 1985

Presenter, "Men, Women and Theory: What Gender Studies Tell Us," American Society for Public Administration, Anaheim, CA, April 13-16, 1985

Invited Pre-conference Workshop, "Women Managers in Male Environments: Trying Harder May Not Be Enough," Coastline Community College Conference for Women, August 17, 1985

Panel Convener and Participant, "Teaching Men and Women About Men and Women in the Organization," International Conference on Women and Organizations, Chicago, IL, August 10-12, 1986

Moderator, "Managerial and Professional Women: Achievements and Problems," Academy of Management, Chicago, IL, August 15-17, 1986

Presenter, "Developing Guidelines for Public Information: Preparing for Nuclear Disaster," Reducing Risks Through Communication and Design, UCI Sixth Symposium on Environmental Psychology, May 14-15, 1987.

Invited Speaker, "Exercising Leadership," UC Management Institute, July 9, 1987

Convener and Presenter, "Men and Women in Organizations: Are Future Managers Exposed to the Issues?" International Conference on Women & Organizations, Tulane University, New Orleans, LA, August 6-7, 1987

Convener and Presenter, "An Unorthodox View of Gender: Researching Sexual Static," Academy of Management, New Orleans, LA, August 8-11, 1987

Invited Participant, California Senate Budget & Fiscal Review/UC Policy Seminar Retreat, UC Berkeley, February 1988.

Convener/Panelist, "Gender & Leadership: Differing Effects in Organizational Performance," Annual Meeting, Western Political Science Association, San Francisco, CA, March 10-12, 1988

Moderator, "Increasing Participation in the Community," Seventh Annual UCI Symposium on Environmental Psychology, May 10, 1988.

Invited Speaker, "Sexual Static, 'Hybrid Vigor,' and the UC System," UC Management Institute, UCI, July 11, 1988

Invited Speaker, "The Value of Diversity in Building a Winning Team," Equal Employment Opportunity Awareness and Training Seminar, Albuquerque, NM, July 21, 1988

Panel Moderator, "A Research Agenda for the 1990's," Women in Management Workshop, Academy of Management Annual Meeting, Anaheim, CA, August 6, 1988

Chairperson, "Managing Not-for-Profit Organizations," Academy of Management Annual Meeting, Anaheim, CA, August 10, 1988

Invited Speaker and Workshop Leader, "Working Together: Men & Women in the Corporate World," Management Symposium for Women, Zurich, Switzerland, October 1-4, 1988

Invited Panelist, "Sexual Politics: The Myths That Shape Our Present," International Women's Forum, Chicago, IL, October 12-14, 1988

Chair and presenter: "Citizens and the American Ocean: Are We Asking the Right Questions?" Values and the American Ocean, University of California, Santa Barbara Marine Science Institute, June 26-29, 1989

Coordinator and Presenter: Women's Advancement in Different Cultures: An International Comparison. Academy of Management, Washington, DC, August 11-12, 1989

Presenter, "Corporate Flight and Female Entrepreneurs: Is There a Connection?" Academy of Management, Washington, DC, August 12-16, 1989

Invited Speaker, "Sexual Static at Work," 1990 Southern California Labor Law Symposium, Los Angeles, CA, February 15, 1990

Moderator, "The Work-Family Interface: Values, Commitment Role and Conflicts," Academy of Management, San Francisco, CA, August 14, 1990

Invited Speaker, "Men, Women, and Work: Are They Compatible?" Sixth Management Symposium for Women, Zurich, Switzerland, October 5-9, 1990

Invited Speaker, "Arbitrating in a Changing Workplace," National Academy of Arbitrators Continuing Education Conference, Dearborn, MI, November 2-4, 1990

Keynote Speaker, "Women in Management," Stanford Graduate School of Business, Stanford University, Palo Alto, CA, April 23, 1991

Panel Chair, "The Continued Paradox of Women's Career Advancement--Competing Hypotheses," Academy of Management, Miami, FL, August 13, 1991

Keynote Speaker, University of Arkansas Executive Program, University of Arkansas, Fayetteville, AR, October 17-18, 1991

"Men and Women at Work: Challenges for Management Development," The Conference Board, New York, NY, April 7-8, 1992

Presenter, "Ways Women Lead," Men and Women at Work: Challenges for Management Development, The Conference Board, New York, NY, April 8, 1992

Speaker, Warren Bennis USC 6x6 Senior Executive Program, Los Angeles, CA, April 21, 1992

"Benefiting from Diversity in the Workplace," IBM Advanced Management Program, Armonk, NY, April 28, 1992

"Women Entrepreneurs," Entrepreneurs Conference, Harvard Business School Association of Orange County and U.S. Small Business Association, Costa Mesa, CA, May 6, 1992

"Women and Private Sector Leadership," 1992 Global Forum of Women, Dublin, Ireland, July 10, 1992

"Leadership and Valuing Diversity," 1992 American Association of State Colleges & Universities Council of Presidents, Whistler, British Columbia, Canada, July 20, 1992

Featured Speaker, General Management Meeting, Norfolk Southern Corporation, Virginia Beach, VA, August 5, 1992

Convener/Presenter, "Valuing Diversity: Where You Sit is Where You Stand," Academy of Management Annual Meeting, Las Vegas, NV, August 10, 1992

Moderator, "Work and Family Issues Which Affect Dual Career Couples," Academy of Management Annual Meetings, Las Vegas, NV, August 10, 1992

"Diversity in Academe", Franklin College Leadership Seminar (program funded by The Lily Endowment), Franklin College, Franklin, IN, August 17, 1992

"Boundaries in the Boundaryless Organization: The Glass Ceiling Phenomenon," Academy of Management, Atlanta, Georgia, August 8-11, 1993

"The Underutilization of Women: Who Cares and What Do We Do About It?" The Women's College of the University of Denver, November 5, 1993

"Ways Women Lead," National Interactive Video Teleconference (to Colleges and Universities), November 16, 1993

"Preparing for Change and Diversity in the Workplace," "Leadership Styles: Does Gender Matter?", Widener University, Chester Pennsylvania, February 21, 1994

"Maximizing the Value of Diversity," SMU Women's Symposium, Dallas, Texas, February 23-24, 1994

"Gender and Work: Men and Women Working Together," Cornell University Lecture Series, Cornell University, New York, February 24, 1994

Keynote Address, “Women’s Leadership Summit, University of Rhode Island, Kingston, Rhode Island, March 31, 1994

“Ways Women Lead: The Paradox of Gender,” Women in Leadership Conference, University of Richmond, Richmond, Virginia, May 18, 1994

“The Ways Women Lead: Why You Should Care,” Arizona Leadership 2000 and Beyond, Tempe, Arizona, June 4, 1994

“A Decade Review of the Gender Perspective,” Pre-Conference, Academy of Management, Dallas, Texas, August 13, 1994

