

David George Trickett

Professional History

President and Henry White Warren Professor of Ethics and Leadership, The Iliff School of Theology, CO (2006—)

This is a self-governed graduate school related to the United Methodist Church and serving over three dozen faith traditions. Building upon its 115-year history, Iliff is now intentionally focusing all its work on the preparation of effective transformative leaders not only in communities of faith and attendant agencies that are not congregational, but also those who will serve in higher education (we have a joint Ph.D. program with adjacent University of Denver) *and* those who will seek to lead change in the wider social arenas of the professions and business. My specific area of teaching, which occurs both in classroom and other venues, is precisely on the inextricable intersection of social responsibility and effective leadership.

Chair of the Board and Senior Fellow, Center for World Religions, Diplomacy, and Conflict Resolution, Institute for Conflict Analysis and Resolution, George Mason University, VA (2004—2006)

Specific groups worked with include: members of Middle Eastern parliaments and government ministries in other conflicted regions of the planet; USAID officials in Washington, D.C. and from the field; members of Congress and their staff; NGOs seeking to facilitate conflict transformation both domestically and globally; governmental and other task forces concerned with homeland security concerns and ways intangible human factors (such as deeply held spiritual values) can be tapped for the purpose of peace and security; college and university faculty, administrators, and students (both undergraduate and graduate); private sector entities operating to help foster constructive development in volatile environments; the international consular corps based in Washington, D.C; the World Economic Forum (Davos and in its Middle Eastern meetings).

Key accomplishments to date: convening the first-ever face-to-face dialogue between the King of Jordan and seventy rabbis from around North America on the practical steps that can be taken to move beyond mere tolerance in interfaith relations (this continues, with the King's express commitment to work with us to broaden the dialogue in the Middle East to include Christians); successful placement of \$1MM in funding for international dialogue and reconciliation work through USAID; board development and strategic planning processes undertaken, with the cooperation of the wider staff and faculty resources of George Mason University (and with the enthusiastic support of the President and the Provost); the placement of \$4MM in grant proposals for ground-breaking work in the creation of a global learning community in peace and conflict transformation work; the successful design and implementation of a series of training workshops to equip others to do the work of conflict resolution from a spiritual perspective (this is also a growing revenue stream for the CRDC).

Board of Directors, JUSTPEACE Center for Mediation and Conflict Transformation [an agency of the United Methodist Church approved by the 2004 General Conference] (2004—)

Specific groups worked with include: communities of faith at both the congregational and judicatory levels (for example, bishops and mid-level managers such as district superintendents), as well as higher education both domestically and internationally (initially, the educational institutions include member schools of the Boston Theological Institute, with plans later to include member schools of the Graduate Theological Union and the Washington Theological Consortium); persons of faith in public policy assignments; foundations seeking to support the capacity development of peace transformation work (initially, the Luce Foundation); individual theological schools seeking to educate clergy and laity in peace transformation processes (for example, the Claremont [CA] School of Theology); persons of faith in NGO and private sector leadership roles who can leverage their organizations and circles of acquaintance to serve the cause of conflict transformation.

Key accomplishments to date: board development and creation of key strategy for a “startup” general agency of the denomination; chair of fundraising group that has needed to develop a constituency from scratch, raise short-term and long-term funding without having a track record for the agency, and the successful commitment of a major donor to match funds contributed dollar for dollar (giving the agency a potential \$100K short-term asset gain); development of communications and marketing strategy that will enable key leaders in the denomination and beyond to see this agency as an asset to help meet critical needs and thereby warrant our receiving fees for services provided; the planting of seeds to bear fruit in terms of additional foundation grants and the cultivation of major donor relationships (the strategic expansion of our circles of impact and import).

Founder and President, The Jefferson Circle, VA (1992—2006)

Specific groups worked with include: Aspen Institute; Australian Ministry of Education; Body Shop International; Booz, Allen, and Hamilton; Canadian Imperial Bank of Commerce; Center for Creative Leadership; Center for Religion, the Professions, and the Public; Ch2MHill; Chemonics; Christian Theological Seminary (Indianapolis; program in trusteeship and wealth); Citigroup Private Bank; Citizens Bank of Canada (and its parent, VanCity); Coalition for Ministry in Daily Life; The Conference Board; Co-Op Bank (United Kingdom); Creative Associates International, Inc.; Parliament of the Czech Republic; Data Warehousing Institute; DePaul University; DePree Leadership Center (at Fuller Theological Seminary); Disney; Peter F. Drucker Foundation for Nonprofit Management (now Leader to Leader Institute); Federal Quality Consulting Group (formerly Federal Quality Institute); Georgetown University; George Washington University; Green Cay Asset Management (Bahamian successor practice to much of the work linking ethical values with global investment undertaken by Sir John Templeton); Howard University; Indian Institute of Management (Calcutta/Mumbai/Delhi); Indonesian National Commission for Human Rights; Institute for Global Ethics; Institute for Organizational Effectiveness (Fort Wayne, Indiana); International Labour Organization (Geneva); Irving Burton Associates; John Hancock; Louisiana State University; Maguire Center for Ethics and Public

