

Dorothy Marcic

I. PERSONAL DATA

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II. EDUCATION

Doctorate University of Massachusetts (9/75)
Major Areas: Behavioral Science/Organizational Behavior and
Communication--Ed.D. Dissertation subject: Development and
evaluation of management training program. (Some Jungian
typological concepts: an audio-visual approach for communicating type
recognition skills.)

Masters University of Pittsburgh (4/75)
Health Services Administration (recipient of United States
Public Health Service Traineeship)--M.P.H.

Masters University of Massachusetts (2/74)
Education Media and Television Programming--M.Ed.

Bachelors University of Wisconsin (6/72) (With Distinction)
Communication Arts: Radio-TV-Film--B.A.
(Fluent in Spanish, working knowledge of German)

III. UNIVERSITY EXPERIENCE:

Adjunct Prof Owen Graduate School of Management
Vanderbilt University (8-01 to 6-04)

Director Human Resource Development, Peabody School
Senior Lecturer Vanderbilt University (9-97 to 8-01)

Fulbright Scholar Czechoslovak Management Center near Prague;
Univ of Economics - Prague (9-92 to 3-96, now visiting prof)
MBA Director, Czech Management Center

Full Graduate Program in Management, Metropolitan State
Professor University, St. Paul, MN (8/89 to 7-95)

Full Department of Management, University of Wisconsin-
Professor La Crosse, (8/84-8/89)
Taught courses in Organizational Behavior, Principles of
Management, and Human Resource Administration.

Director and Full Professor	Master in Business Administration Program, St. Bonaventure University (9/81-8/84) Directed program of over 200 MBA students, and managed MBA program
Chairman and Associate Professor and	Department of Management Sciences, St. Bonaventure University (9/79-9/81) Supervised and evaluated faculty; coordinated dept activities course schedules; recruited and hired new faculty members; reported to the Dean of the School of Business.
Director	Arizona State University, Guatemala Summer School (10/78-8/79) Planned and supervised summer school in Guatemala for US students; taught courses in International Business and Women in Latin America
Associate Professor	(Promoted from Assistant Professor), Center for Health Services Administration, School of Business, Arizona State (University (8/75-8/79) as part of the Organization Behavior Course, my student conducted workshops for managers who highly praised them and requested similar seminars in their organizations.
Research Associate	Bureau of Business and Economic Research, School of Business, Arizona State University (8/78-6/79) Conducted research in hospital utilization, economic impact of day care, health care indices; supervised graduate research assistants.
Distin- Guished Professor	Center for Health Administration, Universidad Autonoma Mexico (8/76-8/78). Developed and taught courses in Health Care Organization, Epidemiology, Community Health Care (Committed from Arizona).

Taught Undergraduate Courses (cumulative):

Organizational Behavior	Gender Roles in Organizations
Principles of Management	Organization Development
Business and Society	Interpersonal Skills for Managers
Women and Men in Management	Leadership

Graduate Courses

Management Foundations	Organizations and Environment
Interpersonal and Communica- tion Skills for Managers	Organizational Behavior
Human Resource Management	Health Care Organization
Organizational Transformation	Thesis Preparation
Learning Organizations	Leadership

Committees at Vanderbilt

Admissions Committee (Dept.) Graduate Program Chairs (School)
Programs Chairs (Dept) Launch Committee (Program)
Cal Turner Moral Leadership Dept. Curriculum--Leadership
Faculty Steering Committee (Univ)

Conferences/events organized at Vanderbilt

1. Re-Visioning HRD: The Future of Learning in the Workplace, Dec. 1997.
2. Moral Leadership, funded by Cal Turner Moral Leadership Program, April 1998.

HRD Programs visited

George Washington U., Nov. 1997
Univ. of Minnesota, October 1997
Univ. of St. Thomas, October 1997
Case Western Reserve Univ, Feb. 1998

IV. OTHER POSITIONS

- President Dr. Dorothy Productions (2001-present)
- Host;
Producer Weekly business program, "Mind Your Business,"
WLSU-FM (8/85-8/89)
- Vice
President Hai & Associates International, Ltd. (10/75-6/87)
- Consulted on management and communications to such organizations as United Nations/World Health Organization (in Guatemala), United Parcel Service, Bell Laboratories, Baylor University, U.S. Department of State, Pima Indian Reservation, Cattaraugus County ReHAbilitation Center and numerous hospitals in Arizona and the Southern Tier.
- Special
Assistant
To
Executive Westmoreland Hospital, Greensburg, Pennsylvania (1975).
- Planned and executed initial stages of patient education program utilizing closed-circuit television; developed audio-visual program for major hospital expansion project; conducted management seminars; evaluated policy manual; acted as advisor to Executive Director
- Host:
Producer Weekly radio series (8/74-6/75) WYEP/FM,
Pennsylvania
- Production
Assistant Mister Rogers Neighborhood,
Pittsburgh, Pennsylvania
- Television
Producer Director and Host (12/71-6/72)
Total TV, Janesville, Wisconsin