“Gender and Leadership,” Kings College, London, England, March 17, 1995

“Cultural Diversity in the Workplace,” Moravian College Women’s Voices, Women’s Choices, Bethlehem, Pennsylvania, April 6, 1995

“America’s Competitive Secret,” Women of Influence: Shaping a Vision, Sharing a Voice Conference, Simmons College, Boston, Massachusetts, May 5, 1995

“America’s Competitive Secret,” Arizona Leadership 2000 & Beyond, Arizona State University, Tempe, Arizona, June 10, 1995

“Life Stages of Organizations,” The 1995 Annual Conference and Business Meeting of the Graduate Management Admission Council, Toronto, Ontario, Canada, June 23-24, 1995

“Women As Leaders: A Business Issue,” Stanford Executive Institute on Women and Leadership, Stanford University, Stanford, California, July 20, 1995

“The Underutilization of Women: Why Should the Corporate World Care?,” Stanford Business School International Executive Program, Stanford University, Stanford, California, July 20, 1995

“Time Management After Tenure,” Women in Management and Careers Division Pre-conference, Academy of Management, Vancouver, Canada, August 5 - 6, 1995

“Women on Boards of Directors: Directions for the Future,” Academy of Management, Vancouver, Canada, August 8, 1995

“Quality Leadership: Does Gender Matter?” Faculty of the American Organization of Nurse Executives 1996 Annual Meeting “A Marathon of Excellence: Pace-Setting Performance and Outcomes,” Boston, Massachusetts, April 14, 1996

“America’s Competitive Secret: Women as an Economic Resource,” The 7th Annual Professional and Businesswomen’s Conference “Strategies for the Future Women who Lead the Way,” Santa Clara, California, May 29, 1996

“Strategies for Achieving Work/Life Balance in the Accounting Workplace,” California CPA Society Conference, Marina Del Rey, California, June 7, 1996

“Women’s Way of Leading,” World Future Society’s Eighth General Assembly “Future Vision: Ideas, Insights, and Strategies,” Washington D.C., July 14, 1996

“The Way Women Lead,” Center for International Competitiveness “The Second Symposium for Integration: Now Nothing is the Same,” Leon, Mexico, August 22-24, 1996

“The Competitive Secret of International Leadership,” 44th World Congress of Women Business Owners, Hosted by NAWBO, October 22-25, 1996

Keynote Address, The Association of Women in the Metal Industries, The First All Member Conference, October 28, 1996

Keynote Speaker, Western Regional Graduate Women in Business Conference “Graduate Women in Business: Creating Success,” University of Southern California, Los Angeles, California, February 1, 1997

“Integrating Diversity and Work and Life Initiatives,” Alliance of Work and Life Professionals Annual Conference “Reflections of the Future: New Connections, Bold Directions,” San Diego, California, February 5-8, 1997

“Women: America’s Competitive Advantage,” American College of Physician Executives’ 1997

Spring Institute and Executive Perspectives,” San Antonio, Texas, May 16, 1997

“America’s Competitive Secret,” National Human Resources Association, Irvine, California, June 17, 1997

“Emerging Leadership Models,” World Futures Society Conference “Trend Watch. Technology, Society, and Values,” San Francisco, California, July 17, 1997

“Today’s Leadership: Will it Work for Tomorrow?” Annual Youth Authority Managers Meeting, Pomona, California, November 4, 1997

“Companies in the Face of Dwindling Legal Pressure for Diversity,” National Conference for Women Employment and Labor Law Council, Santa Monica, California, November 10, 1997

“Sexual Static: its Cause and Effect at Work,” California Public Employers Labor Relations Association 22nd Annual Training Conference, Monterey, California, November 14, 1997

“Gender Stereotyping and Leadership Strategic Planning,” The Leadership Institute, Nursing Leadership and Administration Graduate Program, USC, Los Angeles, April 23, 1998

“Women and Leadership,” The Leadership Institute, USC, Presidential Fellows Conference, Los Angeles, California, April 24, 1998

“A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?” Panelist, Academy of Management, San Diego, CA, August 9, 1998

“What are the Implications of Gender and Culture on Notions of What is Leadership? Findings and Questions Spanning 4 Continents,” Symposium Chair, 24th International Congress of Applied Psychology (IAAP), San Francisco, CA, August 10, 1998

“Leadership and Gender,” Smith College Consortium, Northampton, Massachusetts, August 18, 1998

“The Changing of the Guard,” “Building the Foundation for Tomorrow,” Western Association of Colleges and Employers, Costa Mesa, CA, January 14, 1999

“America’s Competitive Secret: Women Managers,” Women in Leadership, St. Catherine’s College, Minneapolis, Minnesota, January 21, 1999

“Women and Leadership,” Smith College Consortium, Massachusetts, August 18-20, 1999

“Leadership: Why Gender Matters!” Simmons College, Simmons Centennial Symposium Series: Educating Women for the 21st Century, Boston, Massachusetts, January 28, 2000

“Women in Leadership”, Warren Bennis and Steve Sample Leadership Class, University of Southern California, (USC) Los Angeles, CA, March 9, 2000

“Leadership: Why Gender Matters,” Smith College Consortium, Massachusetts, August 18, 2000
Reviewer, Papers of Academy of Management, Gender & Diversity Section, June, 2001

Professional Activities:

Steering Committee, Higher Education and Government, American Society for Public Administration, 1976-77

Vice President, Orange County Chapter, American Society for Public Administration, 1976-77

Review Panel, National Science Foundation (NSF), Science for Citizens, 1977, 1980, 1984

Advisory Review Committee, NSF Critical Areas Enforcement Project. PI Nelson Rosenbaum, Urban Institute, 1978-79

Affiliated Scholar, Center for Responsive Government, Washington, DC, 1979

Faculty, Citizen Participation Institute, Lincoln Filene Center for Citizen Participation and Public Affairs, Tufts University, June 1981

Member, Committee on the Status of Women, Western Political Science Association, 1979-81

Faculty, University of California Management Institute, 1983, 1985, 1986, 1987, 1988, 1989, 1990, 1991.

Member, Board of Advisors, CSIS (Center for Strategic and International Studies), International Women’s Leadership Project, Washington D.C., 1994 – 1995

Reviewer, *Western Political Quarterly*, 1985

Reviewer, *Administration and Society*, 1980-87

UCSB Middle Management Seminar, June 18, 1987

Reviewer, *Environmental Management*, 1988

Reviewer, *Journal of Behavioral Sciences*, 1980-88

Reviewer, *Public Section Division, Academy of Management*, 1988

Reviewer, *Science, Technology, and Human Values*, 1989

Reviewer, *Public Administration Review*, 1980-1990

Editorial Board, *Public Administration Review*, 1987-1990

Reviewer, *Women in Management Section, Academy of Management*, 1987, 1988, 1989, 1991, 1992

Reviewer, California Policy Seminar, UCB, 1989, 1990, 1991

Invited Participant, California Senate Budget and Fiscal Committee Retreat, UC Berkeley, February 2-4, 1989.

