

STUART C. GILMAN

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Manassas, VA 20110
Phone: (703) - 335-5267
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Personal Information:

Date of Birth: August 11, 1948
Married, two children

WORK HISTORY:

Special Assistant to the Director	Office of Government Ethics Washington, D.C.	1993 - present
Associate Director for Education	Office of Government Ethics Washington, D.C.	1988 - 1993
Professor	Federal Executive Institute Charlottesville, VA	1985 - 1988
Associate Professor	Saint Louis University	1980 - 1985
Assistant Professor	University of Richmond	1976 - 1980
Assistant Professor	Eastern Kentucky University	1974 - 1976

PROFESSIONAL SUMMARY:

Senior federal administrator with five years of managerial line experience in a large, decentralized system.

Senior staff administrator with coordination and representational responsibilities throughout the federal government, and with other governments.

Accomplished university teacher and administrator with 15 years of full time college level teaching.

Author of three books and many articles in the areas of government, policy and public administration.

Recipient of teaching awards and academic honors, recipient of several academic grants and fellowships, as well as major, government recognition awards.

Internationally experienced consultant, speaker and lecturer.

CURRENT POSITION AND EXPERIENCE:

OFFICE OF GOVERNMENT ETHICS
Special Assistant to the Director

Washington, DC
(1993 to present)

I serve as the advisor to the Director for policy development, focusing on public awareness of ethics programs, the impact of implementation on Executive Branch agencies, and as a "troubleshooter" to identify, study and

recommend solutions for special and unique problems. In this position I am responsible for developing agency policy to increase the public's awareness about the agency's policies and programs. I am responsible for maintaining contact with senior management and inspectors general in Executive branch agencies to provide direct lines of communication with agencies about critical policy initiatives. I am also responsible for assessing the implementation of regulations to ensure that the impact justifies the cost to executive branch agencies, and recommend changes to existing or proposed policies. Additionally, I coordinate the strategic planning process for the agency. Last, I direct the agency's international efforts with foreign governments, the State Department, the Agency for International Development and the U.S. Information Agency.

I represent the agency in a variety of public and private forums, including serving in place of the Director on committees and in meetings. In this capacity, I have been an active participant in the President's Council on Integrity and Efficiency and its various sub-committees. In 1993, I served as a member of the Financial Management Reinvention Team for the National Performance Review (REGO I). Additionally, I speak on behalf of the agency and represent the agency before professional associations, corporations, trade groups, and state, local, and foreign governments.

Examples of my international representational and consulting work, include a 1994 invitation to present the keynote speeches for "ethics week" in the Commonwealth of Puerto Rico. Later that year the U.S. State Department invited me to present a speech on anti-corruption measures for the Rio Group in Quito, Ecuador. In 1995, I was part of a two week "training and consultation" delegation to Egypt. In 1996, at the request of the Republic of South Africa, I was detailed to their Parliament to help implement an ethics system. In 1996 I served as part of the successful U.S. negotiating team in drafting the "InterAmerican Anti-Corruption Convention" and continue to serve on the interagency implementation group for the treaty. Since 1996 I have served as the American representative on the ethics and anticorruption technical committee of the Organization for Economic Cooperation and Development (OECD). In 1998 I drafted, and helped implement, a joint technical agreement between Argentina and the United States. I also continue to serve as a member of a multi agency group evaluating the anticorruption efforts of the "Newly Independent States."

In 1997 I was presented the *Office of Government Ethics Director's Award* (with a \$10,000 stipend) for "Exemplary Work in International Anticorruption efforts on behalf of the government of the United States ." In 1999, I received the **Award for Excellence** from the President's Council on Integrity and Efficiency, for "outstanding contributions to ethics in the federal government of the United States."

