

## C. K. Gunsalus

257 Coordinated Science Laboratory  
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**Current Positions:** Director, National Center for Professional and Research Ethics  
Research Professor, Coordinated Science Laboratory  
Professor Emerita, College of Business

### Professional Experience

Law, Ethics, Leadership and Professionalism      *Licensed to Practice Law in the State of Illinois*

Coordinated Science Laboratory, College of Engineering, University of Illinois

Research Professor (2010-Present);

Colleges of Business and Medicine, University of Illinois

Professor(2009-2013); Areas of Interest: Conflict Resolution; Leadership and Ethics, Negotiation;  
Medical Communication; Research Ethics; Professionalism

Colleges of Law, Medicine and Business, University of Illinois

Adjunct Professor (2002-2009); Teaching Specialties: Negotiation Theory and Practice;  
Interviewing and Counseling; Research Ethics; Medical Communication; Conflict Resolution;  
Leadership and Ethics

University of Illinois (central administration), Office of University Counsel

Special Counsel (2002-2010); Staff Attorney (1984); Law Clerk, Clinical Internship (1983-1984)

### Academic Policy and Administration

University of Illinois at Urbana-Champaign

Special Counsel, Office of University Counsel (2002–2010)

Associate Dean, College of Liberal Arts and Sciences (2002-2010)

Multi-disciplinary projects related to reducing litigation costs through focus on the relationship  
of the ethical dimensions of leadership to organizational culture and personnel policies.

Associate Provost (1994-2002)

Responsibilities encompassing academic policies and institutional structure; problematic  
personnel cases (including grievances and workplace violence); administrator / department head  
support and training; academic policy interpretations and revision.

### Research and Technology Policy and Administration

University of Illinois at Urbana-Champaign; campus administration:

Associate Vice Chancellor for Research, Assistant to the Chancellor (1989-1994)

Coordinator, Research Policy Committee (1984-94); Conflict of Interest Officer (1985-1992);

Research Standards Officer (1987-1994); Executive Secretary, Institutional Review Board (1993-94)

Assistant Vice Chancellor for Research and Assistant to the Chancellor (1986-1989)

Assistant Vice Chancellor for Research (1984-1986) *technology transfer responsibilities*

Consultant, Computer Science and Technology Board, National Research Council (1988-1990)

Projects: *Intellectual Property Issues in Software* (report co-author); Scaling Up:

A Research Agenda for Software Engineering; Computers in Pre-College Education

University of Illinois at Urbana-Champaign; Computer-Based Education Research Laboratory (CERL):

Special Assistant to Director of CERL for Policy Analysis (1981-1984)

Specialist in Automated Education: Senior Staff Member, System Software Staff (1980-1981)

PLATO Services Organization Consultant (1974-1980)

Assistant Specialist in Automated Education; Graduate Research Assistant; Student Hourly

## Education

- 1984 J.D., Magna Cum Laude, University of Illinois  
Dean's List, 4 Semesters; Harno Fellow, 3 Semesters
- 1978 B.A. in History with Distinction, University of Illinois  
Edmund J. James Scholar, Alpha Lambda Delta (Freshman Honorary),  
Phi Kappa Phi, Phi Alpha Theta (History Honorary), Dean's List

## Professional Service

- Member, Committee on Responsible Science, National Academy of Sciences (2012-Present)  
Council Delegate, the American Association for the Advancement of Science (AAAS) (2012; elected)  
Co-Organizer, PLATO@50: Looking at the Future Through the Past; Computer History Museum (2010)  
Illinois Supreme Court Commission on Professionalism, Member; Appointed by Chief Justice, Illinois  
Supreme Court, 2006, reappointed 2008 and 2010 to term through 2012  
Editorial Board, Journal of Empirical Human Research on Human Research Ethics (2007 – 2011)  
Co-Organizer, with Jeffrey Cohen, "Social, Behavioral and Educational Research Conference: Ethical  
and Regulatory Balance in SBER Research," Sponsored by Public Responsibility in Medicine and  
Research (2007)  
Faculty, Harvard Management Development Program, Graduate School of Education  
(annual summer institute) (1999-Present)  
Faculty, Teaching Research Ethics Program (summer institute), Poynter Center for the Study  
of Ethics in American Institutions, Indiana University (1993-2009)  
Member, investigation panels for universities and government agencies, various (1990–Present)  
Legal Education Committee, National Association of College and University Attorneys (2004-2007)  
Editorial Advisory Board, The Scientist (1997-2004)  
Co-Organizer, with CAS Advisory Committee, Conference on Human Subject Policy Regulation (2003)  
National Association of College and University Attorneys (1994-Present)  
United States Commission on Research Integrity, Member (1994-1995)  
Association of American Medical Colleges; Committee on Research Integrity (1991-1999)  
American Association for the Advancement of Science  
Committee on Scientific Freedom and Responsibility (1991-1997; Chair, 1993-1997)  
Association of American Universities; Working Group on Conflict of Interest (1994-1999)  
National Institutes of Health Strategic Plan Advisory Committee (1994)  
American Academy of Microbiology Colloquium on Integrity in Collaborative Research  
Government University Industry Research Roundtable *Ad Hoc* Group on Conflict of Interest (1993-1998)

## Honors

- Fellow, American Association for the Advancement of Science, 2004 (elected honor)  
Resident Associate, Center for Advanced Study, University of Illinois, 2003-2004  
*Incomplete List of Teachers Ranked Excellent* (Spring 2006, Spring 2007, Fall 2007, Fall 2008, Spring 2009,  
Fall 2009, Spring 2011, Fall 2011, Spring 2012, Spring 2013) (six times received "outstanding  
ranking)  
Lifetime Membership in PTA by Urbana and Champaign PTA Councils for Meritorious Service, 1997

## Courses Taught

- Principles of Professional Responsibility, Business 301  
An Introduction to Professional Responsibility, Business 101  
Negotiations (College of Law, Law 698; Discovery Program, Law 199; Bus199; Bus Admn 395)  
Counseling, Fact Investigation and Interviewing (College of Law, Law 679)  
Leadership and Ethics (College of Business MBA program, MBA 504, MBA 501)  
Medicine and Society (Medicine and Society rotation; topics include Research Ethics, Communication  
Skills, Dispute Resolution; third and fourth year medical students; medical residents)