Member, UC Coordinating Board of the Water Resources Center, 1989-1992.

Reviewer, National Science Foundation (NSF), Division of Research Initiation and Improvement, Decision, Risk, and Management Sciences Division, 1990

Reviewer, Addison-Wesley Publishers, 1991

Featured Speaker, UCI Corporate Partners Program, UCI, May 21, 1991: "Workforce America: Managing Employee Diversity as a Vital Resource."

Reviewer, *Sloan Management Review*, 1993

Reviewer, *Human Resources Management Journal*, 1994

Reviewer, *The Academy of Management Review*, 1994, 1995

Reviewer, *National Science Foundation*, 1995

Reviewer, *National Center for Research in Vocational Education*, 1997

Member, Technical Advisory Board, Center for Environmental Management, Tufts University, Boston, MA, 1984-1986

Member, International Women's Forum, 1984-present

Member, Board of Directors, Women's Trusteeship, 1985-1987

Board of Advisors, *Dallas Morning News*, 1991-1994

Invited Participant/Consultant, County of Orange Management Retreat, Highland Springs, CA, October 20-22, 1987

Executive Board, California Assembly Fellowship Program, 1988-1991

Invited Symposium Speaker, "Sexual Static," Los Alamos Laboratory, March 9, 1988

Board of Advisors, Center for Politics and Policy, Claremont Graduate School, 1988-1989

Executive Committee, Women in Management Division, Academy of Management, 1988-1991

Chair, Executive Board, California Assembly Fellowship Program, 1989-1993

Member, USC Think Tank, Men and Women in Society, 1993-1996

Member, Advisory Board, The 1998 Forbes Executive Women's Summit, 1998

Speaker, Motorola Corporation, Scottsdale, AZ: "Women in Leadership Roles," January 29, 1991

Speaker, "Men and Women Leaders: A Survey of Differences in Management Styles," Medical Faculty Women's Association, USC School of Medicine, Los Angeles, CA, January 29, 1991

Featured Speaker, "Strategic Advantage of Women," National Cable Television Association Convention, New Orleans, LA, March 26, 1991

Featured Speaker, "Exploring the Glass Ceiling," Stanford Business, Stanford, CA, April 23, 1991

Keynote Address, "Women's Leadership Style: An Issue of Cultural Diversity," University of Texas at Arlington, Women's Work Conference, Arlington, TX, April 25, 1991

Featured Speaker, "Diversity at Work," American President Companies Ltd., Oakland, CA, June 6, 1991

Speaker, "Valuing Diversity," Southern California Price Waterhouse All Staff Meeting, Los Angeles, CA, October 1, 1991

Speaker, "Ways Women Lead," Xerox National Women's Conference, Rochester, NY, October 5, 1991

Keynote Speaker, International Aviation Women's Association Conference, Washington, DC, October 25, 1991

Speaker, "Workforce 2000: Managing Diversity," Power Transmission Distributors Association, Orlando, FL, November 3, 1991

Speaker, Nestle Women's Leadership Forum (Nestle, USA), Glendale, CA, November 7, 1991

Featured Speaker, Employee Assistance Professionals Association, Orange County Chapter, Orange, CA, November 15, 1991

Spotlight Speaker, Valuing Diversity: What It Is and How It Works," Hughes Fullerton Management Club, Fullerton, CA, November 21, 1991

Keynote Speaker, "Governing in Challenging Times," 68th Annual Congress of Cities in Exposition, Las Vegas, NV, December 12-16, 1991

Speaker, "Leadership in Natural Resources--Challenges and Strategies for a Diverse Workforce," Society of Forester's National Conference, Dallas, TX, January 7, 1992

Speaker, "Practical Insights on Employing Cultural Diversity," League of California Cities, Anaheim, CA, February, 1992

Featured Speaker, "Adapting to Change," Xerox Corporate Research Group, Pajaro Dunes, CA, February 12, 1992

Keynote Speaker, McDonnell Douglas Space Systems, 1992 Masters' Series, Huntington Beach, CA, February 13, 1992

Keynote Speaker, American College of Health Care Executives, Chicago, IL, March 4, 1992

Speaker, "Diverse Workforce, Diverse Leaders," Leadership Conference, Texas Instruments, Dallas, TX, June 3, 1992

"Sexual Harassment and the Gender Gap," CSX Executive Retreat, White Sulphur Springs, West Virginia, January 26, 1993

"Diversity," Orange County Employee Manager Association, Irvine, California, February 3, 1993

"Sexual Static: What it Means and Why You Should Care", Gibson, Dunn and Crutcher (Corporate Group), Carlsbad, California, April 23, 1993

"Gender as A Diversity," International Personnel Management Association, Newport Beach, California, May 3, 1993

"Cultural Diversity," Department of Veterans Administration, Las Vegas, Nevada, May 5, 1993

“Managing Diversity in the Workforce,” Internal Revenue Service (IRS), San Diego, California, May 10-21, 1993

Preparing for Chance and Diversity in the Workplace,” Executive Seminar, Premier Hospital Alliance, Chicago, Illinois, May 14, 1993

“Sexual Static: What it Means and Why You Should Care,” Gibson, Dunn and Crutcher (Litigation Group), Carlsbad, California, May 15, 1993

“The Challenge of Change,” 1993 Orange County ASTD, Garden Grove, California, May 24, 1993

“Leadership,” Leadership for the 1990’s, AT&T Leadership Conference, Atlanta, Georgia, June 3, 1993

“Sexual Static: What It Means and Why You Should Care,” Gibson, Dunn and Crutcher (Labor Group), Carlsbad, California, June 4, 1993

“Leadership,” Andersen Consulting Executive Retreat, Kohler, Wisconsin, June 29, 1993

Invited Participant, Conference on the Future of the American Workplace, Convened by U.S. Secretary of Labor Robert Reich, Chicago, Illinois, July 25-26, 1993

“Women and Leadership,” Executive Seminar, Progressive Insurance, Cleveland, Ohio, July 30, 1993

“Leadership Styles as a Business Issue,” Israel Management Center, Tel Aviv, Israel, September 7, 1993

“The Underutilization of Women in the Workplace: What Does It Mean and Why Should We Care?” Israeli Women’s Network, Haifa, Israel, September 11, 1993

“Gender and Leadership,” Young President’s Organization (YPO), San Francisco, California, October 6, 1993

“Valuing Cultural Diversity: Why Should You Care?” Executive Forum, Portland, Oregon, November 10, 1993

“Diversity As A Business Issue,” Petroleum Equipment Suppliers Association, Tucson, Texas, February 28, 1994

Invited Testimony, U.S. Department of Labor Glass Ceiling Commission, Washington D.C., March 12, 1994

“America’s Competitive Secret,” *Washington Post* Luncheon Speaker, Washington, D.C., March 29, 1994

“Women Leadership Styles, Sara Lee Corporation Women’s Roundtable, Washington, D.C., May 19, 1994