V. RELATED EXPERIENCE

1. Member, Bd of Dir, Baha'i Business Forum for the Americas (12-97-02002)
2. Member, Bd of Dir, European Baha'i Business Forum (10-94 - 10/96)
3. Contributing Editor, Women and Company Magazine (6/85-7/86)
4. Vice-Chairman, Board of Director (12/77-8/89),
Baha'i Publishing Trust

VI. AWARDS

1. David Bradford Distinguished Educator Award, Organizational Behavior Teaching Society, 2003.
2. "Top Ten Management Books of 1997" awarded to *Managing with the Wisdom of Love*, published by Jossey-Bass.

3. Recipient of YWCA's "Tribute to Outstanding Women", November, 1988.

VII. MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

1. Academy of Management (1976 to present)
2. Academy of HRD (1997 to present)
3. American Public Health Association (1975-1985)
4. Organizational Behavior Teaching Society (1978 to present)

VIII. ADMINISTRATIVE POSITIONS IN PROFESSIONAL ORGANIZATIONS

1. Member, Editorial Board, Journal of Management Education, (1997 to 2004)--appointed.
2. Member, Editorial Board, Journal of Applied Business Research, (1988-1992) -- appointed.
3. Member, Board of Directors, Organizational Behavior Teaching Society (1983-1985) -- elected.
4. Member, Editorial Board, Organizational Behavior Teaching Review (1983-1988) -- appointed.
5. Member, Governing Council (Board of Directors), American Public Health Association, 30,000 members (1981-1982) -- elected.
6. Program Chair, Health Administration Section (4,500 members), American Public Health Association (10/79-11/81) -- appointed.
7. Continuing Education Coordinator, Health Administration Section, American (10/78-10/79) -- elected.
8. Secretary, Health Administration Section, American Public Health Association (10/78-10/79) -- elected.
9. Coordinating Editor, Health Care Communique, Academy of Management (9/75-6/79) -- appointed.

IX. CONTINUING EDUCATION

Developed and taught the following continuing education courses:

Over 800 seminars and workshops in such areas as communications, motivation, assertiveness training, and team building were conducted numerous states, as well as Guatemala, Mexico, Czech Republic, Slovakia, Poland, England, France, Switzerland, the Netherlands, Slovenia, Croatia, Finland, and Bulgaria, for such clients as:

AT&T Bell Labs ,U. S. Dept. of State, Eurotel, Czech Ministry of Finance, North Dakota Governor and Cabinet, Aerial Company, Wisconsin Dental Association, Coca-Cola Amatil Prague, Ford Motor Autopal Czech, GiroCredit Prague, North Dakota Highway Department, Wisconsin Highway Patrol, Tri-State Rotary President Elect Training, American Red Cross, Baylor University - Houston, Go-Coulee Leadership Program, LaCrosse Chamber of Commerce, Wisconsin Community Service Institute, American Public Health Association, various hospitals in Arizona, New York and Wisconsin, Slovenian Management Center, Helsinki School of Economics Management Program.

X. ADMINISTRATION

1. Director, Graduate Programs (masters and doctoral) in Human Resource Development, Vanderbilt University, Peabody College (9/97 to present)
2. Director, Master of Business Administration Program, Czechoslovak Management Center (9-92 to 8-93)
3. Director, MBA Program, St. Bonaventure University (9/81 to 9/83).
4. Member, Board of Directors, Org. Behavior Teaching Society (1983 - 1985).
5. Member, Governing Council (Board of Directors), American Public Health Association (30,000 members) (1981-1982).
6. Chairman, Dept of Management Sciences, St. Bonaventure Univ (8/79-9/81).
7. Program Chair, American Public Health Association Health Administration Section (10-78-10/81).
8. Director, ASU/Guatemala Summer School (10/78-8/79).
9. Vice-Chair, Board of Directors, Baha'i Publishing Trust (12/77-8/79).
10. Research Associate (supervise graduate students) Bureau of Business and Economic Research (8/78-6/79).
11. Vice-President, Hai & Associates International (1975 - 1987).
12. Coordinator of Continuing Education, Health Administration Section, American Public Health Association (10/78-10/79).
13. Team Manager, Management Development Section, Salt River-Pima Indian Communities Health Planning Project (3/78-5/78).