## **Civic Service**

Member, Board of Directors, Center for Women in Transition, 2009-2012  
 Member, Board of Directors, Urbana Development Corporation, 2008-Present  
 Mentor, Urbana One-to-One Mentoring Program (public secondary school student), 2007-2011  
 Vice President, Urbana Alumni Association (Board of Directors member 2002-Present; officer 2006-Present)  
 President, League of Women Voters, Champaign County (2003-2006)  
 Member, Board of Directors, CU Schools Foundation (2003-2009)  
 Board of Directors, Champaign County Alliance (Champaign County Chamber of Commerce, Economic Development Corporation and Convention and Visitors Bureau) (2000-2003)  
 Chair, Human Resources Committee (develop personnel policies and procedures (2001-2003)  
 Member, Urbana District # 116 Board of Education (elected office) (1991-2003; President, 1994-2003)  
 Board of Directors, Planned Parenthood Association of East Central Illinois (1989-1993)  
 Commissioner, Urbana Plan Commission (appointed office) (1982-1991)

## **Grants**

National Professional and Research Ethics Portal, An Online Ethics Resource Center, National Science Foundation, SES-1045412, Cooperative Agreement; Principal Investigator. Co-Investigators: Taft Broome, Howard University; Nicholas Burbules, University of Illinois; Michael Loui, University of Illinois; William Mischo, University of Illinois. \$1,500,000. 2010-2012.  
 Role-Play Scenarios for Teaching Responsible Conduct of Research, National Science Foundation, EEC-0628814, 2006-10; co-Principal Investigator, with Michael Loui, University of Illinois; \$300,000, 2006-2010.  
*The Art of Medical Communication*, University of Illinois Provost's Office, co-principal investigator with Dale Brashers, \$204,000 (2007-2011).

## Publications

### Works in Progress

Gunsalus, C. K. and Winter, G. A., "A Required Professional Responsibility Curriculum for Undergraduate Business Programs; Curricular Innovations, Lessons Learned." *In development*.

Gunsalus, C. K., "The Illinois Two-Minute Challenges for Professional Responsibility Education." *In development*.

### Books

Gunsalus, C. K. The Young Professionals' Survival Guide: From Cab Fares to Moral Snares, Harvard University Press, Cambridge. 2012.

Gunsalus, C. K. The College Administrator's Survival Guide. Harvard University Press, Cambridge. 2006.

### Articles and Chapters

Seiler, S., Brummel, B., Anderson, K., Kim, K., Wee, S., Gunsalus, C.K. and Loui, M. "Outcomes assessment of role-play scenarios for teaching responsible conduct of research." Accountability in Research, vol. 18, no. 4, pp. 217-246, 2011. DOI: 10.1080/08989621.2011.584760.

Gunsalus, C. K. "Best Practices in Communicating Best Practices." Science & Engineering Ethics, Dec 2010, Vol. 16 Issue 4, p763-767, 5p; DOI: 10.1007/s11948-010-92

Brummel, B, Gunsalus, C.K., Anderson, K., Loui, M. "Development of Role-Play Scenarios for Teaching Responsible Conduct of Research" Science and Engineering Ethics, 2010 16:573-589  
DOI: 10.1007/s11948-010-9221-7.

Gunsalus, C. K. and Rennie, D. "Handling Whistleblowers: Bane and Boon." Chapter in Fraud and Misconduct in Biomedical Research. 4th Edition. Edited by Frank Wells and Michael Farthing. Royal Society of Medicine Press, 2008.

Rennie, D. and Gunsalus C. K. "What is Research Misconduct?" Chapter in Fraud and Misconduct in Biomedical Research. 4th Edition. Edited by Frank Wells and Michael Farthing. Royal Society of Medicine Press, 2008.

Gunsalus, C.K. and Beckett, J. Steven, "Playing Doctor, Playing Lawyer: Interdisciplinary Professional Simulations," Clinical Law Review, 2008.

Gunsalus, C., Bruner, E., Burbules, N., Dash, L., Finkin, M., Goldberg, J., Greenough, W., Miller, G., Pratt, M. "The Illinois White Paper: Improving the System for Protecting Human Subjects: Counteracting IRB Mission Creep." Qualitative Inquiry, 2007 13: 617-649, (Invited)  
DOI: 10.1177/1077800407300785.

Gunsalus, C. K., Bruner, E., Burbules, N., Dash, L., Finkin, M., Goldberg, J., Greenough, W., Miller, G., Pratt, M., Iriye, M., Aronson, D. The Illinois White Paper, Improving the System for Protecting Human Subjects: Counteracting IRB "Mission Creep," Center for Advanced Study Human Subject Protection Study Group, University of Illinois at Urbana-Champaign, November 2005.

Gunsalus, C. K. "Human Subject Protections: Some Thoughts on Costs and Benefits in the Humanistic Disciplines," invited chapter in Expanding Horizons in Bioethics, Galston, Arthur and Christiana Peppard (eds.) Dordrecht: Kluwer Academic Publishers, 2005. (Invited)

Gunsalus, C. K. "The Nanny State Meets the Inner Lawyer: Over-regulating While Under-Protecting Human Subjects of Research." Ethics and Behavior 14(4), 369-82, 2004. (Invited)