CONCURRENT POSITIONS PRESENTLY HELD:

GEORGE WASHINGTON UNIVERSITY	Washington, DC
CENTER FOR EXCELLENCE IN MUNICIPAL MANAGEMENT	(1998 - present)

Senior Mentor and Fellow in the Center. I consult, design and deliver programs for each senior management cohort. The Center is sponsored by the World Bank and Fannie Mae, initially to benefit senior managers in the government of the District of Columbia.

ADJUNCT ACADEMIC POSITIONS PREVIOUSLY HELD WHILE IN GOVERNMENT:

George Washington University: Academic Coordinator, Contemporary Executive Development Program. (1990-1999). This is a six week intensive senior management course targeted for federal managers offered five times per year.

Georgetown University -Graduate Public Policy Program, 1993-1997: Adjunct Professor teaching graduate courses on Values and Public Policy and the Public Policy Process.

University of Southern California - Washington Public Affairs Center, 1986 - 1991
In this position I taught classes in intergovernmental Relations and Organizational Theory.

PAST EXPERIENCE:

OFFICE OF GOVERNMENT ETHICS
Associate Director for Education

Washington, DC
(1988 to 1993)

I was the first director of the Office of Education and led an extensive, executive branch wide education program in ethics for the United States. My position required managing both a staff in the Office of Government Ethics and coordinating education programs presented by over one thousand federal trainers, in one hundred and forty-four departments and agencies, for almost 5 million employees.

The Associate Director serves immediately under the Deputy Director and is responsible for all administration and policy in the Office of Education. This Office provides information on, and promotes understanding of, ethical policy and standards for executive agencies. In so doing, my responsibilities include making government-wide policy on ethics training, evaluating ethics programs, acting as managing editor of Government Ethics, producing the Office's Biennial Reports to Congress; as well as creating education seminars for Presidential appointees, the White House staff and ethics officers throughout the executive branch of the federal government.

The Associate Director also oversees an evaluation division, which analyzes and approves annual agency training plans from throughout the executive branch, designs and evaluates annual surveys of the ethics programs of every executive agency, as well as doing studies on criminal prosecutions and administrative actions in the ethics area. These instruments and studies are used to direct policy in education programs, and to maximize the impact of resources spent on ethics.

FEDERAL EXECUTIVE INSTITUTE
Professor of Public Policy and American Institutions

Charlottesville, Virginia
(1985 to 1988)

The Federal Executive Institute is the internal graduate management and public policy school for senior managers in the federal government. Its students are in the highest echelon of the federal public service. My responsibilities at the Institute included providing seminars in political science, ethics, public policy, and team building. In addition, I delivered the required session on Ethics and Public Management to each entering class. The position of Senior faculty member required administration of one session (equivalent semester) per year in which I was responsible for staffing, budget, and curriculum. This position involved the responsibility of coordinating twenty full time and adjunct faculty and ten staff support persons.

SAINT LOUIS UNIVERSITY
Director of American Studies and Assistant Professor of Political Science

St. Louis, Missouri
(1980 to 1985)

As Director of the graduate and undergraduate program in American Studies I had responsibility for coordinating the doctoral, masters and bachelor programs from 1983 to 1985. I additionally held joint appointments on the doctoral faculties of American Studies and Public Policy. In the latter program, I was responsible for yearly teaching a course on Public Policy and Ethics.

In both 1983 and 1984 I was nominated outstanding teacher of the year at the University. In 1981 I served as university Pre-Law advisor with advising responsibilities for two hundred students. In 1983-1984 I chaired the University Curriculum Committee, an elected position from the seven university colleges. I served on the university Graduate Council, Humanities Coordinating Committee, Social Sciences Council as well as serving two year appointments on the Curriculum Committee, Graduation Committee and the Dean's Seminar. I chaired, and served upon, Master's and Doctoral committees in Political Science, Public Administration and American Studies. I wrote successful grants for the National Endowment of the Humanities, the National Science Foundation, Tinker and John W. Olin Foundations and the Beaumont Fund.