Highlighted Publications of Dorothy Marcic

BOOKS

1. *Love Lift Me Higher*. Oxford: George Ronald Press, 2010.
2. *Understanding Management*, 7/e (with Richard Daft). Fort Worth: Southwestern Publishers, 2010.
3. *RESPECT: Women and Popular Music*. New York: Texere Publishers, 2002.
4. *Managing with the Wisdom of Love: Uncovering Virtue in People and Organizations*. San Francisco: Jossey - Bass, 1997. (in "Top Ten" Management Books of 1997)
5. *Bottom Line: A novel of greed, lust and murder in corporate America*. Fort Worth: Harcourt-Brace, 2000.
6. *Organizational Behavior: Experience and Cases*, 6/e. St. Paul, West Publishing, (with J. Seltzer and P. Vaill)— 2000.
7. *Management International*, St. Paul: West Publishing, 1994.
8. *Instructor's Manual to Accompany Organizational Behavior: Experiences and cases*. West Publishing, 2001.
9. *Women and Men in Organizations: Teaching Strategies*. George Washington University: Organizational Behavior Teaching Society, 1984
10. *Women and Men in Organizations: A Bibliography*. St. Bonaventure University, 1982.
11. *You Can Double Your Income and Build Clientele*. St. Paul: MarSuccess Books, 1989.

REFEREED JOURNALS

1. God, Faith and management education, *Journal of Management Education*, forthcoming in 2000.
2. Mature Behavior in Organizations: Indications of Growth and Learning in the Workplace, *Proceedings of the Academy of Human Resource Development*, March 2000, co-authored with John Maslyn and Debbie Waddell.

3. "Organizational change factors and religious influences," submitted to Journal of Management Education (with S. Fest).
4. "Challenges and Opportunities Teaching Management in a Post-Socialist society," Executive Development, Vol. 8 (5), 1995, pp. 26-31.
5. "Perceptions of Faculty and Students Towards Case Teaching in Czechoslovakia," Journal of Management Development, Vol 13 (7), 1994.
6. "Delineating Entrepreneurs' Styles: Application of Adaption-Innovation Subscales, Psychological Reports, 72, 1993, 287-98.
7. "Personality Type, Organizational Norms and Self-Esteem," Psychological Reports, Vol. 65, 1989, pp. 915-919.
8. "Personality Types: A Comparison of Job Applications and Applicants," Psychological Reports, Vol. 59, 1986, pp. 1119-1125.
9. "Teaching Women in Management Courses: Current Issues," Exchange, Vol. VII (4), 1982, pp. 38-40.
10. "Comparisons of Personality Dimensions in Managers: Is There a Management Aptitude?" Akron Business and Economic Review, Vol. 14 (1), Spring 1983, pp. 31-36.
11. "Sex and the Single Armrest: Use of Personal Space During Air Travel." Psychological Reports, Vol. 51, 1982, pp. 743-749.
12. "The Economic Impact of Day Care," Child Care Quarterly, Vol. II (2), 1982, 218-220.
13. Citation on research in Psychology Today, July, 1983; Weight Watchers, June, 1984; Chicago Tribune, and two radio stations.
14. "The Silent Sympathy: A Study of Attitudes Toward Spontaneous Abortion [miscarriage]." International Quarterly of Community Health Education, Vol. 3 (1), 1982-1983, pp. 79-91.
15. "In Search of Euthanatos: The Hospice Alternative," The Hospice Alternative, Hospital Progress, Vol. 60 (3), pp. 38-41, 76, March, 1979 (with T.L. Corbett).
16. "Application of Organizational Behavior Concepts Through Student Workshops," Journal of Experiential Learning and Simulation, Vol. 3, 197-202, 314, Dec. 1981.
17. "The Student Seminar Series: Teaching to Learn," Exchange: The Org.

Behavior Teaching Journal, Vol. IV (1), Winter, 1979, 46.