“Ways Women Lead,” Orange County Women’s Society of Southern California Association of Certified Public Accountants, Annual Membership Meeting, Irvine, California, June 14, 1994

“Ways Women Lead,” American Society of Associate Executives, San Francisco, California, August 27-30, 1994

“Workforce America-Managing Employee Diversity as a Vital Resource,” Southern California Employment Roundtable, Santa Monica, California, September 13, 1994

Keynote Speaker, Southern California Employment Roundtable (SCERT), Santa Monica, California, September 13, 1994

“Diversity Issues,” Xerox Research Center of Canada, Mississauga, Ontario, Canada, October 14, 1994

“Issues of Gender Diversity,” City of Brea-Executive Management Team, Brea, California, November 3, 1994

“America’s Competitive Secret,” Women of AT&T–Bell Laboratories Murray Hill and AT&T Finance Women’s Forum AT&T, Murray Hill, New Jersey, December 6, 1994

Leadership Panel, *The Economist*, New York, March 2, 1995

“Cultural Diversity,” Southern California Edison, Executive Management Seminar, Rosemead, California, April 28, 1995

“Healthy Leadership Styles for a New Era,” Sutter Health Annual Governance Symposium, Sacramento, California, May 11, 1995

“Diversity in the Workplace,” Southern California Edison, San Onofre, California, June 8, 1995

“Women: An Under-Utilized Resource,” Organization of Women Executives (OWE), Los Angeles, California, June 15, 1995

“America’s Competitive Secret: Utilizing Women as a Management Strategy,” Graduate Management Admission Council (GMAT), Toronto, Canada, June 23-24, 1995

“The Changing Workplace: Issues of Gender,” Undergraduate Administrative Intern Program, University of California, Irvine, California, February 5, 1996

“Glass Ceiling,” Women in History Month Lecture Series Co-sponsored by the California Women’s Legislative Caucus and the Capitol Women’s Staff Group, Sacramento, California, March 28, 1996

“Leadership Issues Confronting Women in the Workplace,” Ball State University, Muncie, Indiana, April 2, 1996

“Valuing Cultural Diversity: The Key to Competitive Advantage,” Union Pacific Resources and Texas Christian University, Forth Worth, Texas, April 9, 1996

“America’s Competitive Secret: Women,” Women Partners’ Leadership Conference “Coopers & Lybrand’s women partners: Our Critical Importance in Maximizing the Firm’s Success,” Chicago, Illinois, April 23-24, 1996

American Participant, International Women’s Leadership Forum, Stockholm, Sweden, May 5-7, 1996

“Entrepreneurship: Does Gender Matter?” Women Incorporated, Southern California Conference for Women in Business “Uncommon Women on Common Ground,” Long Beach, California, May 17, 1996

“America’s Competitive Secret - Utilizing Women as a Management Strategy,” Financial Women’s Association of San Francisco, San Francisco, California, May 28, 1996

“Ways Women Lead,” International Women’s Leadership Forum, Washington D.C., June 10, 1996

“Gender and Leadership: What’s the Connection,” 9th Annual Meeting of the Health Alliance “Leadership Impact in the 21st Century,” Scottsdale, Arizona, October 16, 1996

Keynote Speaker, “Leadership: What we Know,” First Annual Leadership Symposium “New Women: New Leadership,” New York City, New York, October 25, 1996

“Diversity is My Middle Name,” 48th Business and Public Policy Conference, LA Chamber of Commerce, Los Angeles, California, November 21, 1996

“CEO Leadership Strategies - Unleashing All Intellectual Capital,” The President’s Forum of Los Angeles
“Competing in the Contemporary Market,” Los Angeles, California, December 10, 1996

“Human Resources: Why it’s Key to Organizational Success,” University of California, Irvine, Human Resources Department, Irvine, California, January 9, 1997

“Competitive Advantage of Women’s Leadership Style,” Management Team Meeting at General Mills, Minneapolis, Minnesota, February 13, 1997

“How Organizations Can Gain a Competitive Advantage by Leveraging the Talents of Women,” Microsoft, Executive and Management Development Group, Seattle, Washington, February 26-27, 1997

“Why Diversity Matters,” Lucent Technologies, Irvine, California, March 11, 1997

“The Current Status of Women in Corporate America and What Other Companies are Doing to Fully Utilize Women at all Levels,” Northrop Grumman Corporate Office, Women’s History Month Celebration, Los Angeles, California, March 21, 1997

“Women: America’s Competitive Secret,” Forum “Women in the Workplace”, Merrill - Palmer Institute, Wayne State University, Detroit, Michigan, April 9, 1997

“What Does the Future Hold For Women in Academia?” ATHENA Foundation 4th Annual Conference, May 15, 1997

“Women and Work,” Kaiser Permanente Southern California Medical Group, Anaheim, California, May 18, 1997

“Making the Business Case for Diversity,” The Leadership Forum 1997, Atlanta, Georgia, July 15, 1997

“Managing Change Instead of Letting Change Manage You,” Edison Roundtable, Irvine, California, October 9, 1997

“Creating Our Future, Focus Year 2000 and Beyond,” XEROX Leadership Conference, Los Angeles, California, October 18, 1997

“Women and Power,” 2nd Annual Leadership Symposium “New Women: New Leadership,” New York City, New York, October 23, 1997

“Men are From Mars, Women are From Venus: How Does This Effect Me?” Association of California School Administrators and the Orange County School Board Members Joint Dinner Meeting, October 29, 1997

“Men are From Mars, Women are From Venus: if so, Why Should You Care?” Jet Propulsion Laboratory, Council for Women, Pasadena, California, December 5, 1997

“Work and Issue of Gender,” WellPoint Health Networks, Woodland Hills, California, December 11- 12, 1997

“What is Needed in Corporate Leadership,” Women’s Leadership Seminar, Johnson & Johnson Skillman, New Jersey, February 4, 1998

“Leadership in The Healthcare Profession,” WellPoint Health Networks Women Executive Roundtable, Woodland Hills, California, February 17, 1998

“Growing Together as Bosses,” First Annual Women Presidents’ Organization National Meeting “Growing Together - Richer, Better, Bolder,” Dallas, Texas, March 6, 1998

“Models of Leadership,” American Organization of Nurse Executives 31st Annual Meeting, San Diego, California, March 18, 1998

“Men and Women at Work,” Keynote Speaker, Anchorage Chamber of Commerce, April 6, 1998

“Exploring Implications of Diversity for Compensation Strategy,” Workforce Issues Network Meeting, Organization Resource Counselors, Inc, San Francisco, California, May 7, 1998

“Strategic Planning Challenges Facing Small Businesses,” National Association of Women Business Owners, Los Angeles, California, May 13, 1998

“America’s Competitive Secret: Women-Managers,” Keynote Speaker, Conference “Uncommon Women on Common Ground,” Women Incorporated, Jacksonville, Florida, June 5-6, 1998