UNIVERSITY OF RICHMOND
Assistant Professor of Political Science

Richmond , Virginia
(1976-1980)

My assignments included a normal teaching load, as well as a three year appointment as University Freshman Advisor with a budget and responsibility for thirty students. I served on the university's computer committee, honors committee, and the graduate council.

EASTERN KENTUCKY UNIVERSITY
Assistant Professor of Political Science:

Richmond, Kentucky
(1974-1976)

I taught four courses per semester and was responsible for advising and committee work; chairing the undergraduate curriculum committee and the graduate admissions committee. I received a grant for, and was Director of, the Robert A. Taft Institute of Government (1976).

PROFESSIONAL BACKGROUND:

HIGHER EDUCATION: Ph.D. Miami University, 1974
M.A. Miami University, 1971
B.A. University of New Orleans, 1970

Ph. D. FIELD: POLITICAL SCIENCE

Subfields: Public Policy , Public Management, Political Theory, American Politics, Comparative Politics

Cognates: Ethics and Statistics

RESEARCH AND TEACHING FOCUS: Administrative Ethics, Organizational Theory, Public Policy Analysis, Human Resources Planning, Executive Development, Public Policy Process

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS: American Political Science Association
American Society for Public Administration
Association for Applied and Practical Ethics

PUBLICATIONS AND MEDIA:

Books and Monographs:

Stuart C. Gilman, Diogenes' Lantern: Ethics in Public Policy and Administration, under contract with Georgetown University Press, Washington, DC.

Stuart C. Gilman and Reid Luhman, Race and Ethnic Relations: The Social and Political Experience of Minority Groups (CA: Wadsworth Publishing Company, 1980).

Stuart C. Gilman and Herbert Waltzer, Values, Ethics and Interests in Public Administration, commissioned by the National Institute of Public Affairs, Washington, D.C., 1979.

Ronald Stupak, Stuart Gilman, et. al., Understanding Political Science, (CA: Alfred Publishing Company, 1977).

Articles Published in Edited Volumes:

In S. Sangweni and D. Balia, *Fighting Corruption: Strategies for Prevention*, Volume II ,(Pretoria: Unisa Press of the University of South Africa, 1999)

In OECD Occasional Papers, *Realignment and Public Sector Ethics: The Neglected Management Problem in the New Public Administration*, 1997.

In U. Berlinsky, A. Friedberg, S.B. Werner, *Corruption in a Changing World: Comparisons, Theories and Control Strategies*, Vol II (Jerusalem: Chen Press (Moshe) Ltd., 1994. *ad*

In S.L. Gilman and J.E. Chamberlin, *Degeneracy* (N.Y.: Columbia University Press, 1985).

In Robert Blank and Masako Darrough, *Biological Differences and Social Equality* (N.Y.: Greenwood Press, 1983), pp. 33-63 and 64-87.

Articles in Journals (Date noted in parenthesis):

Public Integrity, 1998, 2000.

LAWASIA Journal, 1998

Public Administration Review, 1996.

Journal of Public Inquiry, 1996, 1997.

ANNALS of the American Academy of Political and Social Science, 1995.

PA TIMES, October, 1995, 1996.

The Public Manager, Winter, 1993; Summer, 1996, Fall, 1997.

Ethikos, 1993.

Practising Manager (Australia), Summer, 1989.

Politics and the Life Sciences, August, 1988; February, 1985.

Occasional Papers, Center for the Study of Professionalism, Cornell University, 1986.

Politics and the Life Sciences February, 1986.

The Bureaucrat, Spring, 1985; Spring, 1991; Summer, 1991.

The Journal of Ethnic Studies, Winter 1982-83.

Ethnicity, Spring, 1976; Winter, 1981.

Virginia Social Science Association Journal, April, 1980.

NEWS of the American Political Science Association, 1979.
The Journal of Political Science, April, 1976; January, 1979.
Teaching Political Science, 1979.
Mountain Review, 1975.
Philosophy Today, Spring, 1973.
The Journal of Human Relations, December, 1972.

