

**Curriculum Vitae**  
(3/1/21)

**William J. Reckmeyer, PhD**

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**CONTACT INFORMATION**

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**Professional**

Department of Anthropology  
San José State University  
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**CAREER SUMMARY**

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Interdisciplinary professor and practitioner based in Silicon Valley and Washington, DC whose 50-year career has focused on integrative approaches to strategic leadership, collaborative change, and public policy-making in a variety of complex institutional, community, national, and global settings. Primary areas of expertise and experience include cybernetics, systems science, global affairs, strategic studies, leadership, and national security. Significant accomplishments include [1] creating and subsequently developing a “Systems of Systems” science & methodology for coordinating independent cybernetic systems (human & technological), which has been adopted by the US Department of Defense and other federal agencies to enable improved operational jointness; [2] leading 40+ strategic change projects in higher education, corporate, philanthropic, and government organizations; and [3] founding/directing the award-winning SJSU Salzburg Program in Global Citizenship.

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**CURRENT POSITION**

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**Professor Emeritus. Leadership & Systems** – San José State University, Anthropology (2017-Present)

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**EDUCATION**

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**Doctor of Philosophy** | Russian History – American University, Department of History (1982)

- Dissertation: The Emerging Systems Paradigm: An Historical Perspective
- Chair: James Malloy. Advisors: Valerie French, Jack Piotrow, Kenneth Boulding, Heinz von Foerster
- University Fellow (1972-1975); Dissertation Fellow (1976-1977)

**Master of Arts** | Russian & East European History – American University, Department of History (1973)

**Bachelor of Arts** | History – Randolph-Macon College, Department of History (1970)

**Certificate of Advanced Study** | Case Method Teaching – Harvard University, Graduate School of Education (1993)

**Certificate of Advanced Study** | Management Development Program – Harvard University, Graduate School of Education (1990)

**Certificate** | Leadership Development – Outward Bound (1988)

**Certificate** | Group Graphics – Sibbett & Associates (1988)

## HONORS & AWARDS

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**Distinguished Faculty Award.** Phi Kappa Phi National Honor Society (2017)

**Norbert Wiener Gold Medal.** American Society for Cybernetics (2016)

**President.** Phi Kappa Phi National Honor Society, San José State University (2015-2016)

**AASCU Global Scholar.** American Association of State Colleges & Universities (2012-2013)

**Distinguished Faculty Mentor Award.** San José State University (2011)

**Top 10 Program in Global Citizen Diplomacy | SJSU Salzburg Program.** US Center for Citizen Diplomacy, NAFA, and United States Department of State (2010)

**Outstanding Professor Award.** San José State University (2010)

**Life Fellow.** American Society for Cybernetics (2009)

**Salzburg Global Fellow | Climate Change & Sustainable Futures.** Salzburg Global Seminar (2009)

**Austen D. Warburton Award for Scholarly Merit.** San José State University (2009)

**Fulbright Scholar-Host.** Council for the International Exchange of Scholars (2007-2008)

**Salzburg Global Faculty Chair – Global Citizenship Program.** Salzburg Global Seminar (2004-2015)

**Salzburg Global Fellow | International Educational Mobility.** Salzburg Global Seminar (2004)

**Salzburg Global Fellow | Ethics & the Media.** Salzburg Global Seminar (2002)

**Salzburg Global Fellow | Higher Education.** Salzburg Global Seminar (1998)

**Salzburg Global Fellow | Leadership & Civil Society.** Salzburg Global Seminar (1997)

**Salzburg Global Fellow | Higher Education.** Salzburg Global Seminar (1995)

**Kellogg National Leadership Fellow.** W. K. Kellogg Foundation (1988-1992)

**President.** American Society for Cybernetics (1984-1985)

**Dissertation Fellow.** American University (1976-1977)

**University Fellow.** American University (1972-1975)

## PRIMARY ACADEMIC POSITIONS

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**Professor | Leadership & Systems.** San José State University, Department of Anthropology (1992-2017)

**IES Senior Fellow.** San José State University, International & Extended Studies (2010-2013)

**Founder & Director.** San José State University, SJSU Salzburg Program (2005-2016)

**Professor & Chair.** San José State University, Anthropology & Cybernetic Systems (1987-1992)

**Director.** San José State University, Cybernetic Systems Program (1983-1987)

**Associate Professor.** San José State University, Cybernetic Systems Program (1983-1987)

**Graduate Director.** San José State University, Cybernetic Systems Program (1978-1983)

**Adjunct Professor.** San José State University, Cybernetic Systems Program (1977-1983)

## SECONDARY ACADEMIC APPOINTMENTS

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**International Visiting Research Fellow.** University of Sydney, Centre for International Security Studies (2010)