- Gunsalus, C. K. "Human Subject Regulations: Whom are We Protecting from What, and Why? Working to Align Incentives with Ethical Goals." Professional Ethics Report, Vol. XVI, No. 2, Publication of the American Association for the Advancement of Science, Spring 2003. (Invited)
- Gunsalus, C. K. "How Many Degrees of Separation? Preparation, Proximity and Professionalism." Science and Engineering Ethics, Vol. 7, Issue 4, 2001. (Invited)
- Rennie, Drummond and Gunsalus, C. K. "Regulations on Scientific Misconduct: Lessons from the United States Experience," invited chapter in Fraud and Misconduct in Biomedical Research (3<sup>rd</sup> edition), BMJ Books, 2001.
- Gunsalus, C. K. "Scientific Misconduct: Policy Issues," invited chapter in Ethical Issues in Biomedical Publication. Johns Hopkins University Press. pp. 223-249, 2000.
- Gunsalus, C. K. "An Examination of the Issues in Unifying and Expanding Federal Oversight of Human Subjects in Research." Commissioned Paper for the National Bioethics Advisory Commission. First Testimony to Commission January 1998, Presented to the Commission September 1998.
- Gunsalus, C. K. "Preventing the Need for Whistleblowing: Practical Advice for University Administrators." Science and Engineering Ethics, Vol. 4, pg. 75-94 (1998). (Invited)
- Gunsalus, C. K. "How to Blow the Whistle and Still Have a Career Afterwards." Science and Engineering Ethics, Vol. 4, pg. 51-64 (1998). (Invited)
- Gunsalus, C. K. "Institutional Structure to Ensure Research Integrity." Academic Medicine, Vol. 68, No. 9, September Supplement 1993. (Invited)
- Gunsalus, C. K. "On Scientific Misconduct in University Research." Knowledge: Creation, Diffusion, Utilization, Vol. 14 No. 2, December 1992. (Invited)
- Gunsalus, C. K. with Bello, Mark. Intellectual Property Issues in Software. Computer Science and Technology Board, National Research Council. National Academy Press, 1991.
- Gunsalus, C. K. "Considerations in Licensing Spin-Off Technology." Journal of the Society of Research Administrators, Summer 1989.
- Gunsalus, C. K. and Rowan, Judith. Conflict-of-Interest Considerations in Spin-off Licensing. Presented at Conference at Virginia Tech University, 1989.
- Gunsalus, C. K. and Tolo, Kenneth. Supercomputing for the 1990s: A Shared Responsibility. Higher Education and Technology Committee of the National Association of State Universities and Land-Grant Colleges. 1989.
- Gunsalus, C. K. and Tolo, Kenneth. Thinking About Buying a Supercomputer? A Guide for University Presidents and Chancellors. Higher Education and Technology Committee of the National Association of State Universities and Land-Grant Colleges, 1989.
- Gunsalus, C. K. and Rowan, Judith. "Conflict of Interest in the University Setting: I Know It When I See It." Journal of the National Council of University Research Administrators, Fall 1989.

#### **Editorials, Book Reviews and Commentaries (Invited)**

- Gunsalus, C. K. "Survival Guide: An Advice Column." Inside Higher Ed, 2009-Present.

- Gunsalus, C., Bruner, E., Burbules, N., Dash, L., Finkin, M., Goldberg, J., Greenough, W., Miller, G., Pratt, M., "Mission Creep in the IRB World," Editorial, Science, Vol. 312, p. 1441, June 9, 2006.
- Gunsalus, C. K. (2002), "Rethinking Protections for Human Subjects." The Chronicle of Higher Education, November 15, 2002, p. B24 (back page, Chronicle Review). (Invited)
- Gunsalus, C. K. Book Review: Review of The Baltimore Case: A Trial of Politics Science and Character, by Daniel J. Kevles in, New England Journal of Medicine, January 21, 1999, p. 509.
- Gunsalus, C. K. "Lessons From The Trenches." Scientist commentary, page 9, November 10, 1997. (Invited)
- Gunsalus, C. K. "Ethics: Sending Out the Message." Science editorial, Vol. 276, April 18, 1997. (Invited)
- Gunsalus, C. K. "Rethinking Unscientific Attitudes About Scientific Misconduct," The Chronicle of Higher Education, March 28, 1997. (Invited)
- Gunsalus, C. K. "Ethics Software Review." Professional Ethics Report, Vol. VI, No. 4, Publication of the American Association for the Advancement of Science. Fall 1993.
- Gunsalus, C. K. and Drummond Rennie, "Scientific Misconduct: New Definition, Procedures, and Office — Perhaps a New Leaf." Journal of the American Medical Association, Vol. 269, No. 7, February 17, 1993. (Invited)
- Simulations, Exercises and Handbooks**
- Gunsalus, C. K. "Introduction." Center for Engineering, Ethics, and Society Online Ethics Center. Practical Guidance on Science and Engineering Ethics Education for Instructors and Administrators. National Academies Press, 2013.
- Gunsalus, C. K. and Loui, M., "Eight Role Plays for Teaching the Responsible Conduct of Research." Online Ethics Center. National Academy of Engineering, 2008.
- Gunsalus, C. K. "Employee of the Month", Exercise and Teaching Notes. Negotiation Simulation. Willamette Dispute Resolution Simulation Bank, 2006.
- Gunsalus, C. K. "Professionalism, Integrity and Reputation: Providing Opportunities for Introspection." Institute of Law School Teaching, Gonzaga University School of Law, Spring 2005 Newsletter. (Invited)
- Gunsalus, C. K. Client Exercise and Teaching Notes. Negotiation Simulation. ABA Section of Dispute Resolution Legal Educator's Colloquium, The Lawyer as Problem Solver Exercise Series, 2004. (Two exercises)
- Gunsalus, C. K. (2001), "Research Misconduct Selected Bibliography." Web Site of the Poynter Center for Study of Ethics and American Institutions, Scientists and Subjects Resources Section, August 2, 2001, from Indiana University Web site: <http://www.poynter.indiana.edu/sas/res>
- Gunsalus, C. K. "Inquiry Outline," "Investigation Outline," "Document and Data Control Procedures Outline," "Inquiry Casebook," "Investigation Casebook," for Responding to Allegations of Research Misconduct: Inquiry & Investigation, A Practicum. American Association for the Advancement of Science, January 1997

Gunsalus, C. K. "Discussion Outline" and "Investigation Casebook" for Investigating Allegations of Research Misconduct: A Practicum. American Association for the Advancement of Science, December, 1994.

Gunsalus, C. K. "Discussion Outline" and "Sample Inquiry Documents" for Responding to Allegations of Research Misconduct: A Practicum. American Association for the Advancement of Science, February, 1992.

### **Conference Proceedings**

Gunsalus, C. K. "Observations on the context and the university environment for handling allegations of plagiarism." Proceedings of the ORI/AAAS Conference on Plagiarism and Theft of Ideas. NIH, Bethesda, MD, June 21, 1993. (Invited)

Gunsalus, C. K. "Use of computer programs to analyze the extent and patterns of plagiarism during investigations." Proceedings of the ORI/AAAS Conference on Plagiarism and Theft of Ideas. NIH, Bethesda, MD, June 21, 1993. (Invited)

### **Public Reports**

Gunsalus, C. K., Beckett, J. Steven, *et. al.* Annually since 2005: Courtwatching Reports for the League of Women Voters-College of Law Courtwatching Service Project: 2005; 2006; 2007; 2009 2010, 2011.