CHAPTERS/SELECTIONS IN BOOKS

1. "Fragments of their broken hearts," in Peter Vaill's new book on spirituality.
2. Hospitable to the human spirit: an imperative for organizations, in Michael Witty and Gerry Biberman's Spirit at work: A book of readings, Univ. of Scranton Press, forthcoming in 2000.
3. "Fifth Discipline review," in John Newstrom and Jon Pierce's A Manager's Bookshelf: A Mosaic of Contemporary Views. Addison-Wesley, 1996.
4. "Managing with the Wisdom of Love," in John Newstrom and Jon Pierce's A Manager's Bookshelf: A Mosaic of Contemporary Views. Addison-Wesley, forthcoming in 2000.
5. "Hospital Department Consolidation," in W.F. Glueck, Management, Hinsdale, Illinois: Dryden, 1980, pp. 447-449.
6. Whom to Choose? Group Decision Making," Handbook of Structured Experiences, Vol. VII. Palo Alto: University Associates, 1979, pp. 141-145 (with C.L. Eveland). Also in Encyclopedia of Team Building Activities, University Associates, 1990.

PROFESSIONAL CONFERENCE PRESENTATIONS - RECENT

1. Leadership and Innovation, ABS Conference, August 2009, Washington DC.
2. What I learned about Leadership from the Entertainment Industry, EBBF conference, October 2008, Amsterdam and the Organizational Behavior Teaching Conference, June 2009, Charleston, SC.
3. Gender development in popular music, presented at the ABS conference, Hamilton, New Zealand, July 2000.
4. Mature Behavior in Organizations: Indications of Growth and Learning in the Workplace, Proceedings of the Academy of Human Resource Development, March 2000, co-authored with John Maslyn and Debbie Waddell.
5. Spirituality and the New Management, presented at the ABS conference, Wellington, New Zealand, July 1999.
6. I am woman: the female voice in twentieth century popular music, presented at the Academy of Human Resource Development, North Carolina, March 2000.
7. "Hospitable to the Human Spirit," presented at the Academy of Management, Chicago, August 1999.
8. "The New Leadership," presented at the Wilmette Institute Conference, Evanston, IL, August 1999.
9. "Spirituality in the workplace: Issues for teachers," presented at the Organizational Behavior Teaching Conference, Los Cruces, New Mexico, June 1999.
10. "Dragons and Defenses: Ego Defenses in Organizations," (with S. Fest), presented at the Organizational Behavior Teaching Conference, June 1999.

11. "Organizational change and transformation: a multi-faith perspective," presented at the Academy of Human Resource Development, Washington, DC, March 1999.
12. "Theology and Business: An Imperative for Collaboration," (with Joseph Hough, Leonard Swidler and Louis Maani), submitted symposium for the Academy of Management, August 1998
13. "Learning with the Wisdom of Love," Keynote speech at the Academy of HRD meeting, March 1998, Chicago.
14. "Uncovering Virtue in People and Organizations," MRA Assoc. Human Resource conference, May 1998, Milwaukee.
15. "Servant Leadership and the Wisdom of Love," Robert Greenleaf Center for Servant Leadership Annual European conference, Amsterdam, April 1998.
16. "Operationalizing Spiritual Principles in the Workplace," submitted to the Organizational Behavior Teaching Conference, June 1998.
17. "Theory Development," roundtable discussant at the Organizational Learning Conference, George Washington University, March 1998.
18. "The Moral Foundation of Business and Economic Development," Rabbani Social and Economic Development Conference, December, 1997, Orlando, Florida.
19. "Moral Leadership in a Chaotic Global Economy," ABS Conference, November, 1997, Washington, D.C.
20. "Managing with the Wisdom of Love," OBTC, June 1997, Cleveland, Ohio.
21. "Reaching Common Ground in Diverse Groups through Spirituality," Organizational Behavior Teaching Conference, June 1996, Keene, New Hampshire.
22. "Teaching Business and Society Courses in Developing and Former Socialist Countries: Ideological, Ethical and Pedagogical Perspectives," International Association for Business and Society, June 1995, Vienna.
23. "Ethical Foundations of The New Management Paradigm," presented at the Conference on Ethics in a Social Market Economy, Sofia Bulgaria, November 1993.
24. "Challenges and Opportunities of Teaching Management in a Post-Socialist Society," presented at European - American Cooperation Conference, University, Lodz, Poland, June 1994.
25. "Perceptions of faculty of Students Towards Case Teaching in Czechoslovakia," presented at the 1993 WACRA meeting, Bratislava, Slovakia, July.
26. "Preparing Czech and Slovak Professors to Teach Organizational Behavior," Organizational Behavior Teaching Conference, June 1993.