**Visiting Professor.** Stanford University, Center for International Security & Cooperation (2009-2010)

**Visiting Professor.** Stanford University, Center for International Security & Cooperation (2005-2006)

**Senior Fellow.** University of Maryland, James M. Burns Academy of Leadership (2000-2005)

**Visiting Professor.** Harvard University, Graduate School of Education (1993-1999)

**Visiting Professor.** University of Aveiro, Office of the President (1995-1996)

**Visiting Professor.** University of St. Gallen, Department of Systems Management (1995)

**Visiting Professor.** Monmouth University, Office of the President (1992-1993)

**Visiting Professor.** University of St. Gallen, Department of Systems Management (1987)

**Visiting Professor.** University of Southern California, Safety & Systems Management Program (1985-1986)

**Visiting Professor.** University of Stockholm & Royal Institute of Technology, Informatics & Systems Science Program (1984-1993)

**Visiting Professor.** University of Karlstad, Informatics & Systems Science Program (1984)

## SECONDARY PROFESSIONAL APPOINTMENTS

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**Strategic Advisor.** Golden Gate University, Office of the President (2017-2018)

**External Reviewer.** University of Bristol, Global Citizenship Programme (2017)

**Strategic Advisor.** Salzburg Global Seminar, Office of the President (2011-2012)

**Strategic Advisor.** University of Massachusetts, College of Arts & Sciences (2011)

**Strategic Advisor.** Central Valley Flood Protection Board, California Levees Roundtable (2007-2010)

**Strategic Advisor & Core Faculty.** California Agricultural Leadership Program, Office of the President (1996-2010)

**Strategic Advisor.** Organic Valley Foods, Office of the President (2009)

**Strategic Advisor.** Santa Monica College, Office of the President (2006-2009)

**Strategic Advisor.** Talley Vineyards, Office of the President (2007)

**Strategic Advisor.** Vista Livestock, Office of the President (2007)

**Strategic Advisor.** Los Gatos Rowing Club, Board of Directors (2003-2007)

**Strategic Advisor.** Hidden Villa, Board of Directors (2006)

**Systems Scientist.** KentTia Management Group, Office of the President (2005-2006)

**Chief Systems Scientist.** Concurrent Technologies, Systems of Systems Center of Excellence – United States Department of Defense (2003-2006)

**Faculty Chair.** Salzburg Global Seminar (Austria), Global Citizenship Program (2004-2015)

**Strategic Advisor.** San José City College, Office of the President (2001-2005)

**Strategic Advisor.** County of Los Angeles Aging & Adult Services, Office of the Director (2002-2003)

**Strategic Advisor.** Santa Clara County Council on Aging, Office of the Director (1998-2002)

**Leadership Advisor.** W. K. Kellogg Foundation, Leadership & Higher Education (1989-2002)

**Strategic Advisor.** William M. Mercer, Office of the Managing Global Partner (1994-2000)

**Strategic Advisor.** Santa Clara County Health & Hospital System, Office of the Director (1998-1999)

**Chief Systems Scientist.** Inter-National Research Institute, Office of the Chairman (1991-1999)

**Strategic Advisor.** Arthur Anderson LLP (1998)

**Strategic Advisor.** West Valley College, Office of the President (1997-1998)

**Strategic Advisor.** CDLS Foundation, Board of Directors (1997-1998)

**Strategic Advisor.** West Valley-Mission Community College, Office of the Chancellor (1995-1998)

**Strategic Advisor.** Gavilan College, Office of the President (1995-1998)

**Leadership Advisor.** US Department of Veterans Affairs, Leadership Programs (1997)

**Strategic Advisor.** IABC Foundation, Board of Directors (1996-1997)

**Strategic Advisor.** Suzuki Association of the Americas, Board of Directors (1996-1997)

**Strategic Advisor.** Alameda County Mosquito Abatement District, Office of the Director (1991-1997)

**Leadership Advisor.** New York City Public Schools, Leadership Institute (1995)

**Strategic Advisor.** University of Alaska, Office of the Provost (1995)

**Strategic Advisor.** Adaptive Learning Design (1994-1996)

**Leadership Advisor.** American Leadership Forum, Board of Directors (1992-1995)

**Strategic Advisor.** SEMI International, Office of the President (1992-1995)

**Strategic Advisor.** Catalyst Consulting Group (1993-1994)

**Strategic Advisor.** Healthcare Forum, Office of the President (1992-1993)

**Strategic Advisor.** Evergreen Valley College, Office of the President (1991-1993)

**Strategic Advisor.** Health Dimensions, Office of the President (1992)

**Systems Scientist.** Electric Power Research Institute, Office of the Director (1988-1989)

**Strategic Advisor.** Test Designs, Office of the President (1988-1989)

**Strategic Advisor.** Santa Clara County Health Department, Office of the Director (1986-1987)

**Strategic Advisor.** Testerion Corporation, Office of the President (1984-1987)

**Strategic Advisor.** Niagara Mohawk Power Corporation, Systems Management (1985-1986)

**Strategic Advisor.** Adolph Coors Corporation, Office of Issues Management (1983-1985)

**Research Fellow.** Inter-National Research Institute, Systems & Security Programs (1971-1977)

## PROFESSIONAL GROUPS

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**Executive Team | KNFP-09.** Kellogg Leadership Fellows Alumni Network, W. K. Kellogg Foundation (2020-2021)