“Waiting in Line to Work For You: Creating Powerful Corporate Image,” Keynote Speaker, 10th Human Resources Symposium, Orange County Business Journal, Newport Beach, California, June 10, 1998

“Building Bridges,” Anchorage, Alaska Chamber Of Commerce and ATHENA Society, June 24, 1998

“Reinventing Corporate America Today... for Tomorrow,” Keynote Speaker, Boardroom Bound Conference, Washington D.C., July 16, 1998

“A New Way of Looking at Compensation,” Keynote Speaker, World Future Society, “Strategies for the New Millennium”, Chicago, Illinois, July 21, 1998

“A New Look at Leadership and Nursing: What’s Unique About the Relationship?” RWJ Executive Nurse Fellows Program Introductory Leadership Seminar, San Jose, California, July 29, 1998

“Leadership: Today’s Special Challenges and Opportunities and Why We Need New Models of Leadership,” Bayer Leadership Lecture Series “New Women – New Leadership,” New Haven, Connecticut, August 24, 1998

“Women in the Workplace – Where We Are and Where We Are Not,” Journalism and Women Symposium (JAWS), 14th Annual Conference, Jackson Lake, Wyoming, September 11, 1998

“Rethinking Leadership,” ATHENA Professional Development Program; Women’s Council of the Greater Rochester Metro Chamber of Commerce; Xerox Document Co, Rochester, New York, September 15, 1998

“Why Gender Matters,” Keynote Address, The Corporate State: A Women’s CEO and Senior Management Summit, New York City, September 18, 1998

“A Secret Weapon For Business Success: Women Managers,” Annual Meeting, Southern Minnesota Municipal Power Agency, Rochester, Minnesota, October 1, 1998

“Men and Women at Work: Why the Gender Issue Won’t Go Away,” National Network of Commercial Real Estate Women Convention, San Diego, California, October 9, 1998

“The New Leadership: Live It!” Keynote Speaker, Xerox International Women’s conference Toronto, Canada, October 16, 1998

“Gender Views: Cutting Through Corporate Culture Talk,” Panel Moderator, The Third Annual “New Women: New Leadership” Symposium, New York City, October 30, 1998

“Uncommon Women on Common Ground,” Keynote Speaker, Conference Series for Business Women, Miami, Florida, November 2, 1998

“How Must Leadership Change?”, *Forbes* Executive Women’s Summit, Washington D.C., November 10, 1998

“America’s Competitive Secret: Utilizing Women as a Management Strategy,” AFMA (American Furniture Manufacturers Association) Annual Meeting, Naples, Florida, November 13, 1998

“Creating New Opportunities,” U.S./Canadian Trade Mission, LA, California, March 9, 1999

“The Future of HR,” Keynote Speaker, “How HR Leaders Make it Happen!” National Human Resources Association, Irvine, California, March 19, 1999

Keynote Address, UCSD Pinnacle Awards, San Diego, California, April 20, 1999

*“Charting Change: What Does This Mean for Women?” American Council on Educational National Network of Women Leaders, Oakland, California, April 29, 1999

“America’s Competitive Secret: Women Managers,” “Marketing to Women” Conference, Toronto, Canada, June 1, 1999

“Women: The Key to Competitive Advantage,” “Designing Your Life for the 21st Century” Conference, Auckland, New Zealand, June 11-13, 1999

“Why Gender Matters and Why Men Don’t Understand,” “Mind, Body, Soul” – *Hearst* Magazine Retreat, Telluride, Colorado, July 7, 1999

“A New Look at Women and Leadership,” American Organization of Nurse Executives, San Jose, California, July 13, 1999

Leadership and Gender”, Smith College Critical Issues Management Program, Northampton, Massachusetts, July 26, 1999

“The Changing Workplace,” Commission on the Status of Women, Annual Convention, Los Angeles, California, August 14, 1999

“Why Gender Matters and Why Men Don’t Have a Clue,” Anderson Cancer Center, Houston, Texas, September 20-21, 1999

“Why Gender Matters”” CREW: Commercial Real Estate Women, Newport Beach, California, September 28, 1999

“Power on a Pedestal,” Keynote Speaker, The Corporate State: A Women’s CEO and Senior Management Summit, New York City, New York, September 30, 1999

“Ways Women Lead,” Keynote Speaker, China - U.S. Conference on Women’s Issues, Beijing, China, October 11-14, 1999

“Women in the New Economy: A U.S. Perspective,” London, England, November 10-12, 1999

Keynote Speaker, Arthur Andersen, Women's Leadership Initiative, The GROW Champion meeting, Houston, Texas, December 9, 1999

"Importance of Paying Attention to the Corporate Culture When Implementing GROW Programs," Arthur Andersen, US Leadership Team Meeting, Sarasota, Florida, January 13, 2000

"What You Should Know About The Gender Issue," Women Corporate Directors, Los Angeles, California, January 21, 2000

"Leadership: Why Gender Matters!" Simmons College, Simmons Centennial Symposium Series: Educating Women for the 21st Century, Northampton, Massachusetts, January 28, 2000

"Women in Leadership," University of Southern California, Leadership Class, Los Angeles, California, March 9, 2000

"Women In Power: An Update," A Women's CEO and Senior Management Summit, San Francisco, California, March 30, 2000

"To Be The Partner For Success In The "New Economy," Arthur Andersen, San Francisco, California, May 17, 2000

"To Be The Partner For Success In The "New Economy," Arthur Andersen, San Juan Capistrano, California, May 19, 2000

Invited attendee, "The Corporate State: a Women's CEO and Senior Management Summit," New York City, New York, September 27/28, 2000

"The Importance of a Professional Women's Network at the Ford Motor Company," Professional Women's Network, Ford Motor Company, Dearborn, Michigan, October 6, 2000

"Do Women Lead Differently?" Arizona Women's Leadership Forum 2000, Phoenix, Arizona, October 25, 2000

Speaker, "Women Leaders in Science and Technology at the Frontier and on the Cutting Edge," Mills College Women's Leadership Institute, Oakland, California, December 7, 2000

Keynote Speaker, "Utilizing Women as a Management Strategy," Global Operations Meeting, Ford Motor Company, Dearborn, Michigan, December 12, 2000

"The Bohemian Grove – A Report on Power and Sex in the Ultimate 'Old Boys Club'," Belizean Grove, Ambergris Caye, Belize, January 24, 2001

"Leadership: Why Gender Matters," The Presidential Seminar, Scottsdale, Arizona, March 7, 2001 "What's In It For Them?" "Women Entrepreneurs Reshaping America" Conference, New York City, New York, May 16, 2001

"Gender Differences: Why They Matter?" Orange County Women Lawyers Association, cosponsored by Women in Leadership and Women in Business, Orange, California, July 3, 2001

Advisory Board, *Forbes* Magazine Executive Women's Summit, 2000, 2001

Advisory Corporate Board Member, IMRI, (Information Management Resources, Inc.), Costa Mesa, California. 1999 - present.