## Selected Invited Presentations (through March, 2010)

(# denotes guest lectures in classes on the UIUC campus; omitted before 2009; separate listing available)

### 2012

Kent State University

*Survival Skills For Administrators*

University of British Columbia, Okanagan

*New Administrators: Tips and Approaches*

## MCB580

*Graduate Student Ethics: How to Blow the Whistle and Still Have a Career Afterwards (Or, How to Have a Dispute Professionally*

University of Wisconsin, Milwaukee

*Academic Leadership: Challenges and Opportunities*

Office of Research Integrity QUEST for Excellence

*Ethics CORE: Resources for RCR Education*

Association of Veterinary Clinics

*Survival Skills For Administrators*

University of Alabama

*Survival Skills For Administrators*

Oregon State University

*Survival Skills For Administrators*

Harvard Management Development Program

*Academic Leadership*

### 2011

University of Arizona

*Survival Skills For Administrators*

Executive MBA

*Ethics and Leadership*

NSF EESE PI Meeting

*Ethics CORE: A National Online Ethics Resource*

Association for Professional and Practical Ethics

*Ethics CORE features and opportunities*

Certificate in Business Ethics

*Leadership and Ethics*

Case Western Reserve University

*Survival Skills For Administrators*

Public Responsibility in Medicine and Research

*Mission Creep in the IRB World*

## MCB580

*Graduate Student Ethics: How to Blow the Whistle and Still Have a Career Afterwards (Or, How to Have a Dispute Professionally* Western IRB

*Conflict Resolution Skills for IRB Members and Staff*

The Ohio State University

*Survival Skills For Administrators*

Louisville University

*Survival Skills For Administrators*

Harvard Management Development Program

*Academic Leadership*

Association of American Medical Colleges

*Leadership in the Academic Environment*



Society of Research Administrators  
*Ethics CORE: What's In It for You?*  
 Association of American Colleges and Schools of Business  
*Leading the Academic Department*  
 New Mexico State University  
*Survival Skills For Administrators*

## 2010

Magna Publications  
*Negotiation Skills*  
 Council of Colleges of Arts and Sciences  
*Surviving and Thriving as a Dean*  
 ## Office of the Provost  
*Leadership at the Departmental Level*  
 University of Minnesota  
*Survival Skills For Administrators*  
 ## Career Lab  
*Professional Responsibility*  
 International Council of Fine Arts Deans  
*Surviving and Thriving as a Dean*  
 Association of American Medical Colleges  
*Leadership and Ethics*  
 ## MCB580  
*Graduate Student Ethics: How to Blow the Whistle and Still Have a Career Afterwards (Or, How to Have a Dispute Professionally)*  
 Harvard Management Development Program  
*Leadership and Ethics*  
 Northeastern University  
*Survival Skills For Administrators*  
 ## Electrical and Computer Engineering Graduate Ethics Program  
*Ethics Talk*  
 ## Civil Engineering Retreat  
*Keynote: Technical Savvy is Necessary, not Sufficient*  
 American Accounting Association FSA / APFL Section Meeting  
*Keynote: Bullyproofing Academic Departments*  
 CIC Department Executive Officers Spring Meeting  
*Survival Skills For Administrators*  
 National Institute of Neurological Disorders and Stroke, NIH  
*IRB Mission Creep*

## 2009

California State University Sacramento  
*Leadership Workshop, with Kendall Zoller*  
 Pennsylvania State University  
*Survival Skills For Administrators*  
 CIC Department Executive Officers Spring Meeting  
*Survival Skills For Administrators*  
 # MSB580  
*Graduate Student Ethics: How to Blow the Whistle and Still Have a Career Afterwards (Or, How to Have a Dispute Professionally)*  
 University of Michigan

*School for Deans: Civility, Leadership and Departmental Leaders*  
 Northeastern University  
*Survival Skills For Administrators*  
 University of British Columbia, Vancouver  
*Respectful Environment Initiative Kick-off Event*  
 Georgia Institute of Technology  
*Presidential Leadership Cohort Workshop*  
 James Madison University  
*Executive Officer Orientation Program*  
 University of Nebraska, Lincoln  
*Strategic Planning Retreat*  
 Harvard Management Development Program  
*Leadership and Ethics*  
 University of Kentucky  
*Executive Officer Retreat: Survival Skills For Administrators*  
 University of Illinois, Chicago  
*Executive Officer Retreat: Leading in the Academic Milieu*  
 # Business 120 Honors Class  
*Ethics for Professionals*  
 UIUC Leadership Center  
*Negotiation Skills for Leaders*  
 UIUC Capital Programs  
*Negotiation Skills for Leaders*  
 Emory University  
*Research Integrity*  
 # Chemistry Department Graduate Ethics Program  
*Research Integrity: National Issues, Local Challenges*  
 # Natural Resources and Environment Sciences Graduate Ethics Program  
*Survival Skills for Graduate Students*  
 UIUC LAS New Department Chairs Executive Development  
*Survival Skills For Administrators*  
 Bridgewater State College  
*Research Integrity*  
 University of British Columbia  
*Respectful Environment Initiative Skills Workshop*  
 Greater Chicago Higher Education Resource Center  
*Survival Skills For Administrators*

## 2008

Veteran's Administration Hospital  
*Ethics Day: Civility, Ethics and Compliance*  
 National Council of Arts Administrators  
*Dealing with Difficult People*  
 Illinois State Bar Association  
*Civility and Professionalism in Legal Practice*  
 California State University Sacramento  
*Leadership Workshop, with Kendall Zoller*  
 Harvard Management Development Program  
*Leadership and Ethics*  
 University of South Carolina Executive Officer Seminar

*Survival Skills For Administrators: Dealing With Difficult People (keynote)*  
 University of Illinois College of Medicine IRB Conference  
*The Illinois White Paper on Regulating Human Subject Research*  
 UT Health Sciences System Human Subject System Task Force  
*Moving the Debate on Human Subject Regulation Forward: What Can We Do?*  
 Teaching Research Ethics Conference 2008  
*Research Ethics*  
 Illinois Law TV Program (WCIA)  
*Courtwatching in Champaign County* (with J. Steven Beckett and Joan Miller)  
 ECIWAA (women attorney's organization)  
*Civility and Professionalism*  
 JD/MBA BLSA/LLSA Undergrads  
*What Can You Do with a Law Degree?*  
 Why Lawyers Matter: For Those Who Have Borne The Battle Conference: Panel Moderator  
 Harvard Institute for Senior Librarians  
*Negotiation Skills for Librarians*  
 CIC Department Executive Officers Spring Meeting  
*Survival Skills For Administrators*  
 Provost's Office Leadership Series  
*Survival Skills For Administrators*  
 University of Illinois Administrative Fellows  
*Leadership and Ethics*