**Board of Officers.** Phi Kappa Phi National Honor Society, San José State University (2015-2021)

**Board of Directors.** Kellogg Fellows Leadership Alliance (2012-2016)

**Advisory Council.** Harvard Business Review (2007-2015)

**President & Board Member.** Hospice of the Valley (2001-2007)

**National Forum on Higher Education & Public Good.** University of Michigan (1999-2003)

**National Task Force on Leadership in Higher Education.** W. K. Kellogg Foundation (1997-2000)

**National Leadership Group.** American Council on Education (1991-1997)

**Presidential Task Force on Systems Profession.** International Society for Systems Sciences (1993-1994)

**Presidential Task Force on Systems Education.** International Society for Systems Sciences (1991-1993)

**Presidential Task Force on ALE Journal.** Association of Leadership Educators (1991-1992)

**Awards Advisory Board.** Joseph P. Kennedy Foundation (1989-1990)

**Co-Founder, Chair, Executive Team** Silicon Valley Leadership Forum (1986-1989)

**US-USSR Project on Cybernetics & Systems Theory.** National Academy of Sciences, (1983-1989)

**Executive Board.** American Society for Cybernetics (1983-1988)

**Presidential Task Force on Systems Profession.** International Society for Systems Sciences (1986-1987)

**Presidential Task Force on Systems Education.** Society for General Systems Research (1978-1980)

## PROFESSIONAL JOURNALS

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**Founding Editorial Board.** *IEEE Systems Journal* (2006-2009)

**Editorial Board.** *Journal of Leadership Studies* (1994-2001)

**American Editor.** *Systems Practice* (1987-2005)

**Editorial Board.** *Journal of Applied Systems Analysis* (1988-1992)

**Editor.** *General Systems Yearbook*, International Society for Systems Sciences (1988-1989)

**Editorial Board.** *Systems Research and Behavioral Science* (1983-2001)

## CURRENT PROJECTS

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**Reckmeyer, William J.** *Homo Cyberneticus: Creating and Managing the Anthropocene.* Extended Research Project (2019-Present).

**Reckmeyer, William J.** "Composing a Cybernetic Life." Special Edition of *Cybernetics & Human Knowing* Honoring Mary Catherine Bateson, edited by Fred Steier. Forthcoming (2021).

**Reckmeyer, William J.** "Reflections on Cybernetic Thought and Action: Systemic Praxis to Address Hyper-Complex Challenges." Norbert Wiener Gold Medal Lecture. Forthcoming (2021).

Aghazadeh, Sarah A. and **Reckmeyer, William J.** “Public Communication in the Anthropocene: The Evolving Strategic Landscape of Cyberspace.” In Progress (2021)

**Reckmeyer, William J.** “Living in a Globalizing World: Changing Realities and Changing Rules.” In Progress (2021).

Okin, Mary and **Reckmeyer, William J.** “Educating Global Citizens for a Digital World.” In Progress (2021)

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## PUBLICATIONS

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Wolcott, Gregory V.; **Reckmeyer, William J.**; Kaiwi, Andrene; and Flores, Rigoberto. “Becoming a Champion of Orientation.” In Michael T. Miller and Daniel P. Nadler, eds. *Handbook of Research on the Changing Role of College and University Leadership*, pp. TBD. Fayetteville: University of Arkansas – National Lab for the Study of the College President (2021).

Wolcott, Gregory V.; **Reckmeyer, William J.**; Kaiwi, Andrene; and Flores, Rigoberto. “Championing College Orientation.” *Journal of Research on the College President* (December 2020): 22-36.

**Reckmeyer, William J.** “William J. Reckmeyer ’47 (May 2, 1923-December 17, 2016). *Taps* – West Point Association of Graduates (2020): 30.

**Reckmeyer, William J.** “Keep on Swinging” A Memorial Tribute to Dr. Kjell Samuelson (18/2/1932-4/2/2018).” *Systems Research and Behavioral Science* (2018) 35-5: 598-601.