Advisory Board Member, The First Sex TV Show, to be produced by Jane Applegate, National Business columnist, and CEO, SBTV Corporation, May, 2001 - present.

"A Style of Our Own: Leading Change in times of Uncertainty" American Medical Association; Women Physicians Leaders Summit, Los Angeles, March 8, 2002

Keynote Speaker, American Medical Association, Women Physicians Congress, Los Angeles, California , March 11, 2002

Keynote Speaker, Anderson Executive Women's Community Conference, St. Louis, Missouri, March 13, 2002

"In the Lead: Women Re-Shaping Corporate America," Boston, Massachusetts, April 10, 2002

"Why Gender Matters," UCI Women's Studies Program, UC Irvine, April 17, 2002

Participant, SCEWL (Symposium for California's Emerging Women Leaders), San Francisco, April 19, 2002

Speaker, Small Business Development Districts, University of Southern California, April 30, 2002

Speaker, *Forbes* Executive Women's Summit, San Francisco, May 16, 2002

Speaker, Women in Endocrinology, San Francisco, June 19, 2002

Participant, Women in Business discussion, *MBA Journal*, New York, September 16, 2002

Speaker, "Leading the Way" Women of Los Angeles, Los Angeles, California, September 26, 2002

Speaker, Association of Gynecology and Obstetrics, Las Vegas, Nevada, October, 20, 2002.

Speaker, Women and Diversity Leadership Summit, New York, October 24, 2002

Speaker, "Soap Summit", PCI (Population Communication International), New York, November 2, 2002

Distinguished Speaker, Saddleback College Emeritus Institute, Laguna Beach, California, January 17th, 2003

Keynote Speaker, Women in Leadership Summit, San Francisco, California, February, 2003

Board of Directors, Tech Ventures Network, 2003

Speaker, Corporate State Summit, New York City, September 2003

Speaker, Society for Human Resource Management, August 17, 2004

Speaker, Inside Edge, UCI University Club, Irvine, California, March 7, 2007

Speaker, Buzz Conference, Newport Beach, California, March 20, 2007

Speaker, Conference Board, San Diego, California, April 2, 2007

Speaker, NAWBO Conference, Cleveland, Ohio, May 15, 2007

Speaker, Hastings Law School, San Francisco, California, May 31, 2007

University Service:

Participant, Second Annual Symposium on Environmental Psychology, UCI, April 1-2, 1982

Faculty, University of California Management Institute, 1983, 1985, 1986, 1987, 1988, 1989, 1990, 1991

Member, Advisory Board, UCI Managerial Skills Internship Program for Women, 1985-1987

UCSB Middle Management Seminar, June 18, 1987

Featured Speaker, "Workforce America: Managing Employee Diversity as a Vital Resource," UCI Corporate Partners Program, UCI, May 21, 1991

Member, UC Coordinating Board of the Water Resources Center, 1989-1992

Presenter, "Developing Guidelines for Public Information: Preparing for Nuclear Disaster," Reducing Risks Through Communication and Design, UCI Sixth Symposium on Environmental Psychology, May 14-15, 1987

Moderator, "Increasing Participation in the Community," Seventh Annual UCI Symposium on Environmental Psychology, May 10, 1988

Invited Participant, California Senate Budget & Fiscal Review/UC Policy Seminar Retreat, UC Berkeley, February 1988

UCI Lecture Series, "Men and Women at Work," UC Irvine, March 12, 1992

"Curriculum Approaches to Managing Diversity," American Assembly of Collegiate Schools of Business, Washington, DC, April 14, 1992

"Leadership and Diversity," UC Academic Counselors, Santa Ana, CA, April 30, 1992

Developing Women Business School Leaders," Women Administrators in Business Schools Workshop, American Assembly of Collegiate Schools of Business, Los Angeles, California, April 21, 1996

"Maximizing Our Resources: Meeting the Challenge of Change," College of Medicine Chairs Forum, University of California, Irvine, California, February 6, 1996

"What's it Like Writing a Book About Management?" Corporate Partners, Alumni, Faculty, Breakfast, UC Irvine Graduate School of Management, January 10, 1996

"Stories From a Book Tour," UC Irvine Forum, April 10, 1996

"Women in Management" UC Irvine Women's Opportunity Center, , April 25, 1996

Why Women Continue to be Devalued," University of California, San Francisco, Group for the Study of Health Professional Behavior, San Francisco, California, November 13, 1996

"For Women: the Best of Times and the Worst of Times," Annual Meeting of Academic and Professional Women of University of California, Irvine, California, May 20, 1997

"Sexism," University of California, Irvine Undergraduate Housing Training Committee, Irvine, California, September 16, 1997

“Cultural Diversity: Why the Issue Won’t Go Away,” University of California Management and Leadership Conference, Newport Beach, California, October 28, 1997

“Men and Women in The Workplace: What’s The Issue?” University of California, Business and Finance Division Meeting, Oakland, California, January 22, 1998

“Changing Workplace: Issues of Gender,” University of California Administrative Interns, Graduate School of Management, Irvine, January 27, 1998

“Cuba: What I Learned,” Academy of Life-Long Learning, University of California, Irvine, February 24, 1998

“My Last Lecture: Mixing Messages and Metaphors,” nominated by students, UCI, California, May 12, 1998

Chair of Corporate Leadership Amelia Earhart Award for the Women’s Opportunities Center, UCI, Irvine, California, May 20, 1998

“Why the Issue of Cultural Diversity Won’t Go Away,” All-University Leadership Conference, UCI, Beaumont, California, October 3, 1998

“The Changing Workplace: Issues of Gender,” UCI, Administrative Internship, Irvine, California, January 27, 1999

Keynote Address, UCSD Pinnacle Awards, San Diego, California, April 20, 1999

Keynote Speaker, Launch of the New Master of Arts in Politics, Economics, and Business (MAPEB) Program, Claremont Graduate University, Claremont, California, May 26, 1999

“Valuing Diversity: Why It Matters?” UCI, RAINBOW Festival, Irvine, California, November 3, 1999

“The Changing Workplace: Issues of Cultural Diversity,” UCI, Administrative Internship Seminar, Irvine, California, January 19, 2000

“The Changing Workplace: Issues of Gender,” UCI, Administrative Internship Seminar, Irvine, California, February 2, 2000

“Valuing Cultural Diversity: the Knowing-Doing Gap,” University of California, Santa Barbara (UCSB), Seventh Annual Professional Development conference, Santa Barbara, California, March 23, 2000

“Ways Women Lead,” “UCI Women in Management,” Costa Mesa, California, April 26, 2000

“UC Administration: Why Gender Matters,” University of California (UC) Office of Presidents Luncheon, Irvine, California, May 16, 2000

“Career Planning: Gender Matters!” Women’s Opportunities Center, UCI, Irvine, California, November 1, 2000