Series Editor:

Series on Government Ethics and Integrity, *The Public Manager*; 1991-1996.

Editorial Positions:

Editorial Board, PUBLIC INTEGRITY, 1998-present
Editorial Board, PUBLIC ADMINISTRATION REVIEW, 1995-1998.
Editorial Review Board, THE AMERICAN REVIEW OF PUBLIC ADMINISTRATION, 1995-present.
Editorial Board, THE JOURNAL OF PUBLIC INQUIRY: A Publication of the Inspector's General of the United States, 1995-present.
Managing Editor, GOVERNMENT ETHICS: AN EXECUTIVE BRANCH PUBLICATION, 1988 to 1993.
Editorial Board, FEDERAL MANAGER'S QUARTERLY, 1986 to present
Editorial Board, THE JOURNAL OF POLITICAL SCIENCE, Clemson, South Carolina, 1976 to 1987.

Videotapes and Broadcasts:

"Corruption in Africa," Worldnet Television, Satellite Interactive Broadcast, April, 1995.
"Round table on Ethics in Government with Fr. Robert Drinan, Dr. Stuart C. Gilman and Ralph Latkin, Esq.," Voice of America International Broadcast, 1991.
"Fraud, Waste and Abuse", Videotape, American Society for Public Administration, 1989.

AWARDS:

Office of Government Ethics Director's Award for "Exemplary work in International Anticorruption efforts on behalf of the government of the United States," \$10,000 stipend.

Award for Excellence, jointly by the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency for "outstanding contributions to maintaining high ethical standards in the federal government of the United States."

MAJOR LECTURES:

"Managing Government Ethics Systems: New Frontiers in Public Administration," Ninth Biennial International Anticorruption Conference, Durban, South Africa, October, 1999.
"Ethics and Reinventing Government," Annual Government Reorientation Workshop, The World Bank, Washington, DC, July, 1998 and July, 1999.
"Anticorruption Initiatives in the International Monetary Community," Conference Board: 1999 Business Ethics Conference, New York City, May, 1999.
"Democratic Theory and the International Transparency Movement," Symposium on International Government Anticorruption Efforts, Florida International University, April, 1999.
Poynter Center University Lecture, Indiana University, "Democracy and Government Integrity," March, 1999.
"The New Public Administration and Integrity Systems: Realigning Ethics Infrastructures for the New Reality," invited paper, "Ethics in Public Service Symposium," OECD, Paris, November, 1997.
"Law and Implementation of Ethics Systems in the United States," LAWASIA Conference, Manila, Philippines, 1997.

“Leadership and the Public Sector Ethics: The Challenge of the New Public Administration,” International Seminar on Public Management Modernization, Santiago, Chile, June, 1997.

“Material Vulnerability of Integrity Systems: The Achilles Heel of Government,” Internal Auditors in Government Conference,” February, 1997.

Monroe-Paine Distinguished Lectures in Public Administration, University of Missouri "Professional Ethics," Columbia, April 19-21, 1995.

"Ethics Systems and Anti-Corruption Movements," invited U.S. representative before the Anti-Corruption Forum, Meeting of the Rio Group, Quito, Ecuador, October 28, 1994.

"Democracy and Good Government: The Obligations of Public Servants," Commonwealth Speech for Government Ethics Week, Commonwealth of Puerto Rico, San Juan, 1994.

"Ethical Challenges in the Federal Government," Association for Applied and Practical Ethics, 1994. Keynote Address, Region IV American Society for Public Administration Conference, 1993.

"Ethics and the Professions: Translating Ethics into Practice," North Carolina State University, 1992.

"The Science Professional and Professional Ethics," American Academy for the Advancement of Science, Washington, DC, 1990, 1991, 1993, 1995, 1996, 1998.

"Ethical Themes in American Foreign Policy," Carnegie Council on Ethics and International Affairs, Washington, DC 1991.