**Reckmeyer, William J.** “Reflections on Constructing a Reality – The American Society for Cybernetics in the 1980s.” *Cybernetics and Human Knowing* (2016) 23: 28-41.

**Reckmeyer, William J.** *Educating Global Citizens*. TEDx Talk. San José State University (2013).  
<https://www.youtube.com/watch?v=TdEwSXFnilg>

Reade, Carol; **Reckmeyer, William J.**; et al. “Educating Global Citizens for the 21<sup>st</sup> Century – The SJSU Salzburg Program.” *Journal of Corporate Citizenship* (2013) 49: 100-114.

Dupont, Alan A. and **Reckmeyer, William J.** “Australia’s National Security Priorities: Addressing Strategic Risk in a Globalized World.” *Australian Journal of International Affairs* (2012) 66:34-51.

**Reckmeyer, William J.**; Fried, Jochen; and Goldman, David. *International Study Program on Global Citizenship – ISP Strategic Plan*. Salzburg: Salzburg Global Seminar (2012).

Dupont, Alan A. and **Reckmeyer, William J.** *Assessing National Security Risk: An Integrated Methodological Framework for Australia*. Policy Recommendation for the Australian National Security Advisor. Sydney: University of Sydney, Centre for International Security Studies (2010).

**Reckmeyer, William J.** *SJSU Salzburg Program – The First Five Years*. San José: San José State University, International & Extended Studies (2010).

**Reckmeyer, William J.** *Excellence – Leadership – Community – Passion*. Keynote Address, SJSU Honors Convocation. San José: San José State University, Office of the President (2010).

**Reckmeyer, William J.**; et al. *California’s Central Valley Flood System Improvement Framework*. Sacramento: California Levees Roundtable (2009).

**Reckmeyer, William J.** *The 30-Year Challenge: Developing an Integrated National Strategy for Agriculture*. Policy Recommendation for the Farm Foundation. Sacramento: California Agricultural Leadership Program (2009).

- Reckmeyer, William J.** "Creating Change in the System: Interview with William Reckmeyer." *SGI Quarterly* (2008) 52: 10-11.
- Reckmeyer, William J.** *Two-Year Program: Curriculum Pre-Assessment*. Sacramento: California Agricultural Leadership Foundation (2007).
- Reckmeyer, William J.**; Hamilton, E. Ken; et al. *Campaign Plan for a Joint Distribution Planning & Analysis Center (JDPAC) for the US Transportation Command*. Johnstown: Systems of Systems Center of Excellence (2006).
- Hamilton, E. Ken and **Reckmeyer, William J.** *Deployable Joint Command & Control Program: Summary of Systemic Observations and Recommendations*. Lovettsville: KTMG (2006).
- Reckmeyer, William J.** *A Systems of Systems Approach for a Critical Infrastructure Protection Center in the Navy Region Northwest*. Johnstown: Systems of Systems Center of Excellence (2005).
- Reckmeyer, William J.** and Stack, Michael E. *Systems of Systems Engineering in the US Department of Defense: Towards a Coherent Methodological Framework for Systems of Systems Engineering*. Johnstown: Systems of Systems Center of Excellence (2005).
- Reckmeyer, William J.** *Systems of Systems Engineering in the US Department of Defense: An Historical Perspective*. Johnstown: Systems of Systems Center of Excellence (2005).
- Reckmeyer, William J.** *Systems of Systems Engineering in the US Department of Defense: Systems of Systems Fundamentals*. Johnstown: Systems of Systems Center of Excellence (2005).
- Reckmeyer, William J.** *Systems of Systems: A Selected Annotated Bibliography*. Johnstown: Systems of Systems Center of Excellence (2005).
- Reckmeyer, William J.** and Stack, Michael E. *Systems of Systems Engineering in the US Department of Defense: Systems-of-Systems Engineering vis-à-vis Systems Engineering*. Johnstown: Systems of Systems Center of Excellence (2004).
- English-Lueck, Jan; **Reckmeyer, William J.**; et al, eds. *Emerging Global Cultures*. Boston: Pearson (2003). [2004 National Award for Excellence]
- Reckmeyer, William J.** *Strategic Planning Annual Report*. San José: San José City College (2003).
- Reckmeyer, William J.** and Blitz, Larry A. *Many Partners – A Single Vision: Long Term Care Strategic Plan for the Aged and Disabled of Los Angeles County*. Los Angeles: Los Angeles County, Community and Senior Services (2002).
- Reckmeyer, William J.** *New Horizons: Strategic Planning Annual Report*. San José: Evergreen Valley College (2002).
- Reckmeyer, William J.**; Blitz, Larry A.; and Schmoll, Stephen M. *Silicon Valley Long Term Care Project – Development Phase: Final Report*. San José: Council on Aging of Silicon Valley (2002).
- Reckmeyer, William J.**; Blitz, Larry A.; and Schmoll, Stephen M. *Silicon Valley Long Term Care Project – Planning Phase: Year 2 Report*. San José: Council on Aging of Silicon Valley (2001).
- Reckmeyer, William J.** *New Horizons: Strategic Planning Annual Report*. San José: Evergreen Valley College (2001).
- Astin, Alexander W.; Astin, Helen S.; **Reckmeyer, William J.**; et al. *Leadership Reconsidered: Engaging Higher Education in Social Change*. Battle Creek: W. K. Kellogg Foundation (2000).