Keynote Speaker, Women in Leadership Conference, UCLA Extension, Los Angeles, California, November 18, 2000

“Recruiting and Retaining Generation D,” The 29th Annual UNICON Conference “Imagining the Future: Technology, Business, and Education.” The Anderson at UCLA/the Graduate School of Management at UCI, Los Angeles, California, March 25, 2001

“Broadening Horizons: Learning, Sharing, and Accepting,” Graduation Keynote Speaker, UCI Diversity Development Program, Irvine, California, June 13, 2001

“Business and Government: Who should Do What?” UCI Academy for Lifelong Learning, March 5, 2002

Judge: Rosemarie Meschi Award, Ernst & Young, Woman’s Leadership Conference, 2002, Orlando, Florida

Speech (via Skype) at the University of Auckland, in New Zealand, October 18, 2010

Community Activities:

Member, Orange County Grand Jury, 1969-1970

Chair, South Coast Regional California Coastal Commission, 1976-77 (Member, 1973-1977)

Commissioner, California State Coastal Commission, 1977-81

Resource Person, Environmental Advisory Board to the Chief of Civil Works, Army Corps of Engineers, Washington, DC, 1979-1981

Member, Orange County Charter Study Commission, 1980

Member, Board of Directors and Executive Committee, KCET, Channel 28, Southern California Community Television Station, 1981-1991

Member, May Company California Woman Advisory Board, 1985-1986

Member, Community Advisory Board, Junior League of Newport Harbor, 1980-present

Member, Board of Directors, Lido Island Community Association, 1985-1987

Advisory Board, Leadership Newport, 1987, 1988

Member, California Senate Task Force on Nuclear Emergency Response, 1987-1988

Grant Allocation Committee, Newport-Mesa Schools Foundation, 1987

Workshop Leader, "Sexual Static At Work," Coastline Community College Conference for Women, August 20, 1988

Judge, Irvine Company Spectrum Leadership Awards, 1989

Keynote Speaker, Homeless Women on the 1990's: Scorn or Shelter Conference, YWCA, Santa Ana, California, November 30, 1989

Community Advisory Board, Junior League of Orange County, 1989-present

Columnist, *Orange County Business Journal*, 1990-present

Speaker, "Women and Work," Los Angeles Association of Investment Women, Los Angeles, CA, June 18, 1991

Keynote Speaker, Leadership California Conference on Workforce America, San Francisco, CA, June 22, 1991

"What Lies Ahead for Business," World Future Society, Anaheim, CA, August 15, 1992

"Nancy, Hillary and Eleanor: What Have They Taught us?" League of Women Voters Annual Meeting, Laguna Beach, California, April 1, 1993

"Gender Bias," Orange County Lawyers Association, Orange, California, May 10, 1993

"The Ways Women Lead," 1993 Orange County Women of Achievement Awards Program, July 1, 1993

"Women, Leadership and Diversity," Daily News Women's Career Conference, Universal City, California, October 23, 1993

"The Ways Women Lead," Leadership America Association, Los Angeles, California, October 28, 1993

"Gender as a Business Issue," Women in Commercial Real Estate, Irvine, California, January 18, 1994

"Ways Women Lead," California Elected Women's Association for Education and Research," (CEWAR), March 24, 1994

Keynote Speaker, Circle K District Convention, Newport Beach, March 24, 1994

"How Gender Issues Can Affect the Bottom Line," Senior Management Meeting, KCET, Los Angeles, California, March 28, 1994

"America's Competitive Secret: Women," A Call to Action "Governor Pete Wilson's Conference for Women, Long Beach, California, October 4, 1994

"How Could It Happen? The Political Climate in Orange County," The League of Women Voters, Santa Ana, California, May 20, 1995

"Ways Women Lead," The YMCA of Orange County, Orange, California, May 25, 1995

Keynote Speaker, *Orange County Business Journal* "Applauding the Orange County Business Woman" luncheon, June 6, 1995

"America's Competitive Secret: Utilizing Women as a Management Strategy," Newport Beach Library, Newport Beach, California, November 30, 1995

"Women in Management," "The 75th Anniversary of Woman Suffrage," Women in Business International, Newport Beach, California, January 17, 1996

Keynote Speaker, "The Women of Distinction for 1996," Soroptimist International of Irvine, Irvine, California, January 27, 1996

"The Impact of Gender Differences on American Society," American Jewish Committee, The Orange County Chapter, Newport Beach, California, January 31, 1996

Panelist, Orange County Public Company Forum "The Global Marketplace: Sharpening Your Company's Competitive Edge," Newport Beach, California, February 8, 1996

"Stories From a Book Tour," University of California, Irvine Forum, Irvine, California, April 10, 1996

"Women in Management," University of California, Irvine, Women's Opportunity Center, Newport Beach, California, April 25, 1996

Presenter, Literary Guild of Orange County, A Festival of Women Authors, Irvine, California, May 18, 1996

“Affirmative Action,” FAIR (Fairness and Accuracy in Reporting), Los Angeles, California, June 25, 1996

“America’s Competitive Secret,” First Grantee Reception for the Women’s Legacy Fund, Ventura, California, July 22, 1996

“Men are From Mars, Women are From Venus - What Had That to do With Your Career,” Breakfast Club Seminar, Irvine, California, August 9, 1996

“The Politics of Sex: a Candid Discussion of Gender and Other Diversity Issues,” *Los Angeles Times* Management Conference Presentation, Los Angeles, California, September 26, 1996

“Reflections on Being Female,” Southwest Exchange Conference Hosted by the Junior League of Orange County, Newport Beach, California, September 28, 1996

“The New American Workplace: Using Gender Differences to Add Value and Profit in Business,” The Inside Edge Foundation for Education, Costa Mesa, California, November 6, 1996

“Men are From Mars, Women are From Venus - What Does That Have to do With Your Career?” Drucker Center and CPE Alumni and Corporate Friends Meeting, Newport, California, November 12, 1996

“Women: America’s Competitive Secret,” 5th Annual Governor Pete Wilson’s Conference for Women, Long Beach, California, November 14, 1996

“America’s Competitive Secret,” Newport Beach Public Library Foundation, Newport Beach, California, November 19, 1996

“Which Path to Leadership: How will Your Child Make a Difference?” Center for Early Education, Parents Meeting of the Multicultural Committee, West Hollywood, California, November 21, 1996

Graduation Speaker, Address at 1996 Fall Commencement Ceremony, University of Phoenix, Phoenix, California, November 23, 1996

“Where are the Women Today?” KCET Women Board Members and Senior Staff, “Celebrating National Women’s History Month,” Los Angeles, California, March 28, 1997

“How to Achieve and Maintain Balance in Your Personal and Professional Life,” Business and Professional Women’s Dinner, United Jewish Fund, Los Angeles, California, March 31, 1997

“Ways Women Lead,” Planned Parenthood Luncheon, Los Angeles, California, April 6, 1997

