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EDUCATION

Doctor of Public Administration (D.P.A.), University of Southern California. 1993

Master of Public Administration (M.P.A.), University of Southern California. 1991

M.A., Political Science, Hood College, Frederick MD. 1987

B.A., International Affairs, Lafayette College, Easton PA. (Including one year of study at International Christian University, Tokyo, Japan) 1966

EMPLOYMENT

THE SPENCER LECTURER IN APPLIED ETHICS, THE UNIVERSITY OF ARIZONA

August 1994 to Present

As the first named lecturer in the Eller College of Management, I direct the RAYMOND J. SPENCER PROGRAM IN APPLIED ETHICS. The program is a combination of research, training and forums in applied ethics.

As a Senior Lecturer at the University of Arizona, I teach courses in applied ethics and criminal justice.

Ethics of the Public Administrator is an undergraduate course that is part moral philosophy and part management. It examines both the ethical stance of the public manager and organizational strategies to facilitate ethics.

Ethics in Organizations is a graduate seminar similar to the undergraduate course. Notably different, the students-- MBAs, MPAs and Accounting graduate students-- prepare an ethical plan for an organization.

Ethics and Leadership is a course I am developing for the Honors Students in the Eller College. It uses Ethical Exemplars to illustrate effective, ethical leaders in the 21st Century.

I also teach criminal justice courses such as a graduate seminar in *White Collar Crime* and an undergraduate course in *Crime and Public Policy*. In 2002, I was the inaugural winner of the Theodore Koff Award for Outstanding Teaching. I am the 2007-2008 recipient of the Eller College Dean's Award for Outstanding Undergraduate teaching.

Previously, I was the Assistant Director of the School of Public Administration and Policy of the Eller College of Management of the University of Arizona. As Assistant Director, I was responsible for the Masters of Public Administration (MPA) program.

I recently began a consulting practice in organizational ethics. To date, *Ethics LLC* has primarily conducted training seminars with public agencies such as the Oro Valley Department and the Pima County Pretrial Services Agency. In March 2007, I did ethics consulting with Kanbay International at two of its offices in India. The half-day seminar emphasizes what management can do to prevent inappropriate conduct and facilitate ethical conduct within the organization.

Previously, I was a criminal justice consultant specializing in training, jail crowding, pretrial services and intermediate sanctions. I mainly did consulting work for the National Institute of Corrections (NIC), a division of the Department of Justice. As part of a three-day visit by experts to assess the causes of and possible remedies for a county's jail crowding, I provided written technical assistance reports to over 50 counties

1985 - 1994 -WASHINGTON DC

While obtaining my doctorate at the Washington Center of the University of Southern California, I worked at various non-profit agencies. These included the Youth Policy Institute, the Milton Eisenhower Foundation for the Prevention of Violence, the Pretrial Services Resource Center, and Offender Aid and Restoration.

1984 - 1985 PRINCETON THEOLOGICAL SEMINARY, CENTER FOR CONTINUING EDUCATION

Visiting Fellow

In an independent study period, I researched and wrote on youth ethics. I also co-authored with my wife a biography of my father in-law, Dr. Edward Johnson, a moderator of the Presbyterian Church of Canada. The Presbyterian Church of Canada published the book.

1966 - 1984 COMMUNITY DEVELOPMENT

I began an 18-year career in community development with U.S. Peace Corps service in the Marshall Islands. Subsequent to that, I lived and worked on the west side of Chicago in the Ecumenical Institute's 5th City Project. Under the sponsorship of the Institute of Cultural Affairs, I lived and worked in a village in Venezuela and was an administrator in Chicago and Brussels.

RECENT PEER REVIEWED PUBLICATIONS

"Situational Prevention and the Reduction of White Collar Crime"

Journal of Leadership, Accountability and Ethics, fall 2008

"The Ethical Grounding to 21st Century Leadership." *International Journal of Organization Theory and Behavior*. Issue 3, Vol 11, 2008.

"Initiating an Undergraduate Course in Applied Ethics." *International Journal of Public Administration*, Volume 25, Numbers 9 &10, 2002.

"Systematically Describing an Organization's Culture: A Case Study." *Public Administration and Management: An Interactive Journal*, April 1998.

"Organizational Culture and the Placement of Pretrial Agencies in the Criminal Justice System." *The Justice System Journal*, January 1997.

IN PROGRESS

"Contextual Ethics in Public Organizations"

"Teaching Ethics as Mangement"

RECENT PRACTITIONER PUBLICATIONS

"White House Group-Think", Special to the *Tucson Citizen*, November 21, 2005

"Real Reductions in Jail Populations Require Comprehensive Actions," *American Jails*, November December 2005

"The Usual Suspects: Fourteen Points to Consider in Reducing the Population of a Crowded Jail," *American Jails*, February 2003.

"Make Ethics Part of Corporate Culture," Special to the Arizona Daily Star, January 2003.

"The Organizational Cultures of Pretrial Agencies in the Courts and Correctional Agencies." *American Jails*, May/June 1994.

"Youth Leadership: Opportunity Within Crisis" *Youth Policy*, April 1989.

"Real Development" *Edges*, Vol.1 No.4, March 1989.

"Leadership From and For the Central City", *Youth Policy*, January 1989.

"Fifth City: 20 Years of Development", *Youth Policy*, September 1988.

"Local Integrated Planning", *Youth Policy*, January 1988.

"O.A.R.: An Update" *American Jails*, March 1987.

"A Case for Local Integrated Planning", *Youth Policy*, February 1987.

Profile of a Churchman, Presbyterian Church of Canada, 1985.