PRESENTATIONS TO PROFESSIONAL ORGANIZATIONS

1. "New paradigms in organizations," and "Women and Leadership," both presented at the CONNCASE (Connecticut Council for Administrators of Special Education), November, 2000.
2. "The Leadership Studio," presented at the EBBF annual meeting, Amsterdam, October 1999.

3. "Spirituality in Organizations," presented to HRM Association, Singapore, July 1999.
4. "The New Leadership," presented to New Zealand Management Association, July 1999.
5. "Spirit at work," presented at the Blue Ridge Institute, North Carolina, July 1999.
6. "Spiritual Principles in organizations," presented at the Green Acre Institute, Eliot, Maine, September 1999.
7. "New Values in Organizations," presented to the Global Meeting of Generations, January 1999, Washington DC.
8. "Fusion Workplaces," presented to Young Presidents Organization, November 1998.
9. "High –Performing Organizations," presented to the Dutch Human Resource Association, Holland, November 1998
10. "Productive Workplaces," presented to College and University Personnel Association, June 1998.
11. "Spiritual Foundations in Organizations," American Society of Training and Development (ASTD), Cleveland, Feb. 1998.
12. "Managing with Wisdom and Love," ASTD, Columbus, OH, Feb. 1998.
13. "Non-financial Indicators of Organization Health," HR Compensation Organization, Nashville, Feb. 1998.
14. "A Spiritual Framework for Organization Well-Being," Institute of Noetic Sciences, Nashville, Feb. 1998.

LECTURE AT UNIVERSITIES

1. Visiting Lecturer at University of Western Australia, Perth, July 2000.
2. Visiting Lecturer at University of Waikato, Hamilton, New Zealand, July 2000.
3. Visiting Lecturer at Victoria University of Wellington, New Zealand, July 1999
4. Visiting Scholar, Northern Illinois University, November 1998.
5. Lecturer for MBA program, Wake Forest Graduate School of Management, November 1998.
6. Technion University, Haifa, Israel, on high performance organizations and organizational behavior, March 2000, Nov. 1997 and April 1994.
7. City University, Trencin, Slovakia, on leadership, March 1997.
8. Monterrey Institute of International Studies, Monterrey, California, on leadership, April 1997.
9. Czech Management Center, Prague, on Czech culture and business, March 1997
10. Helsinki School of Economics, Finland, on cross-cultural management, Jan-Feb. 1996 and Feb. 1995.
11. Slovenian Management Institute, on negotiation, conflict-resolution and communications, several times 1995-1996.
12. University of Zagreb, Croatia, on organizational behavior, 1994.

13. London School of Economics, on moral frameworks for management, Oct. 1995.
14. University of Western Slovakia, on spiritual foundations of leadership, April 1996.

PLAYS/MUSICALS

1. *RESPECT: A Musical Journey of Women*. Played 2200 performances in 17 cities from 2004-present.
2. *What I Did For Love*. Played in Orlando March-December, 2009.

SELECTED BROADCAST MEDIA INTERVIEWS

Television

C-SPAN Book TV

Bravo Network, *IMPACT: Songs that changed the World*

Nashville Public Television *A Word on Words* (interview with John Siegenthaler, cofounder of USA Today)

Canadian Music Television, *The Case for Shania Twain*

Talk of the Town, Nashville WTVF

What's New, NewsChannel 5+, Nashville

Mornings with Kerry Anne, 24 Channel 9, Sydney, Australia

Radio

BBC Radio

National USA RADIO News/Talk

Radio 4BH RAVE, Brisbane, Australia

Alert Radio 4K, Brisbane

Life Matters with Richard Aedy, Australian Broadcasting Company

The Fine Print, NPR (Nashville Public Radio)

To the Best of our Knowledge, WPR (Wisconsin Public Radio)

Cleveland WBKC-AM News/Talk

National ALL STAR Talk (My Next Guest) – 2 million listeners

National Metro Networks Talk – 1000 affiliates

Daybreak USA (350 Affiliates)

National Talk America Talk

Touch of Grey (446 Affiliates)

Karen Talk Talk (Regional California—1.2 million listeners)

WELW Cleveland 1330 radio, Women Speak Out

WLAC NewsRadio 1510 Nashville, The Mark Shannon Show

Internet Goodnewsbroadcast.com Talk

Regional Povernomics Talk (12 affiliates)