**2007**

Association to Advance Collegiate Schools of Business  
*Bullyproofing Academic Departments*  
 Northeastern Illinois University  
*Being An Ethical Department Leader*  
 Illinois Supreme Court Commission on Professionalism Conclave on Civility: Facilitator, Two Sessions  
 East Central Illinois Development Professionals  
*The Ethics Of Fundraising*  
 IAFD (Fine Arts Deans Organization)  
*Surviving and Thriving as a Dean*  
 University of Nebraska Department Head Series  
*A Department Head's Survival Guide*  
 Pitzer College and Claremont Graduate College Joint Forum on Leadership  
*Civility and Professionalism in University Life*  
 Illinois State University Department Heads  
*Surviving and Thriving as a Department Head*  
 Illinois Liberal Arts Deans  
*Legal Issues in Deaning*  
 Association for Education in Journalism and Mass Communication (AEJMC) Leadership Cohort  
*Survival Skills For Administrators*  
 Harvard Management Development Program  
*Leadership and Ethics*  
 Harvard Residential Life Staff  
*Dealing with Difficult People: Conflict Resolution in the Academic Environment*  
 Executive Club  
*Leadership and Bullyproofing Your Organization*

Teaching Research Ethics Conference 2007

*Misconduct In Science*

PRIMR SBER Conference

*The Illinois White Paper on IRBs*

College of Medicine Research Day, University of Illinois College of Medicine

*The Art Of Medical Communication: Improving Your Communication Skills*

Legal Scholars Bankruptcy Group

*IRB Mission Creep and Legal Scholars*

ACE Illinois Women In Higher Education: Keynote Address

*Survival Skills For Administrators*

League of Women Voters of Champaign County

*The LVWCC and University of Illinois Courtwatching Project; with J. Steven Beckett*

AAU Public Affairs Commission

*Conflicts Of Interest in Universities*

Association for Education in Journalism and Mass Communication (AEJMC)

*Leadership and Ethics for Academic Administrators*

AAHRP Executive Conference

*Regulating Ourselves and our IRBs*

COGDOP (Psychology Department Heads organization)

*The Illinois White Paper on Regulating Human Subject Research*

Committee on Institutional Cooperation (CIC) Department Executive Officers

*Survival Skills for Administrators*

LAS Department Heads, University of Illinois

*Complaint-Handling Guidelines for Department Heads*

Georgia Institute of Technology Leadership Cohort

*Survival Skills for New Chairs and Heads*

University of Wisconsin Madison Department Heads Leadership Program

*Survival Skills For Administrators: Dealing with Difficult People*

## 2006

Archer Daniels Midland Executive Education (Program of the College of Business)

*Conflict, Whistleblowing and Ethics*

Big Ten Security Directors

*Collaborating with Deans and Department Heads*

Association for Education in Journalism and Mass Communication (AEJMC) Journalism Leaders in Development Program

*Moving to the Next Level in Academia*

Rotary, with J. Steven Beckett

*Courtwatching in the Champaign County Courts*

Department of Energy Human Subject Research Working Group

*IRB Mission Creep: How to Prevent and Respond to It*

University of Michigan Department Head Leadership Program Ann Arbor, Michigan

*Bullyproofing Academic Departments*

California State University System Leadership Program

*Survival Skills For Administrators*

Advocate Center For Pediatric Research

*Misconduct In Science*

Harvard Management Development Program

*Leading in the Academic Environment*

Teaching Research Ethics Conference, Poynter Center for Ethics in American Life, 2006

*Misconduct In Science*

ILIR Firefighter Arbitration Institute

Mock Arbitration and Remarks: *Telling The Story: Making a Compelling Case to an Arbitrator*

University of North Carolina, Wilmington, Department Heads and Chairs

*Survival Skills For Administrators*

Georgia Institute of Technology Leadership Cohort

*Survival Skills For Administrators*

CIC Department Executive Officers

*Survival Skills For Administrators*

Association for Education in Journalism and Mass Communication (AEJMC) Leadership Cohort

*Survival Skills For Administrators***2005**

ADM Leadership Cohort: Business Ethics (Executive Education Program, College of Business, University of Illinois)

*Business Ethics*

ILIR Arbitration Institute

Mock Arbitration and Remarks: *Telling The Story: Making a Compelling Case to an Arbitrator*

University of Michigan LSA Department Heads

*Survival Skills For Administrators*

University of California, Los Angeles and University of London 6th International Clinical Law Conference

*Something For Everyone: Interdisciplinary Simulations*, with J. Steven Beckett

Office of Research Integrity and NYU Plagiarism Conference

*Investigating Research Misconduct*

SAIRB Annual Conference

*Conflict Resolution For IRB Professionals*

Michigan State University Leadership Cohort

*Negotiating Conflict: Dealing With Difficult People*

AEJMC Leadership Cohort

*Dealing With Difficult People*

Harvard Management Development Program

*Leadership and Ethics*

Office of Research Integrity and UC Davis Research Integrity Conference Sacramento

*Research Integrity: National Issues, Local Challenges*

Teaching Research Ethics Conference 2005

*Misconduct In Science*

College of Business Certificate Program

*Ethics For Scientist-Managers*

CIC Department Executive Officers Spring Meeting

*Survival Skills For Administrators*

MIT / Knight Fellows Investigative Journalism Program

*Research Misconduct: National Issues, Local Challenges*

South Dakota State University

*Survival Skills For Administrators*

ADM Executive Group (through UIUC College of Business Executive Education Program)

*Leadership and Ethics***2004**

ILIR Labor Institute (IBEW)

*Telling The Story: Making a Compelling Case to an Arbitrator*  
 Archers Daniels Midland (through UIUC College of Business Executive Education Program)  
*Ethics in Leading a Business Organization*

Phi Kappa Phi Inauguration  
*Civility and Conflict*

CIC Academic Leadership Program  
*Survival Skills for Administrators*

Council of Science Editors  
*Conflicts of Interests in Publication*

Harvard Management Development Program  
*Survival Skills for Administrators*

Drug Industry Association (DIA) Research Conference  
*What Causes Research Misconduct?*

Teaching Research Ethics Conference 2004  
*Misconduct in Science*

The Ohio State University Academic Leadership Group  
*Survival Skills for Administrators*