- Reckmeyer, William J.** "US-China Relations: Building Systemic Change – A US View." In *China's Early 21st Century National Infrastructure: Capability – Competency – Intent*, pp. 68-70. Proceedings of a Forum sponsored by IHS-International, the John M. Olin Institute for Strategic Studies at Harvard University, and the Party School of the Central Committee of the People's Republic of China. Charlottesville: IHS-International (2000).
- Reckmeyer, William J.**; Blitz, Larry A.; and Schmoll, Stephen M. *Silicon Valley Long Term Care Project – Planning Phase: Year 1 Report*. San José: Council on Aging of Silicon Valley (2000).
- Reckmeyer, William J.** and Blitz, Larry A. *Senior Needs and Services in Affordable Housing: A Planning Framework for Santa Clara County*. San José: Santa Clara County Public Health (1999).
- Reckmeyer, William J.** *Revitalizing America as a Trading Nation: A DOD Program on Information Systems for the 21st Century*. Reston: Inter-National Research Institute (1998).
- Reckmeyer, William J.** and Blitz, Larry A. *Geriatric Health Care: Framing the Issues for Santa Clara County, 1998-2025*. San José: Santa Clara Valley Health and Hospital System (1998).
- Reckmeyer, William J.** *Strategic Planning – Five-Year Report*. Saratoga: West Valley-Mission Community College District (1998).
- Reckmeyer, William J.** *Strategic Planning – Annual Report*. Gilroy: Gavilan College (1997).
- Reckmeyer, William J.** *Strategic Planning – Annual Report*. Saratoga: West Valley-Mission Community College District (1997).
- Reckmeyer, William J.** *Leadership Development Programs: A Benchmarking Report and Recommendations for Programmatic Change*. Stanford: American Leadership Forum (1995).
- Reckmeyer, William J.**, ed. *Leadership Readings: 1994-1995*. Stanford: American Leadership Forum (1994).
- Reckmeyer, William J.** *Revitalizing America: Developing a Coherent National Strategy for the 21st Century*. Reston: Inter-National Research Institute (1993).
- Reckmeyer, William J.**, ed. *Leadership Readings: 1993-1994*. Stanford: American Leadership Forum (1993).
- Reckmeyer, William J.** *Trade – The Strategic Framework for US Maritime Programming in the 21st Century*. Reston: Inter-National Research Institute (1992).
- Reckmeyer, William J.** "Managing Complexity in the Systems Age: A Renaissance Systems Perspective." In *A Science of Goal Formulation: American and Soviet Discussions of Cybernetics and Systems Theory*, pp. 177-194. Edited by Stuart A. Umpleby and Vadim N. Sadovsky. New York: Hemisphere (1991).
- Bonk, Kathy and **Reckmeyer, William J.** *KNFP-IX: Reflections and Anticipations*. Video. Battle Creek: W. K. Kellogg Foundation (1991).
- Reckmeyer, William J.** "Paradigms and Progress: Integrating Knowledge and Education for the Twenty-First Century." In *Rethinking the Curriculum*, pp. 53-64. Edited by Mary E. Clark and Sandra A. Wawrytko. Westport: Greenwood Press (1990).
- Reckmeyer, William J.** *Strategic Issues Management: A Renaissance Systems Perspective*. Menlo Park: Electric Power Research Institute (1989).
- Reckmeyer, William J.**, ed. *General Systems Yearbook*. Vol. XXXI. Los Angeles: ISSS Press (1989).