Responsibility; National Center for Family Philanthropy; National Center for Nonprofit Boards (now BoardSource); National Institutes of Health (NIH); New Academy of Business (United Kingdom); Parks Canada; Pitcairn; Polaroid; Prudential Securities; Republic of Kyrgyzstan; Reuters America; Royal Dutch/Shell; Servant Leadership School (Washington, D.C.); Southern Methodist University; Sprint Telecommunications; Sterling College; TCIM Services (international telecom); TRW; U.S. Agency for International Development (USAID); U.S. Army; U.S. Navy; U.S. Departments of Agriculture, Commerce, Defense, Education, Interior, Justice, State, and Treasury; U.S. Office of Technology Assessment; Viad Corporation; World Council of Churches (Geneva); University of Colorado; University of Missouri; University of Richmond; University of Virginia; the Vanguard Group; Virginia (Episcopal) Theological Seminary; WSFS Bank; World Bank; World Business Academy.

Other kinds of group served include families of high net worth and family foundations, health care organizations, microenterprise (sustainable) development ventures, professional service firms (particularly law and accountancy), religious communities and institutions (of varied traditions globally), associations (trade, industry, and professional), and information technology projects (including e-government initiatives).

Value added: distinctive use of spiritually-grounded dialogue and scenario formulation to design and implement systems and processes to strengthen leadership (and its appropriate succession); organizational strategy; conflict analysis and resolution; assessment of intellectual and social capital; human systems connectivity and communications; governance; civic participation for sustainable growth; establishment of corporate social responsibility initiatives (particularly in the area of public-private partnerships); education in cross-functional, trans-disciplinary, and cross-cultural decision-making; and the reframing of organizational (as well as geographic regional) mission in a rapidly changing environment.

Key accomplishments to date: many have to do with board and/or senior executive management development in for-profit and not-for-profit organizations as well as in families, and how attention to intangible “human factors” considerations can make a big difference for the transformation of the world for the better. Some specific instances of this include: helping Royal Dutch/Shell create a new approach to engaging directly at the senior management level both the environmental and human rights communities that have been their major critics, for the purpose of finding shared solutions to significant issues facing this global petrochemical family of operating companies; helping the World Bank find ways to capitalize on the significance of creating a new sense of *hope* through the many projects they fund and populations their work affects (with the creation of a metric of human fulfillment as a part of their accountability measures); working with the successor to Sir John Templeton (with Sir John’s involvement as an interested party) to create a positive screening grid for investment potential in developing nations and the engagement of their extremely wealthy clients to see this as a good kind of investment to support; helping develop numerous schools or centers focusing on leadership development (such as the Jepson School at the University of Richmond, and the Institute of Organizational Effectiveness in Fort Wayne, IN, as well as involvement with the signature executive seminar series at the Aspen Institute); assisting Booze, Allen, and Hamilton find a way to harvest the intellectual capital of their global consultancy workforce so that genuine, nontrivial collaborative learning across geographic and work area boundaries could be realized; helping families of

significant means find ways to focus their vision, values, and commitments philanthropically (an instance of this is to have helped facilitate the successful reception of a \$125MM gift of family real estate from Laurance Rockefeller to the United States government, to be used for the spiritual fulfillment of visiting publics—it's a parcel of land surrounded by Grand Teton National Park in Wyoming); teaching fund-raising executives how to approach and be effective with potential major donors (facilitated through the National Society of Fund Raising Executives).

Chief Executive and Faculty, Washington Theological Consortium (1988-1994)

Specific groups served: as chief executive of a complex organization comprised of ten fully accredited postgraduate schools and associate member institutions (now a total of 16 institutions), with the ten operating units stretching across three states and the District of Columbia, constituent groups included each member institution and its respective owning bodies (usually even more complex global organizations, representing major cultural and spiritual traditions of the world). Immediate responsibility to an international board and a matrix of over 400 graduate faculty and administrators, support staff, and well over 3000 full and part-time graduate students and professionals in continuing education tracks, with high-level counsel/oversight for curricular innovation and aggregate annual budgets of approximately \$US 20 million.