CIC Department Executive Officers Spring Meeting  
*Survival Skills for Administrators*

Indiana University, Terre Haute  
*Research Integrity*

AEJMC Journalism Leaders  
*Conflict Resolution Skills*

ILIR Arbitration School  
*Telling The Story: Making a Compelling Case to an Arbitrator*

Public Responsibility in Medicine and Research (PRIMR) Annual Meeting  
*Human Subject Protection Policy: Mission Creep*  
*Living The Belmont Principles: Conflict Resolution Skills For IRB Professionals*

Council of Science Editors/Office of Research Integrity Retreat Washington, DC  
*Publication Misconduct Issues*

Urbana School District  
*Negotiation Skills for Secondary School Leaders*

ACRE Research Integrity Conference  
*Whistleblowers and Human Subject Research*

University of Illinois Office of Technology Management  
*Negotiation Skills for Technology Transfer Professionals, with G. Northcraft*

CIC Academic Leadership Program  
*Survival Skills for Administrators; Coaching for Administrators*

CSU Sacramento  
*Survival Skills for Administrators in a Unionized Environment*

University of Minnesota  
*Faculty Retreat: Survival Skills for Academics*

NACUA Annual Meeting  
*Human Subject Protection Using Common Sense*  
*Reducing Litigation Costs through DEO Training and Intervention, with S. Veazie*

Harvard Management Development Program  
*Survival Skills for Administrators, Bullyproofing Academic Units (2 sessions)*

CSU Sacramento, Office of the Provost  
*Survival Skills for Administrators*

Pentagon; Secretary of the Air Force, International Affairs

Executive Session: *Negotiation Skills*  
 Teaching Research Ethics Conference 2003  
*Misconduct in Science*

### 2003

ILIR Arbitration School

*Telling The Story: Making a Compelling Case to an Arbitrator*

AAMC Academic Affairs and Business Groups

*Strategies for Reducing Employment Litigation in the  
 University Setting: Survival Skills for Administrators*

Cal State Poly Pomona

*Strategies for Reducing Employment Litigation in the  
 University Setting: Survival Skills for Administrators*

Pentagon; Secretary of the Air Force, International Affairs  
 Negotiation Workshop

Human Subjects Conference: Mission Creep and IRBs

Opening Talk: *Mission Creep and IRBs*

Concluding Remarks: *Where We've Been and Next Steps*

CIC Department Executive Officers Spring Meeting

*Strategies for Reducing Employment Litigation in the  
 University Setting: Survival Skills for Administrators*

CIC Conflict of Interest Workshop / Facilitation

Facilitator

California State University System, Office of the President

*Strategies for Reducing Employment Litigation in the  
 University Setting: Survival Skills for Administrators*

Law Faculty Seminar

*Human Subject Protection Policy*

Bowling Green University

*Strategies for Reducing Employment Litigation in the University Setting: Survival Skills for  
 Administrators*

### 2002

ILIR/IBEW Arbitration Training

*Telling The Story: Making a Compelling Case to an Arbitrator*

Journalism Deans Annual Meeting

*Strategies for Reducing Employment Litigation in the University Setting: Survival Skills for  
 Administrators*

PRIMR/ARENA National Conferences

*Conflict Resolution Skills ARENA Keynote Speech;*

*Firing Line Plenary Session*

*Social Science IRB PRIMR panel session;*

*Informed Consent/Deception panel session*

CIC Academic Leadership Program

*Strategies for Reducing Employment Litigation in the University Setting: Survival Skills for  
 Administrators*

Penn State Department Heads

*The Ethics of Being A Department Head/Survival Skills*

CIC LAS Deans

*Inoculating Unit Heads: Survival Skills for Administrators* (also side note on human subjects issues)

University of Connecticut

*Survival Skills for Administrators: Research Ethics: How to Have a Dispute Professionally*

Yale Institute for Social and Policy Studies Bioethics Seminar

*Research Integrity: National Issues, Local Challenges*

College of Engineering Advisory Board

*The Challenges of Diversity in K-12 Education*

Bloomington School District Administrative Staff

*Strategies for Reducing Employment Litigation in the K-12 Setting: Survival Skills for Administrators*

Harvard Management Development Program

*Survival Skills for Administrators*

*Bullyproofing Academic Units (2 sessions)*

Teaching Research Ethics Conference 2002

*Misconduct in Science*

CIC Spring Seminar for Department Executive Officers

*Principle-based Leadership: Applications of Theory to Practice in Dealing with Difficult People and Bully-Proofing Academic Units*

Large Unit District Association, School Superintendents Association

*Principle-based Leadership: Applications of Theory to Practice*

Institute of Labor and Industrial Relations Labor Education Program

*Telling The Story: Making a Compelling Case to an Arbitrator*

Harvard Management Development Program Alumni

*Brushing Up On Administrative Survival Skills*

**2001**

Committee for Institutional Cooperation Academic Leadership Program

*Administrative Survival Skills: Preventive, Principled Management*

National Association of College and University Business Officers

(NACUBO) 2001 Annual Meeting

*Survival Skills for Administrators*

Harvard Management Development Program

*Institutional Values and Culture*

Public Responsibility in Medicine and Research Conference (PRIMR)

*Developing Codes of Responsible Research Conduct and Setting Realistic Expectations and Compliance with Regulatory Ethics Education Requirements*

Poynter Center 2001 Teaching Research Ethics Workshop

*Integrity in Research*

CIC Spring Seminar for Department Executive Officers

*Conflict Resolution Skills for Executive Officers*

College of Liberal Arts and Sciences Executive Officers

*Conflict Resolution Skills for Administrators*

Michigan State University

*Survival Skills for Administrators: Dealing with Bullies and Violence in the Workplace*

University of Connecticut

*Survival Skills for Administrators (2 workshops)*

Administrative Seminar Series

*Dealing with Conflict: Techniques and Resources*



University of Iowa

*Skills for Administrators (2 workshops)*

Carmel 2001: Special Issues in Neuroscience

Program Co-Organizer, and Presenter: *Sharing Data and Ideas: Control and Credit*

## 2000

Champaign County Chamber of Commerce Leadership Program

*Local Board Service*

CIC/Academic Leadership Fellows Program

*Survival Skills for Administrators*

SIU Edwardsville

*Survival Skills for Administrators: Ethical Leadership, Institutional Integrity*

Central Association College and University Business Officers (CACUBO)

*Survival Skills for Administrators: Ethical Issues in a University Business Office*