- Reckmeyer, William J.** "The Current Nature and Scope of General Systems Education." In *Systems Education: Perspectives, Programs, and Methods*, pp. 75-80. Edited by Bela H. Banathy. Seaside: Intersystems (1983).
- Reckmeyer, William J.** "Organizational Health in the Systems Age: A Renaissance Systems Perspective." In *Cybernetics and Systems*, pp: 149-156. Edited by Robert Trappl. Boston: Reidel (1986).
- Reckmeyer, William J.** *The Emerging Systems Paradigm: An Historical Perspective*. Ann Arbor: University Microfilms (1982).
- Reckmeyer, William J.**, ed. *General Systems Research and Design: Precursors and Futures*. Louisville: Society for General Systems Research (1981).
- Reckmeyer, William J.** "Systems Research Movement: Characteristics, Accomplishments, and Current Developments." *General Systems Bulletin* 9 (1979): 1-31.
- Reckmeyer, William J.** *Major Resources in General Systems Research*. Newark: Electronic Information Exchange System (1979).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Successful Major Acquisition Program Lessons Learned*. McLean: Inter-National Research Institute (1977).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Translation of Mission Requirements into Effective and Economic Naval Airborne Weapon Systems*. McLean: Inter-National Research Institute (1977).
- Reckmeyer, William J.** "General Systems Theorizing and the Social Sciences: The Conduct of Inquiry." In *General Systems Theorizing: An Assessment and Prospects for the Future*, pp. 64-68. Edited by Jay D. White. Washington: Society for General Systems Research (1976).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Rationale for Non-Supervisory Contracting Officers in NAVAIR/SYSCOM*. McLean: Inter-National Research Institute (1976).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Emerging Trends in Warship Acquisition*. McLean: Inter-National Research Institute (1976).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Operational Logistic Support Analysis*. McLean: Inter-National Research Institute (1975).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *C-4 Missile Program Support*. McLean: Inter-National Research Institute (1975).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Cruise Missile Program Planning*. McLean: Inter-National Research Institute (1974).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *NAVAIR NACF (VFAX) Acquisition Strategy*. McLean: Inter-National Research Institute (1974).
- Houston, Robert; Abernethy, John; and **Reckmeyer, William J.** *Alternative Projections of US-UK Defense 1975-1980*. McLean: Inter-National Research Institute (1973).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *CNM Program Management and Prediction Tool*. McLean: Inter-National Research Institute (1972).
- INRI Project Leader; **Reckmeyer, William J.**; et al. *Weapon System Acquisition Change Predictions*. McLean: Inter-National Research Institute (1972).

## PROFESSIONAL CONFERENCES

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**Summit Team.** *Global Summit on Food Security and Social Justice* – Kellogg Fellows Leadership Alliance (Atlanta, 12/18).

**Summit Chair.** *Global Summit on Leadership & Action.* Kellogg Fellows Leadership Alliance (Denver, 10/16).

**Faculty Chair.** Faculty Seminar on “Education for Global Citizenship – What, Why, and How?” Salzburg Global Seminar, *International Study Program #71* (Salzburg, 7/15).

**Faculty Chair.** Faculty Seminar on “Education for Global Citizenship – What, Why, and How?” Salzburg Global Seminar, *International Study Program #70* (Salzburg, 7/15).

**Faculty Chair.** Faculty Seminar on “Education for Global Citizenship – What, Why, and How?” Salzburg Global Seminar, *International Study Program #65* (Salzburg, 7/14).

**Faculty Chair.** Faculty Seminar on “Education for Global Citizenship – What, Why, and How?” Salzburg Global Seminar, *International Study Program #64* (Salzburg, 7/14).

**Faculty Chair.** Faculty Seminar on “Education for Global Citizenship – What, Why, How?” Salzburg Global Seminar, *International Study Program #59* (Salzburg, 7/13).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #54* (Salzburg, 7/12).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #48* (Salzburg, 7/11).

**Symposium Chair.** *Salzburg Global Fellows Symposium on Global Citizenship and the International Rule of Law.* Salzburg Global Seminar & SJSU Salzburg Program (San José, 4/11).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #41* (Salzburg, 7/10).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #35* (Salzburg, 7/09).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #34* (Salzburg, 7/09).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #28* (Salzburg, 7/08).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #27* (Salzburg, 7/08).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #21* (Salzburg, 7/07).

**Faculty Chair.** Faculty Seminar on “Colleges and Universities as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #20* (Salzburg, 7/07).

**Faculty Chair.** Faculty Seminar on “Community Colleges as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #15* (Salzburg, 7/06).

**Faculty Chair.** Faculty Seminar on “Community Colleges as Sites of Global Citizenship.” Salzburg Global Seminar, *International Study Program #14* (Salzburg, 7/06).