"The Ethics Reform Act," The Society for History in the Federal Government Conference, Washington, 1991.

Olin Lectures on Government Ethics, United States Naval Academy, 1990, 1991.

"Ethics and Government: The Law and Its Application," Executive Management Conference, Hosted by the Federal Executive Boards of New York and New Jersey, World Trade Center, 1990.

"Government Ethics and Business Ethics: A Distinction without Difference?" School of Business, Georgetown University, 1988.

"200 Years of the American Constitution," Office of the Comptroller of the Currency, 1987.

"Responsibility to the Future," President's Management Internship Program, Berkeley Springs, West Virginia, 1987.

"Politics, Values and Race in the United States," University of Göttingen, Germany, 1978.

EXTERNAL PROFESSIONAL ASSIGNMENTS AND POST-DOCTORAL POSITIONS:

U.S. Representative to the Hague. I have been designated as one of the five U.S. counterparts to the Dutch planning commission for Global Forum II, an international ministerial conference on corruption planned for the Hague in May, 2001.

Peer Reviewer for Stability Pact Anticorruption Initiative in Southeastern Europe, Scorecard and Second Generation Governance Indicators, The World Bank, Washington, DC, 2001.

Member of the U.S. Delegation to the Regional Conference of Central and Eastern European Countries on Fighting Corruption, I both provided a plenary presentation and acted as a respondent to other presentations at the 16 nation meeting. Bucharest, Romania, 2000.

Deputy Head, United States Delegation to the Ninth Biennial Anticorruption Conference in Durban, South Africa. My Office was designated as the head of a 65 person American delegation to this conference. I was assigned the task of briefing senior South African officials in both Pretoria and Cape Town before the conference, as well as coordinating U.S. initiatives during the conference, October, 1999.

Participant, Multilateral Seminar on Designing Anticorruption Systems in Eastern Europe, Council of Europe OCTOPUS project, Budapest, Hungary, I was one of three facilitators/presenters for a three day conference for senior political leaders from 14 Eastern European countries, June, 1998.

Participant, ABA-CEELI Conference on Anticorruption Systems, Bucharest, Romania. This was a program sponsored by the American Bar Association - Central and Eastern European Legal Initiative for judges and prosecutors in Romania, February, 1998.

U.S. Delegate and Technical Representative to the LAWASIA Conference, Manila, Philippines. The Agency for International Development requested that I represent the United States at this conference and provide consultation with the Philippine government, August, 1997.

Technical Expert, representing the U.S. to the Public Management Service of the OECD (Organization for Economic Cooperation and Development). Paris, May and November, 1997, September, 1999, January, 2000. In this role I represented the U.S. for purposes of writing and approving a checklist for effective ethics programs in the public service, as well as evaluating the anti-corruption mechanisms currently in place within the OECD countries. I also work with the OECD in planning the Ethics in Public Service Symposium to be held in Paris as well as consulting and planning with the SIGMA group of the OECD (former Eastern European Countries) to develop a follow-on conference to the OECD symposium.

International Executive Detail, Parliament of the Republic of South Africa, Cape Town, October, 1996. This assignment required me to help facilitate the implementation of the Code of Conduct for the Parliament of the Republic of South Africa. During this period I worked with senior leadership in both the executive and legislative branches to design an administrative system for the Code and Financial Disclosure..

Member, Senior Consulting Group for Egypt. As a member of the consulting group for the Egyptian Administrative Control Authority, we were invited to evaluate, consult and provide training to this group by the Director of the Authority. This ten day mission was supported by the government of Egypt and the Agency for International Development. Cairo, Alexandria and Luxor, November-December, 1995.

Summer Seminar on Government Ethics. Brian Schrag (Executive Director, Association for Applied and Practical Ethics) and I organized and presented a three day seminar to university faculty from throughout the United States. Poynter Center, Indiana University, Bloomington, Indiana, July, 1994 and July, 1995.