Value added: primary leadership in external relations, governance, fundraising, strategic planning (including forming programmatic alliances with other strong institutions, such as the Library of Congress, the Smithsonian Institution, and Washington National Cathedral), curricular design and system-wide implementation, classroom teaching (ethics, dialogue, and leadership), as well as conflict analysis and resolution.

Specific accomplishments of note: board development and the cultivation of a high-quality international board (we moved from a local, highly academic board to one with widespread membership from across the denominational ranks and high-level private and public sector leaders, including members of Congress, the judiciary, bishops from a number of faith traditions, senior executives from the business world, and ecumenically representative student participation); the establishment of an annual fund where there had been none (given the proprietary nature of member institutions in a consortium when it comes to sharing major donors and donor lists!), augmented over time by the addition of an alumni annual funding stream (this has now gone to over \$100K per year); work begun that has led to the expansion of membership in the consortium to 16; the development of off-site educational venues and specific educational modules to address the stated needs of constituencies in the business, government, and non-profit sectors.

University Chaplain and Faculty, Tulane University (1984-1988)

Roles and value added: adjunct faculty (history department and University College, the evening college for adults) and as United Methodist campus minister who was elected university chaplain

(and therefore became a member of the senior management team reporting to the Vice President for Student Affairs). I was tasked, among other things, with presiding over the university's cadre of spiritual leaders--including Christian (nearly a dozen), Jewish (from three different streams of witness, not even able to pray with one another!), Muslim, Buddhist, Hindu, and other numerically smaller traditions, some of which were led by nonuniversity professionals. Additional service as the professional ethicist member of Institutional Review Board for Biomedical Research on Human Subjects, the Steering Committee for Chair of Judeo-Christian Studies (an endowed scholarly chair designed to have only short-term incumbents and visiting lecturers, for which our committee took planning responsibility—persons such as James Barr and Iris Murdoch held this post during my time there); and as visiting faculty in global interreligious and intercultural dialogue at (adjacent) Loyola University.

Specific accomplishments include: establishing an annual fund for the Tulane United Methodist Center, in order to fund special programming and visiting speakers (sometimes in collaboration with the Chair of Judeo-Christian Studies); active involvement as a peacemaker in the two major institutional crises of the day—the merger of the undergraduate men's college with Newcomb College, a distinguished women's undergraduate school within Tulane, and a basketball scandal involving fraudulent activities on the part of the team and some staff; helping broaden interfaith relations within the greater New Orleans region (through the local federation of churches, the Louisiana Interchurch Conference on whose board I served, and directly with the Muslim, Buddhist, and Jewish communities); the successful involvement of the university community and the Archdiocese of New Orleans in the consecration of new United Methodist bishops (using the historic St. Louis Cathedral in Jackson Square and including the Archbishop's own involvement in the service); and membership on the management team for the international pavilions at the New Orleans World's Fair, which helped foster stronger relationships between Tulane and a variety of nations from around the world.

Congregationally-based Clergy, United Methodist Church; Extension Faculty, Centenary College of Louisiana and College of St. Francis [jointly held teaching appointment] (1981-1984)

Roles and value added: full range of educational/pastoral leadership with a fairly large congregation of the United Methodist Church (just under 2000 members); design and delivery of classroom and distance education modules in adult professional education for management, health care, and spiritual leaders (from extremely varied traditions); strategic redesign for community-based nonprofit organizations (focusing on ethics, civic participation and sustainable futures); cross-cultural dialogue and mediation (as well as resolution) of conflict in potentially violent contexts (including a mediation of the NAACP with the KKK in Denham Springs, LA, the headquarters of one of the more virulent strains of the Klan); spiritual counsel for individuals and families. During this time I also helped start a new suburban congregation in New Orleans, which remains vibrant today (though its facilities were severely damaged by Hurricane Katrina), and also served for a short time as the sole pastor of a hard-pressed inner-city congregation in Baton Rouge which needed to be merged with two other congregations (we started the merger process during my tenure there).