UIC Department of Psychiatry Ethics Series

*Research Integrity: National Issues, Local Challenges*

Harvard School of Education Management Development Program

*Institutional Values and Integrity*

Poynter Center 2000 Teaching Research Ethics Workshop

*Institutional Issues in Responding to Scientific Misconduct*

University of Michigan College of Literature, Sciences and Arts

*Survival Skills for Administrators*

CIC Department Executive Officer Seminar

*Survival Skills for Administrators*

National Council of Research Administrators Live Videoconference

*Making the Right Moves in Handling Research Misconduct Allegations*

## 1999

Harvard Institute for Educational Management Alumni Seminar

*Dealing with Difficult People*

National Association of Schools of Music

*Dealing with Difficult People*

National Academies Complex Invitational Conference

*Comments on Proposed Federal Misconduct Regulation: Institutional Perspective*

CIC Academic Leadership Program

*Survival Skills for Administrators*

Michigan State University Leadership Forum

*Dealing with Difficult People*

National Association Schools of Dance Annual Meeting of the Deans

*Dealing with Difficult People*

Poynter Center 1999 Teaching Research Ethics Workshop

*Impact of Misconduct in Science*

Council of Biology Editors Annual Meeting

*Does Authorship Stop at the Border?*

University of Michigan Department Head Series

*Survival Skills for Administrators; Bully Proofing an Academic Department*

The Ohio State University Academic Leadership Development

*Complaint and Conflict Management*

*Working with Bullies; Survival Skills for Administrators*

Michigan State University: Multi Leadership Development Workshop

*Survival Skills for Administrators*

**1998**

- CIC Academic Leadership Program – Leadership and Human Resources Strand  
*Survival Skills for Administrators*
- National Public Radio Science Friday  
*Scientific Misconduct*
- Meeting of the National Bioethics Advisory Commission  
*Unifying and Expanding Federal Oversight of Human Subject Research*
- Oral Presentation and Commissioned Paper
- Journalism Fellows Program /Institute of Government and Public Affairs UIUC  
*Tax Caps in Champaign County*
- Faculty and Administration Conference, Penn State University  
*Civility in the Academic Environment*
- Poynter Center Teaching Research Ethics Workshop  
*Institutional Issues in Research Integrity*
- Cantigny Conference Medicine and the Media: Ethical Issues in the Publication of Biomedical Information, Panel Moderator
- CIC Academic Leadership Forum  
*Legal Issues as Higher Education Enters the Future (with Robert Rains)*
- CIC Council of Arts and Sciences Deans  
*Legal Issues and Deaning*
- Biotechnology & The Law Conference  
*Private Funding and Secrecy in Research: The Synthroid Case Study*
- AAAS Annual Symposium  
*Promoting Scientific Freedom and Responsibility: If Not Tenure, Then What?*
- Meeting of the National Bioethics Commission  
*Policy Considerations Involved in Federal Oversight of Human Subject Research*

**1997**

- Academic Leadership Forum Penn State University  
*The Ethics of Being a Department Head*
- Academic Leadership Forum Penn State University  
*Professional Ethics and Research Integrity: National Issues, Local Challenges*
- Big 10 Department Executive Officers Development Seminar  
*The Ethics of Heading a Department*
- Poynter Center Teaching Research Ethics Workshop  
*Investigating Allegations of Scientific Misconduct*
- American Society for Mass Spectrometry Conference  
*Research Integrity: National Issues, Local Challenges*
- Penn State University, Conference on Research Ethics  
 Keynote Speaker: *Ethics and Responsible Conduct*

**1996**

- University of Rhode Island  
*Survival Skills for Department Heads*
- University of Chicago Medical School  
*Research Integrity: National Issues, Local Challenges*
- University of Texas Medical Branch Invited Conference  
*Policy Issues in Scientific Misconduct*

AAAS Annual Meeting,

*Damned If You Do, Damned If You Don't: How to Blow the Whistle and Still Have a Career Afterwards*

AAAS and AAMC, Lead Presenter and Coordinator

*Responding to Allegations of Research Misconduct: A Practicum*; Organizer and Leader

University of Rhode Island

*Research Ethics, Dispute Resolution*

PRIM&R Conference on Research Ethics

*How to Avoid the Slippery Slope*

Society of Quality Assurance

*Research Ethics*

Society of Research Administrators

*Integrity in Research – Old Problems, New Paradigm*

Picower Institute for Medical Research

*Scientific Misconduct: Where Does the Buck Stop?*

George Washington University Science in Crisis at the Millennium Symposium

*The Crisis of Misconduct*

Poynter Center Teaching Research Ethics Workshop

*Investigating Research Misconduct: Lessons for the Rest of Us*

St. Jude Children's Research Hospital

*Research Integrity: National Issues, Local Challenges*

Wright State University

*The Institutional Official's Role in Non-Compliance*

Monsanto Company Research Division

*Ethical Issues in Research*

U.S. Government Office of Protection from Research Risk Conference on the Ends of the Spectrum:

From Children to Geriatrics

*What Should Our Policies Be?*

University of Rhode Island

*Scientific Integrity Seminar*

American Council of Education

*Violence in the Workplace*

American Association for the Advancement of Science Annual Meeting

*Research Ethics: Professional Standards and University Teaching, Research, and Service*

Campus-wide Conference on Internal Investigations, University of Illinois

*Investigation Techniques: Organization and Mechanics of Investigations*

## 1995

Department of Biology, Indiana University

*Evolving Definitions of Scientific Misconduct: Meanings and Implications*

Department of Physics, Lorella M. Jones Symposium

*The Importance of University and Community Involvement*

Society of Research Administrators

*Dealing with Allegations of Scientific Misconduct: Evolving Definitions and Standards*

Society of Quality Assurance Professionals / Monsanto Corporation

*Research Integrity*

Indiana University, Conference on Teaching Research Ethics

*Institutional Issues in Investigating Fraud and Misconduct*

Council of Biology Editors

*How Editors Should Deal With Scientific Misconduct in Publishing*  
 State Geological Survey  
*Integrity in Research: Personal and Professional Issues*  
 University of North Carolina Symposium on Ethical Issues  
*Crooks or Jerks? The Difference Between Ethics and Etiquette in Research*  
 University of North Carolina, School of Medicine  
*Nature and Nurture: Can Responsible Conduct in Research be Taught?*  
 Ethics Conference Sponsored by the National Science Foundation  
*The Development of Ethical Beliefs in Graduate Students*  
 University of North Carolina, School of Nursing  
*Scientific Integrity Training and Supervision*  
 University of Illinois College of Medicine  
*Do Scientists Cheat?*  
 American Association for the Advancement of Science Annual Meeting: 20th Anniversary of the Edsall  
 Report on Scientific Freedom and Responsibility; Comments