- Symposium Chair.** "Social Systems." American Society for Cybernetics, *2005 Annual Conference* (Washington, 10/05).
- Faculty Chair.** Faculty Seminar on "Community Colleges as Sites of Global Citizenship." Salzburg Global Seminar, *International Study Program #9* (Salzburg, 7/05).
- Faculty Chair.** Faculty Seminar on "Global Citizenship – America and the World." Salzburg Global Seminar, *International Study Program #3* (Salzburg, 7/04).
- Conference Co-Chair.** Tri-University Conference, *Saving Our Valley: A Search for Regional Solutions to Problems of Growth in Santa Clara Valley* (Stanford, 7/89).
- Conference Co-Chair.** Tri-University Conference, *Saving Our Valley: A Search for Regional Solutions to Problems of Growth in Santa Clara Valley* (Santa Clara, 7/87).
- Seminar Chair.** "Issues Management in the Systems Age." Issues Network of California, *1987 Special Seminar* (San Jose, 7/87).
- Panel Chair.** "San Jose State University Panel on Transportation in the Santa Clara Valley: Problem Solving vs Mess Management." Tri-University Conference, *Saving Our Valley: A Search for Regional Solutions to Problems of Growth in Santa Clara Valley* (Santa Clara, 7/86).
- Symposium Chair.** "Interactive Symposium on Systems Science and the Global Problematique." Society for General Systems Research, *1986 Annual Meeting* (Philadelphia, 5/86).
- Symposium Chair.** "Networking for Systems Education: The Global Consortium of Systems Science Education Programs." Society for General Systems Research, *1986 Annual Meeting* (Philadelphia, 5/86).
- Symposium Chair.** "Issues Management in the Systems Age." American Society for Cybernetics, *1986 Annual Conference* (Virginia Beach, 4/86).
- Workshop Chair.** "Global Consortium of Systems Science Education Programs." American Society for Cybernetics, *1986 Annual Conference* (Virginia Beach, 4/86).
- Conference Chair.** *1<sup>st</sup> Global Conference on Systems Education.* American Society for Cybernetics, Society for General Systems Research, International Federation for Systems Research (Long Beach, 10/85).
- Plenary Chair.** "Our Emerging Systems Age: The United Nations, The Bomb, and the Computer." Society for General Systems Research, *1985 Annual Meeting* (Los Angeles, 5/85).
- Session Chair.** "Systems Philosophy." Society for General Systems Research, *1985 Annual Meeting* (Los Angeles, 5/85).
- Plenary Chair.** "War and Peace in the Systems Age." American Society for Cybernetics, *1984 Annual Conference* (Philadelphia, 11/84).
- Conference Chair.** "Cybernetics & Education." American Society for Cybernetics, *ASC Pescadero Pow-Wow* (Pescadero, 8/84).
- Symposium Chair.** "Global Security: War and Peace in the Systems Age – A Dialogue between Academics and Practitioners," sponsored by the American Society for Cybernetics. Society for General Systems Research, *1984 Annual Meeting* (New York, 5/84).

- Symposium Chair.** "Society and Education in the Systems Age" sponsored by the American Society for Cybernetics in Memory of Alfred Kuhn. Association for Integrative Studies and the Association for General and Liberal Studies, *Joint National Conference on Higher Education and the Citizenry: Reciprocal Responsibilities* (San Francisco, 3/84).
- Symposium Chair.** "Systems Research for History and Economics." sponsored by the American Society for Cybernetics and the Society for General Systems Research. American Historical Association, *1983 Annual Meeting* (San Francisco, 12/83).
- Conference Chair.** *Societal Transformations in the Systems Age: A Platform for Change.* American Society for Cybernetics, *20th Anniversary Conference* (Los Altos Hills, 10/83).
- Plenary Chair.** "Critical Issues of Life in the Systems Age." American Society for Cybernetics, *20th Anniversary Conference* (Los Altos, 11/83).
- Plenary Chair.** "10th Annual Ludwig von Bertalanffy Memorial Address." Society for General Systems Research, *1983 Annual Meeting* (Detroit, 1/83).
- Symposium Chair.** "Organizational Viability in the Systems Age" sponsored by the American Society for Cybernetics. Society for General Systems Research, *1983 Annual Meeting* (Detroit, 1/83).
- Plenary Chair.** "Global Problems and Systems Education." Society for General Systems Research, *1983 Annual Meeting* (Detroit, 1/83).
- Symposium Chair.** "Fishing in Academe: Systemic Systems Education." American Society for Cybernetics, *1982 Annual Meeting* (Columbus, 10/82).
- Workshop Chair.** "Systems Education: Institutional Issues." American Society for Cybernetics, *1982 Annual Meeting* (Columbus, 10/82).
- Conference Chair.** *Cybernetics & Systems.* American Society for Cybernetics, *Pescadero Pow-Wow* (Pescadero, 8/82).
- Workshop Chair.** "Systems Education: Pedagogical Issues." Society for General Systems Research, *1982 Annual Meeting* (Washington, 1/82).
- Symposium Chair.** "Systems Education: Curricular Issues." American Society for Cybernetics, *1981 Annual Conference* (Washington, 10/81).
- Symposium Chair.** "Frontiers of General Systems and Cybernetics Research." Jointly sponsored by the American Society for Cybernetics and the Society for General Systems Research at the American Association for the Advancement of Science, *1981 Annual Meeting* (Toronto, 1/81).
- Conference Chair.** *General Systems Research and Design: Precursors and Futures.* Society for General Systems Research, *25th Anniversary Meeting* (Toronto, 1/81).
- Symposium Chair.** "Systems Education and Societal Systems Design." Society for General Systems Research, *25th Anniversary Meeting* (Toronto, 1/81).
- Session Chair.** "General Systems Evolution." Society for General Systems Research, *25th Anniversary Meeting* (Toronto, 1/81).
- Session Chair.** "Living Systems." Society for General Systems Research, *1980 Annual Meeting* (San Francisco, 1/80).
- Session Chair.** "Systems Education." Society for General Systems Research, *1980 Annual Meeting* (San Francisco, 1/80).