Academic Administrator and Instructor in Teaching Faculty, Southern Methodist University (1973-1981)

Roles and value added: Office of the Dean, College of Humanities and Sciences (now Dedman College)--portfolio of Assistant Dean for Academic Affairs; instructor in theology and ethics in the Perkins School of Theology; university liaison with senior academic officers from other institutional members of a regional association of colleges and universities; strategic planning and executive search assignments; team member, design and delivery of university-wide cross-disciplinary and cross-cultural seminars on "The Nature of Being Human"; and a minor role in university donor relations (which process ultimately led to a major "naming gift" of \$20MM coming to the university). Additionally, part-time engagement as customer service manager for **Neiman-Marcus** (a major retail company), brought about by my involvement in a process of interfaith dialogue in the Reform Jewish congregation where Stanley Marcus was a member and who asked if I would bring my sensibilities into his company for a time.

U.S. National Park Ranger [Yellowstone National Park, Wyoming; spring through early autumn each year] (1971-1975)

Role and value added: service as U.S. National Park Ranger (public sector law enforcement officer), specializing in applied ethics in the public sphere, conflict resolution and dialogue/negotiation/counseling under highly stressful circumstances (including terrorist threats, riotous situations, domestic disputes, major fires in structures and forests); selected and trained as backup to U.S. Secret Service for special visit of President of the United States.

Selected Other Professional Experience

- Chair, Steering Committee, U.S. Committee for UNICEF (Southeastern region).
- Board, Louisiana Endowment for the Humanities (National Endowment for the Humanities regional affiliate).
- Task force on Genetic Science, United Methodist Church (with special responsibility for focus on ethical dimensions--and global ramifications thereof--of cloning and germline engineering [for plants as well as for animals, including people]) within the bigger picture of the ethics of health research and care.
- Fairfax County (Virginia) Public Schools Human Relations Advisory Committee (with portfolio of advising school system of approximately 175,000 students--from homes where over 140 languages are spoken--on intercultural dialogue, the place of core values, ethics, and deep commitments in education, as well as strategies for sustainable community-formation).
- Co-founder and board member, Computer Ethics Institute (with the Brookings Institution and IBM).
- Vice-chair of Virginia delegation (elected by Congressional districts), 1991 White House Conference on Libraries and Information Systems, with a focus on the ethics of information flow and access.

- Advisor to research and conference initiatives on relationship between work and ethical values, AFL-CIO. This work continued by my involvement with the International Labour Organisation in Geneva.
- Editorial advisor, Berrett-Koehler Publishers.
- Professional resource to national and international bodies such as the Club of Rome, Parliament of the World's Religions, Anglican Consultative Council, World Council of Churches, National Council of Churches of Christ in the USA.
- Member of the World Methodist Council.
- Participant in the Oxford Institute of Methodist Theological Studies.
- Involvement in regional and national activities of the American Academy of Religion (including service as regional chair of Theology and Religious Reflection section), Society for Values in Higher Education, Society of Christian Ethics (including role as founder of environmental ethics section, as well as assistant to Executive Secretary), North American Academy of Ecumenists, American Society of Church History, National Association of College and University Chaplains, History of Science Society.
- District, annual conference, and jurisdictional leadership within the United Methodist Church (including district and annual conference Council on Ministries, conference chair of Commission on Christian Unity and Interreligious Concerns, conference Board of Church and Society, conference Board of Higher Education and Ministry, denominational representative to the board of the Louisiana Interchurch Conference, regional denominationally-appointed board member of National Conference [of Christians and Jews], board of the Leadership Development Institute [Virginia Annual Conference], worship chair for South Central Jurisdictional Conference).
- Speaking engagements, short-term teaching, or strategy presentations at a number of institutions of higher education, including: Georgetown University, Case Western Reserve University, University of Colorado, Stanford University, Yale Divinity School, DePaul University, Drew University, Baldwin-Wallace College, University of Missouri, Christian Theological Seminary (Indianapolis), University of Pennsylvania, University of Richmond, Southern Methodist University, Graduate Theological Union, University of Southern California, Harvard Divinity School, Louisiana State University, Hendrix College, Centenary College of Louisiana, Garrett-Evangelical Theological Seminary, University College of the Bahamas, Fuller Theological Seminary, Princeton Theological Seminary, University of Geneva/Ecumenical Institute at Bossey (Switzerland).
- Consultancy on strategy to ecclesial leaders beyond those in the United Methodist Church, including (in the USA) Episcopal, Lutheran (ELCA and MS), Presbyterian, Roman Catholic (NCCB, dioceses, and orders—especially those connected with health care or philanthropy), Orthodox (Greek), and UCC.
- Board of Directors, National Association of Schools and Colleges of The United Methodist Church (membership body of 122 accredited educational institutions in the United States (2008—).
- Member, Association of United Methodist Theological Schools (by virtue of office; 2006—).
- Member, United Methodist Council of Bishops Task Force on Theological Education and Spiritual Formation (2008—).