Senior Managers in Government Program, John F. Kennedy School of Government, Harvard University, Boston, MA, Summer, 1992.

Executive Exchange Fellow between the Federal Executive Institute and the University of Virginia as Executive Director, Center for Risk Management, April - September, 1988. This was a sabbatical appointment from the Federal government at the request of the University. My major responsibility was to create an administrative structure for the Center. In addition my duties included hiring and administration of the staff, processing and monitoring grants and contracts, and coordinating this multi-disciplinary program with faculty in Engineering, Arts and Sciences, Medicine, Law and Business.

National Endowment for the Humanities Fellow, "Principles and Metaphors in Biomedical Ethics," The University of Virginia Medical School, Charlottesville, VA, 1981.

Fellow, Center for Advanced Study in the Behavioral Sciences, supported by the Andrew Mellon Foundation, "Biological Differences and Social Equality," Palo Alto, CA, 1978.

Funded Participant, seminar on "Equality: Its Bearing on Justice and Liberty," sponsored by the American Political Science Association, Stanford University, May and September, 1976.

SELECTED SPEECHES, PRESENTATIONS AND PANELS:

Internal Review Conference, Defense Logistics Agency, Philadelphia, 2000.

Public Administration Reform Conference, Bratislava, Slovakia, 2000.

Mid-Atlantic Audit Forum, Ocean City, MD, 2000.

Ninth International Anticorruption Conference, Durban, South Africa, 1999.

Institute of Internal Auditors, Washington, DC., 1999.

Association of Government Accountants, Washington, DC, 1998.

British Civil Service College, Acton, England, November, 1997.
 Federal Judicial Center - International Program for Russia, 1996, 1997.
 Federal Judicial Center - International Program for the Ukraine, 1997.
 Lockheed-Martin Corporate Ethics Conference, Reston, Virginia, March, 1997.
 National Conference, National League of Cities, Washington, DC, March, 1996.
 Professional Military Education and Ethics, Center for Strategic and International Studies,
 Chicago, IL, March and August, 1996.
 National Conference on Ethics and Values in Public Administration, sponsored by NASPA, 1995.
 Georgetown Conference on Public Policy, Georgetown University, Washington, DC, 1994, 1995.
 International Conference on Ethics in the Public Service, Israel, 1993.
 Association for Practical and Professional Ethics, 1992, 1994, 1995, 1996, 1997.
 American Society for Public Administration, 1974,1984,1985,1988,1989,1990,1994,1995, 1996,
 1997, 1998, 1999, 2000.
 American Society for Public Administration, regional meetings, 1992, 1994, 1995, 1996, 1999.
 American Political Science Association, 1979,1984,1986,1988,1991.
 American Association for the Advancement of Science, Washington, DC., 1991-2000.
 Association for Public Policy and Management, 1989,1991.
 Southern Political Science Association: 1972,1974,1975,1978,1979,1980,1983,1986,1987.
 Society for History in the Federal Government, 1991.
 International Conference on Public Policy, Mexico, 1981.
 Society of Ethnic and Special Studies, 1981.
 Virginia Social Science Association, 1978, 1996.
 Midwest Political Science Association, 1985.

PROFESSIONAL COMMITTEES AND POSITIONS:

Chair, Ethics Section, American Society of Public Administration, 2000-2001.
 Board Member, Center for Accountability and Performance, American Society of Public Administration,
 1996-1998.
 Board of Directors, International Advisory Committee, USDA Graduate School, Washington, DC, 1997.
 Chair, Professional Ethics Committee, American Society for Public Administration, 1996-1997
 (Member 1988-present).
 Selection Committee, Fulbright Scholar Awards in Public Administration, CIES, 1995-1998.
 Dwight Waldo Award Committee, American Society for Public Administration, 1995, 1996,1997.
 Steering Committee, National Conference on Ethics and Values in the Public Administration Academy,
 National Association of Schools of Public Affairs and Administration, 1994-1995.
 Member, Task Force on Government Accomplishment and Accountability, American Society of Public
 Administration, 1994-1996.
 Member, Committee on Ethics in the Public Service, National Academy of Public Administration,
 Washington, DC, 1992-1995.
 Advisory Board, Univ. of Maryland Graduate School of Management & Technology, 1992-1997.
 Member, Organizing Committee, "Latin American Urban Problems," St. Louis, April, 1982. Beaumont
 Foundation Fellowship, 1980-1981.
 Director, Taft Institute of Government, Eastern Kentucky University, June, 1976.