“All in a Day’s Work: Lessons From the Business World,” moderator, *LA Times* Festival of Books, Los Angeles, California, April 20, 1997

Keynote Address “Why the Issue Of Female Underutilization Has to do With Economic Competitiveness,” CONNECT TV Show, San Diego, California, April 25, 1997

Keynote Speaker, YWCA’s 23rd Annual Second Century Awards Luncheon, Huntington, California, May 28, 1997

“Life Begins at 60,” Contacts of Orange County, Irvine, California, October 17, 1997

“Professional Women, Diverse Work Forces: Good Business and Good Politics,” Junior League of Los Angeles General Meeting, Los Angeles, California, October 21, 1997

Keynote Speaker, The 6th Annual Day of Authors, a Professional Woman's Auxiliary Assistance League, Fullerton, California, March 7, 1998

Mistress of Ceremonies, "In The Entrepreneurial Spirit," Women's Enterprise Development Corporation, Los Angeles, California, April 8, 1998

Keynote Speaker, The 4th Annual Women in Business Awards Luncheon, Orange County Business Journal, Irvine, California, April 20, 1998

Appointment as a member to the Statewide Community Focused Court Planning Conference Task Force Created by the Chief Justice of the California Supreme Court, Ronald George, and the Judicial Council, May 13, 1998

Honorary Chair, Keynote Speakers Introductions, "Women of Distinction" Luncheon, Girl Scout of OC., Irvine, California, March 17, 1999

"Women's Leadership Style," Junior League, 1999 Annual Conference, St Louis, Missouri, April 22, 1999

Keynote Speaker, Inaguration of Steadman Upham, 11th President of Claremont Graduate, University, Claremont, California, March 27, 1999

"Importance of Being a Volunteer," Human Options, Irvine, California, April 28, 1999

"Does Gender Matter?" Women of OC, Newport Beach, California, June 17, 1999

Speaker, "Mind, Body, Soul," Hearst Magazine Retreat, Telluride, Colorado, July 7, 1999

"Why Gender Matters," OC Express network, Irvine, California, November 17, 1999

"Leadership: What Is It?", Trusteeship, Los Angeles, California, February 9, 2000

Mistress of Ceremonies, the Girl Scout Council of Orange County Recognition Dinner, Anaheim, California, February, 25, 2000

"Men and Women at Work," The National Conference for Community and Justice, Fountain Valley, California, February 29, 2000

"OC Women in Medicine," Luncheon, Newport Beach, California, March 15, 2000

Judge, The First Annual Growth and Retention of Women (GROW) Awards, Arthur Andersen, Chicago, Illinois, July 19, 2000

Emcee, presented The Susan B. Anthony Awards, "50/50 by 2020" Luncheon, The League of Women Voters of OC, New Port Beach, California, September 9, 2000

"Wielding Political Influence: Women and Election 2000," "Women of Los Angeles," Los Angeles, California, September 25, 2000

"Professional Women: Past, Present, and Future," Executive Women's Council at the Center Club, Costa Mesa, California, September 26, 2000

"The Best-kept Competitive Secret for America's Businesses: Professional Women," Arthur Andersen, Executive Women's Community Breakfast, Omaha, Nebraska, April 27, 2001

Keynote speaker: "Advancing Women's Leadership: Why Gender Matters," PIMCO, Newport Beach, California, August 9, 2010

Consulting:

Army Corps of Engineers, Los Angeles, CA, and Jacksonville, FL, Districts, 1975-81

California Department of Transportation, 1975

City of Santa Ana, 1979

City of Los Angeles, Department of Public Works, 1982

Orange County California Board of Supervisors, 1975, 1987

Arthur Andersen, LLP 1999 – 2001

Spencer, Shenk, Capers & Associates, Inc., February, 2000

Honors and Awards:

2007 "Shining Star" in Education, Women's age.

2007 "Legacy Award" for Exemplary Leadership, St Mary's and All Angels School.

2006 "The Spirit of WIL" (Women in Leadership) Award.

2004 "Trailblazer Award," Forbes Women's Executive Forum.

2004 "Lifetime Achievement Award," Boardroom Bound.

2002 Faculty Service Award, Graduate School of Management, UCI.

2002 Recipient, Women in Business Award, *Orange County Business Journal*.

2002 "Humanitarian of the Year", National Conference for Communities and Justice (NCCJ), formerly National Conference for Christians and Jews.

2002 Women of the Year Award, *Orange County Business Journal*

2001 Humanitarian Award, National Conference for Community and Justice (NCCJ)

2001 Hall of Fame, National Association of Women Business Owners (NAWBO), Orange County Chapter

2000 Inducted into the Claremont Graduate University Alumni Hall of Fame

1999 Leadership Award, Founder's District, Toastmasters International

1999 Woman of the Year, California State Legislature

1998 Mentor Award, Los Angeles Women's Foundation, June 11

1997 UCLA Alumni Association Award in Professional Achievement, May 31

1997 Distinguished Alumna Award, Claremont Graduate University, May 17

- 1997 Business and Professional Women Award, United Jewish Fund, March 31
- 1996 Education Advocate Award, National Association of Women Business Owners, June 26
- 1995 Women of Excellence Award in Education, OC Council of the Boy Scouts of America
- 1992 Spirit of Achievement Award (Education), *Entrepreneurial Woman Magazine*, February
- 1991 Amelia Earhart Award, UCI Extension Women's Opportunity Center," for inspiring women to break through barriers and soar to new heights," May 1992
- 1989 UCI Academic and Professional Women Pacesetter Award, for contributions to the advancement of UCI Women, December 5
- 1989 Excellence in Teaching Award, Graduate School of Management, UCI, May
- 1989 Beta Gamma Sigma, Honor Society for Schools of Business, May
- 1988 Orange County Fair Best Reporters Contest (commentary category), second place for article in *Orange County Business First*, "Women Job Seekers Would Do Well To Read Between the Lines," August 28
- 1998 Woman of Distinction, Girl Scout Council of Orange County
- 1988 Distinguished Alumni Award, John Marshall High School, Los Angeles, California, June
- 1988 Women of Achievement Award (Education), South Orange County YWCA
- 1987 Women of Achievement Award, Sales & Marketing Executives of Orange County
- 1986 Women in Management Outstanding Teaching Award, Graduate School of Management UCI
- 1985 "My Last Lecture," UCI Student-Faculty Colloquia, Command Performance
- 1982 Excellence in Teaching Award, Graduate School of Management, UCI
- 1981 Career Development Award, UCI
- 1981 Conservation Award, Sea and Sage Audubon Society
- 1980 Outstanding Woman in Orange County (Public Affairs), North Orange County YWCA
- 1976 Lauds and Laurels, UCI Faculty Community Service Award
- 1973 Woman of the Year, KNX Newsradio, for Contributions in Education, Politics, and Protection of the Environment
- 1968 Pi Sigma Alpha, National Political Science Honor Society