Background

Education

- B.A., magna cum laude, 1971, begun at Emory University and completed at Louisiana State University (Baton Rouge). Undergraduate concentration began in physics, and shifted to intellectual and social history (with a senior essay on the social and political uses of science).
- M.Theol., with honors, 1975, Perkins School of Theology, Southern Methodist University. Masters focus: through an independent study option available at the time, I had regular tutorials with faculty in all divisions of the university (not only theology), prepared for and successfully completed a battery of five 8-hour written examinations in the theological arts and sciences, and successfully completed a thesis and presented an oral defense thereof before a committee of six senior faculty. In addition to the usual and customary theological fields of study, my independent studies curriculum afforded me the opportunity to concentrate on cultural anthropology, social psychology, history, and intercultural dialogue.
- Ph.D., with honors, 1982, Dedman College of Arts and Sciences, Southern Methodist University. My concentration, building on the work done for the masters degree, investigated a constructive theological and ethical understanding of environmental responsibility for the natural order using the unpublished writings of H. Richard Niebuhr.
- Fellowship for postgraduate research at Harvard (1976, 1978) and Oxford (1977); postdoctoral research at Vanderbilt (1984) and Yale (1985). Special areas of investigation: the roles of commitment (attitudes, beliefs, values) and behavior in complex systemic change; dialogue and the renewal of societal and organizational cultures; leadership and constructive strategies for dialogue to transform organizations and societies. A key “byproduct” of this set of researches was coming to know and be tutored by David Bohm in systems theory and complex dialogue protocols.
- Certification in strategic management and leadership (a track of the Executive MBA), faculty of Columbia University (at their Arden House executive education facility, 1991-2). A significant “byproduct” of this experience was coming to know and be guided by Peter F. Drucker and (to a lesser extent) John Gardner, among others, in the ways and means of organizations—their cultures, how to lead and manage effectively, and how to be strategic in decision-making and in the execution of decisions.

Personal

- Born Shreveport, Louisiana (1949); married (London, 1978); three children (all born in New Orleans—1982, 1985, 1987).
- Elder in full connection, United Methodist Church (Louisiana Annual Conference; affiliate elder in the Virginia Annual Conference)

- Listed in an edition of *Who's Who*.
- Thrilled to live near outstanding snow skiing and excellent hiking venues.

Selected Publications and Addresses

Since 1976, I have published over 100 articles, reports, chapters in books, and other writings, and have delivered numerous lectures or addresses in a variety of settings. An abbreviated listing includes the following works, beginning with a few forthcoming items and going back to 1990:

Forthcoming items include

“Effective Strategic Philanthropy: Steps for Families to Strengthen Causes and Institutions They Deeply Care About While Crafting a Story that Will be Sustainable Across Generations.” National Center for Family Philanthropy.

“Toward a Sustainable Social Ecology: Vibrant Dialogue for Scenarios that Span Sector Boundaries.” (Presentation at the inauguration of the Sloan Program for the Study of Business in Society at the George Washington University [D.C.] Law School; to be published in a volume of essays commemorating the inauguration of the Sloan Program; to be published online as part of a series produced by the Finance and Corporate Governance Law Review of the Social Sciences Research Network [Stanford Law School] and in print with other presentations from the inaugural event.)

2006 and beyond

[in process]

2005

“Business Intelligence Required for National Security and Civil Liberties.” With Ramon Barquin. “View” for September 1, 2005. URL: <http://www.b-eye-network.com/view/1481>.

“Leadership and Trust: Essential Components of the Knowledge Management Framework.” (Washington, D.C.: FCW/eGov publications)

2004

“Faith, Wealth, and Philanthropy: Navigating Uncharted Waters Can Bring a New Sense of Value.” *Family Giving News* (Washington, D.C. and Boston: National Center for Family Philanthropy)

2002

“Wealth and Giving: Notes from a Spiritual Frontier.” (Rewritten, with a new section framing an historical context) In *The Journal of Wealth Management* (New York): V, 2 (Summer, 2002): 79-82.

2001

“Ethics and Values in Complex Inter-governmental enterprises: A Working Map for a Sustainable Future.” Address delivered and published on CD-ROM by the United States e-government conference (July, 2001).