MAJOR GOVERNMENTAL COMMITTEES:

Chair, Strategic Planning Committee, President's Council for Integrity and Efficiency and Executive Council on Integrity and Efficiency, Washington, 1999-2001.

Member, Planning Committee, Vice President's International Anticorruption Conference, Washington, DC, February, 1999.

Russia Bilateral and Russian Corruption Subgroup, 1999 to present.

Member, Subgroup on Diplomatic Initiatives and Institutional Development: International Initiatives Against Corruption, U.S. State Department, 1998 - present.

Member, Commercial Crimes Working Group - US - Russia, Department of Commerce, 1998-present.

Member, "Anticorruption Group for the Newly Independent States," sponsored by Ambassador Morningstar's office, Department of State.

Technical Expert on Ethics, Cheney Commission, reviewing Professional Military Education, Washington and Chicago, 1996.

Member, United States Ethics Response Group, Organization for Economic and Community Development (OECD), responding to the PUMA initiative on ethics, Paris, 1995-1997.

Member, U. S. Anti-Corruption Planning Group, Organization of American States, Anti-Corruption Convention for the Americas, responding to Article V, Miami Summit of 1994, 1995-1996.

Member, Ethics Response Team, Development project for the new South African government, through Agency for International Development and the National Democratic Institute, 1995-1996.

Agency Representative, Integrity Committee, President's Council for Integrity and Efficiency, Washington, DC, 1992- present.

Member, Vice-President Gore's National Performance Review (REGO I), Reinvention team on Improving Financial Management, Washington, DC, 1993.

CONFERENCE COORDINATION:

Conference Co-coordinator, PUBLIC SERVICE ETHICS AND THE PUBLIC TRUST, Topical Conference of the Association for Applied and Practical Ethics, St. Louis, MO., March, 1996.

Conference Coordinator, FIRST INTERNATIONAL ETHICS IN GOVERNMENT CONFERENCE, Washington, DC, November, 1994 (110 persons from 53 countries).

Conference Coordinator, for FIRST, SECOND AND THIRD NATIONAL GOVERNMENT ETHICS CONFERENCES, Virginia Beach, Virginia and Hershey, PA, September, 1991, 1993, 1993 (450 persons from 110 agencies in the federal government).

CONSULTING WORK AND ACTIVITIES :

VIRGINIA DEPARTMENT OF TRANSPORTATION, 1988-1990

VIRGINIA EXECUTIVE INSTITUTE, 1988-1990

VIRGINIA ASSOCIATION OF CITY MANAGERS AND COUNTY ADMINISTRATORS, 1988.

NATIONAL SECURITY AGENCY, 1987.

INSPECTORS' GENERAL OF THE UNITED STATES, 1987.

INSTITUTE FOR COURT MANAGEMENT, July, 1987.

DEPARTMENT OF THE NAVY, 1987.

FOOD AND DRUG ADMINISTRATION, 1985.

FEDERAL EXECUTIVE INSTITUTE, 1982 - 1985.

DEPARTMENT OF AGRICULTURE, 1983.

COMMON CAUSE, 1981.

ENVIRONMENTAL PROTECTION AGENCY AND ROCKWELL INTERNATIONAL CORP., 1981.

PRESIDENT'S MANAGEMENT INTERNSHIP PROGRAM, 1978-1980.

VIRGINIA HOUSE OF DELEGATES, 1980.