Chicago WJOB-AM Talk

Boston WSAR-AM Talk

Happy Holiday & Hec
Sacramento KAHI-FM #2 Oldies 9:20
Detroit:
 WXOU with Bill Ketelhut
 WDET/NPR Entertainment with Dave Blackburn
 WMGC (also aired on WRIF & WCSX) with Peter Werbe and Julie Jordan
 WGPR, Mason in the Morning
 Remarkable Women with Florine Mark
 (aired in Detroit, Traverse City, Saginaw, Alpena, and Flint)
West Palm Beach WEAT-FM #1 OVR/AC
Champions of Breakfast
Rochester WCMF-FM #1 Rock (The Brother Wease Show)
Tulsa KWGS-AM NPR – 50,000
Bakersfield, CA KKDJ-FM #1 Oldies
Vero Beach, FL WAXE/WFLA #1 OVR Rhett Palmer info@radiatorhett.com
Ashley, PA WAAT-AM Talk
The Positive Press
Fargo, ND KVMI-AM Talk
Somerset, NJ WCTC-AM News/Talk

SELECTED PRESENTATIONS AT PROFESSIONAL MEETINGS--not recent

1. "Injustice in the Workplace: Totalitarian and Dysfunctional Organizations", presented at the International Society for the System Sciences, July, 1990.
2. "Innovation, Personality and Leadership Style of Managers," presented at the KAI Conference, London, England, June, 1987.
3. "The Power of Non/Directive Interviewing: An Active Listening Lab," Organizational Behavior Teaching Conference, Charlottesville, Virginia, June, 1984 (with M. Gander).
4. "Cross Cultural Transfer of Health Care Management Knowledge and Skills," for Fourth International Congress of World Federation of Public Health Association, Tel Aviv, Israel, 1984 (with S. Hai).
5. "Consumer Participation in Hospitals via Organization Development Technologies," presented at 1977 Annual Meeting of the Midwest Business Administration Association, St. Louis, March 1977 (with A. Rahim).
6. "Economy, Trade and Industrial Development in Belize: An Overview," Presented at the 1976 First Congress of International Technology, Pittsburgh, October, 1976 (with S. M. Hai).

7. "Needs Assessment for Industrialization of Belize: Problems and Opportunities," presented at the 1976 First Congress of International Technology, Pittsburgh, October, 1976 (with S. M. Hai).

PROCEEDINGS--old

1. "Are Hospital Administrators More Humanitarian Than Their Business Counterparts? -- A Look at Personality Types," Prevention in Today's Economy, Washington, D.C., 1977, pp. 193-194.

2. "Applications of Organization Development in Health Care Organizations," Creating the Future of Public Health, Washington, D.C., American Public Health Assoc. , 1978, p. 80.

3. "Organization Development in Health Care," Towards a National Health Policy, Washington, D.C., American Public Health Association, 1977, p. 201.

4. "Process Intervention for Hospital Nursing Personnel," Towards a National Health Policy, Washington, D.C., American Public Health Association, 1977, pp. 201-202.

5. "Assertiveness Training for Nurses: Conflict Management in Hospitals," Prevention in Today's Economy, Washington, D.C., American Public Health Association, 1976, p. 193 (with S. Hai).

WORKING PAPERS, CASE STUDIES, REPORTS, WORK IN PROGRESS

1. "Comparison of Human Resource Practices in the United States, Israel and the Czech Republic," forthcoming.

2. "Personality factor in the Job Application Process," Working Paper, St. Bonaventure University, 1983.

3. "Organizational Differentiation in a Health Planning Agency: Application of the Contingency Model," Working Paper No. 3, Center for Health Services Administration, Arizona State.

4. "Organizational Differentiation in a Health Planning Agency: Application of the Contingency Model," Working Paper No. 3, Center for Health Services Administration, Arizona State.

5. "The Development of a Rural Health Care System in an Emerging Nation: The Case of China," Teaching Note, Intercollegiate Case Clearinghouse, #5-377-637, Harvard University (M.F. Hawkins).

AUDIO-VISUAL MATERIALS

1. "What Type of Manager Are You?" videotape produced at Bell Laboratories, 1981.
2. "Steps to Success for Women: Part I and II, audio tapes produced by Success Motivation International, 1983

NEWSPAPER AND PERIODICAL ARTICLES

1. "Inflation takes toll in Prague," The Milwaukee Journal, July 3, 1993, p. A8.
2. "Czechoslovakia wanted unity, but split apart," Minneapolis Star-Tribune, Jan. 21, 1993, p. 19A.
3. "The Wisdom of Love in Organizations," Spirit at Work, 4 (1), Jan. 1997, 1-2.