“Finding the Path Forward: A Distinctive Process of Transformation.” Transcript of the Chancellor’s Medal Lecture at Louisiana State University (Baton Rouge).

“Have We Been Here Before?” Review of *The Thing in the Bushes*. [Life@Work](#) IV, 4: 77.

“Wealth and Giving: Notes from a Spiritual Frontier.” In *Faith and Family Philanthropy*. (Washington, D.C.: National Center for Family Philanthropy) Pp. 21-25.

Edited and reprinted in *Private Wealth Advisor* (London, U.K.): IV, 5 (December): 18-19.

2000

“Shaping the Center with Wisdom from the Edges.” Chapter in *Faith in Leadership: How Leaders Live out Their Faith in Their Work and Why It Matters*. San Francisco: Jossey-Bass Publishers. Pp. 157-168.

1999

“Critical Steps for Outstanding Performance.” *Executive Update* (April, 1999): 112.

“Spirit and Community at Southwest Airlines: An Investigation of a spiritual values-based model,” with J. Milliman, J. Ferguson, and B. Condemni. *Journal of Organizational Change Management* XII, 3 (March, 1999): 221-233.

1997

“How to Use a Values Audit.” *Training & Development* (March, 1997): 34-38.

1996

“The Questions We Ask About Policies and Programs.” (Washington, D.C.: Metropolitan Dialogue on Civic Leadership). Framing document for dialogue in sustainable community-formation.

1995

“Business in a New Social Ecology.” *World Business Academy Perspectives* IX, 2: 25-34.

“Hungers of the Heart: Hope and Values in Transformation at a Time of Millennial Change.” (Calcutta, Mumbai, and Delhi: Indian Institute of Management). Text of the Inaugural Bhilwara Oration to commemorate the inauguration of the Management Center for Human Values, sponsored by the Indian Institute of Management.

1994

“Ethics and Leadership: A Key to Organizational Health and Performance.” (Washington, D.C.: The Foundation Center). Transcription of presentation for major grant makers and grant seekers.

“Values, Ethics, and the Renewal of an Organization’s Mission.” (New York: The Conference Board). Transcription of presentation made to The Conference Board’s first major conference on international governance for corporations. (Slightly edited, this was reprinted in *Insights on Global Ethics*, published by the Institute for Global Ethics.)

1993

“Connections in the Workplace.” In *Productivity: Key to World Competitiveness*. (New York: The Conference Board). Conference Board Report 1039. Pp. 31-2.

The Ethics Audit: A Strategic Technology for Today and Tomorrow. (Washington, D.C.: WCG Center for Technology Working Paper Series).

“Getting It to Sing: Clarifying and Implementing a Compelling Mission.” *CEO Dialogues 2* (Denver, Colorado: CEO Dialogues, Inc.). 4 pp.

“Minting a Coin of Great Value: The Growing Importance of Ethics for the Banking World.” (Charlottesville, Virginia: School of Bank Management at the University of Virginia). Transcription of plenary address to senior officers of major financial institutions.

1992

“The Role of Information in Change Management.” (Alexandria, Virginia: International Association of Amusement and Theme Parks). Transcription of presentation given to in industry summit on the future of theme-based amusement parks.

“Small Groups Cross Faith Lines to Develop Modern Ecumenism.” *National Catholic Reporter* 29,1 (October 23, 1992): 23.

1991

“Communities of Conviction and the Responsible Uses of Information Technologies.” In *Can Computers Be Ethical?* ed. Warren Cikins. (Washington, D.C.: Brookings Institution, for the Computer Ethics Coalition [later the Computer Ethics Institute]).

“Institutional Vulnerability and the Formation of New Partnerships: The Common Challenge Posed by Ecological Deterioration.” (Silver Spring, Maryland: Washington Theological Union). Transcription of presentation to an international conference on the relationship between Franciscan spirituality and ecological sensitivity in the contemporary world.

“Values Systems: A Matter of Interdependence.” In *Human Relations Exchange* (Fairfax County, Virginia: Fairfax County Public Schools) III, 1 (Spring, 1991): 3-

1990

“Needed: A Transformed Stewardship of the Earth.” In *101 Ways to Help Save the Earth*. (Washington, D.C.: Greenhouse Crisis Foundation). Pp. iii-iv.

“Unity Affirming Diversity: A Proposal for the Development of Renewed Trust.” (Richmond, Virginia: Virginia Council of Churches). Transcription of keynote address to annual plenary assembly.