#### 1994

American Association for the Advancement of Science  
*Investigating Allegations of Research Misconduct: A Practicum, Organizer, Leader*  
 Michigan State University  
*Research Integrity: National Issues, Local Challenges*  
 City College of New York  
*The University and Research Integrity*  
 Society of Quality Assurance Professionals, Plenary Session  
*Ethics, Integrity and Competence: The Shifting Sands of the Ethical Landscape*  
 Office of Protection from Research Risks, NIH: Focus on Protecting Human Subjects in the Federal  
 Government, Panel Moderator  
 Wayne State University  
*Institutional Structure to Promote Research Integrity: What Administrators Must Know about Research  
 Conduct and Misconduct Issues*  
 National Academy of Sciences Convocation on Scientific Conduct; Panelist (2 Sessions)  
 Committee on Institutional Cooperation  
*Remarks to Research Integrity Officers*  
 The Poynter Center for the Study of Ethics and American Institutions Indiana University Scientific  
 (mis)Conduct and Social (Ir)Responsibility Conference, Keynote respondent  
 The Poynter Center Teaching Research Ethics Workshop  
*Institutional Issues in Investigating Fraud and Misconduct*  
 Council of Biology Editors  
*Jerks or Crooks?: The Differences Between Ethics and Etiquette in Science*  
 Stanford University Conference on The Use of Interviews in Writing the History of Recent Science;  
 Commentator  
 University of California Berkeley  
*Institutional Structure to Ensure Research Integrity*  
 Loyola Graduate School Medical Center  
*Academic Integrity and Scientific Misconduct: National Issues and Local Challenges*  
 National Electrical Engineering Department Heads Association  
*Academic Integrity and Scientific Misconduct: National Issues and Local Challenges*  
 University of Southern Mississippi  
*The University and Scientific Integrity*

**1993**

Society for Social Studies of Science

*Uses of Story Telling: How Telling Stories Works*

American Association for the Advancement of Science Organizer and Leader

*Responding to Allegations of Research Misconduct in the University: A Practicum*

National Council of University Administrators Annual Meeting

*Conflicts of Interest: Confronting Conflicting Regulations and Requirements*

Committee on Institutional Cooperation Academic Leadership Conference

*Conflict of Interest and Academic Integrity Issues*

Public Health Service Office of Research Integrity and American Association for the Advancement of Science Conference on Plagiarism, Copyright, and Theft of Intellectual Property

*Investigating Plagiarism*

The Ohio State University

*Workshop on Conflict of Interest*

Association of American Medical Colleges Group on Business Affairs Principal Business Officers

*A Hands-On Approach to Conflict of Interest for Administrators*

American Association for the Advancement of Science, Organizer and Panelist

*Responsible Science, Scientific Freedom and Misconduct*

American Association for the Advancement of Science Annual Meeting; Respondent at Scientific Freedom and Responsibility Panel

**1992**

American Association for the Advancement of Science, Organizer and Leader

*Responding to Allegations of Research Misconduct in the University: A Practicum*

Association of American Medical Colleges, Group on Business Affairs, Principal Business Officers

*Managing Allegations of Scientific Misconduct and Conflicts of Interest*

Public Health Service Advisory Committee on Scientific Integrity

Invited Statement

Council of University Professors at North Carolina State University Research Triangle: Linkages between Universities, Students, & Industries *discussant*

UIUC Faculty and Staff

*Violations of Ethics and Academic Integrity: A Workshop for Administrators on Policy, Process and Prevention*

American Association for the Advancement of Science, Organizer and Leader

*Responding to Allegations of Research Misconduct in the University: A Practicum*

American Association for the Advancement of Science

*Dealing with Misconduct at the University*

**1991**

National Pharmaceutical Council

*Institutional Perspective on Effects of Conflict of Interest Activities on the Physician Researcher*

WILL Radio Afternoon Magazine: Broadcast on Academic Integrity with Jules Hallum, Director, Office of Scientific Integrity

American Political Science Association

*Effective and Credible Institutional Responses to Allegations of Cheating in Science*

Office of Scientific Integrity National Institutes of Health Academic Misconduct Symposium

*From Receipt of Allegations to Formulation of the Issues*

National Health Lawyers Association Drugs, Devices, and Biotechnology Seminar

*Scientific Fraud, Misconduct and Conflict of Interest*

**1990**

National Association of State Universities and Land Grant Colleges Conflict of Interest panel  
*discussant*

Public Responsibility in Research and Medicine Conference Conflicts of Interest in Biomedical & Biotechnology Research, panel *discussant*

Association of American Medical Colleges

*Conflict of Interest Policies: Components, Hurdles, & Resource Requirements*

Virginia Tech Spin-Off Conference

*You and the Big U: Protecting Your Interests and Your Name*

SRA Regional Meeting Plenary Speech

*Managing Conflicts of Interest*

Association of American Medical Colleges Business Affairs Group

*Managing Conflicts of Interest in University Setting*

NIH-PMA Technology Transfer Conference

*Conflict of Interest Concerns*

American Association for the Advancement of Science

*University-Industry Relations: Blessings & Headaches*

**1989**

National Association of State Universities and Land Grant Colleges Conflict of Interest Panel  
*discussant*

Association of American Medical Colleges *Ad Hoc* Committee on Misconduct in Science and Conflict of Interest

*A Mission-based Approach to Conflicts of Interest in University Settings*

National Association of State Universities and Land Grant Colleges Council on Academic Affairs

*Conflict of Interest and Entrepreneurial Activities*

National Association of State Universities and Land Grant Colleges Council on Research Policy and Graduate Education Summer Forum

*Managing Conflicts of Interest in the Research University*

Society of Research Administrators

*Conflicts of Interest - The Slippery Slope*

Society of University Patent Administrators

*Conflicts of Interest & Spin-off Licensing*

National Council of University Research Administrators

*Strategies for Integrating Research Priorities Into Legislative Programs, panelist*

National Association of State Universities and Land Grant Colleges

*University-Industry Joint Ventures: Policies and Procedures*