**Workshop Chair.** “Social Systems Design.” Society for General Systems Research, *1980 Annual Meeting* (San Francisco, 1/80).

**Session Chair.** “General Systems Theorizing and the Social Sciences.” Society for General Systems Research, *1976 Annual Conference* (Boston, 1/76)

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## PROFESSIONAL PRESENTATIONS

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**Plenary Address.** “Homo Cyberneticus: Managing the Anthropocene.” San José State University, *Humanities Honors Program* (San José, 3/21).

**Plenary Address.** “Homo Cyberneticus: Creating the Anthropocene.” San José State University, *Humanities Honors Program* (San José, 10/20).

**Plenary Address.** “Global Citizenship: Living and Working in the Anthropocene.” San José State University, *Sbona Honors Program* (San José, 4/20).

**Plenary Address.** “Global Citizenship: Business and Security in a Complex Global World.” San José State University, *Sbona Honors Program* (San José, 3/19).

**Norbert Wiener Gold Medal Address.** “Reflections on Cybernetic Praxis: Systemic Actions to Address Complex Challenges.” American Society for Cybernetics, *2016 Annual Conference* (Olympia, 6/16).

**Keynote Address.** “ARETE: The Quest for Excellence in a Global World.” Phi Kappa Phi National Honor Society, *2016 Annual Initiation*. San José (USA), 4/16.

**Plenary Address.** “Global Citizenship. A Strategic Overview.” Salzburg Global Seminar, *Global Citizenship Program #71* (Salzburg, 7/15).

**Plenary Address.** “Global Citizenship. A Strategic Future.” Salzburg Global Seminar, *Global Citizenship Program #71* (Salzburg, 7/15).

**Plenary Address.** “Global Citizenship. A Strategic Overview.” Salzburg Global Seminar, *Global Citizenship Program #70* (Salzburg, 7/15).

**Plenary Address.** “Global Citizenship. A Strategic Future.” Salzburg Global Seminar, *Global Citizenship Program #70* (Salzburg, 7/15).

**Past President Keynote Address.** “Reflections on Constructing a Reality – The American Society for Cybernetics in the 1980s.” American Society for Cybernetics, *50<sup>th</sup> Anniversary Conference* (Washington, 8/14).

**Plenary Address.** “Global Citizenship. Changing Realities – Changing Rules.” Salzburg Global Seminar, *Global Citizenship Program #65* (Salzburg, 7/14).

**Plenary Address.** “Global Citizenship. Changing Realities – Changing Rules.” Salzburg Global Seminar, *Global Citizenship Program #64* (Salzburg, 7/14).

**Plenary Address.** “Global Citizenship. Changing Realities – Changing Rules.” Salzburg Global Seminar, *Global Citizenship Program #59* (Salzburg, 7/13).

**Plenary Address.** “Global Citizenship. Innovative Education.” Salzburg Global Seminar, *Global Citizenship Program #54* (Salzburg, 7/12).

**Plenary Address.** “Global Citizenship. Critical Features.” Salzburg Global Seminar, *Global Citizenship Program #54* (Salzburg, 7/12).

**Seminar Session.** “Facilitative Leadership: Expanding the Boundaries.” California Agricultural Leadership Program, *Class 42 Seminar* (Pomona, 6/12).

**Seminar Session.** “Leading Systemic Change: Finding Common Ground.” California Agricultural Leadership Program, *Class 41 Seminar* (Pomona, 6/12).

**Keynote Address.** “Global Citizenship and International Media in a Complex World.” *Opening of the Mitchell Center for International Communications and Media*, California State University-Fullerton (Fullerton, 9/11).

**Plenary Address.** “Global Citizenship for a Complex World.” Salzburg Global Seminar, *International Study Program in Global Citizenship #48* (Salzburg, 7/11).

**Seminar Session.** “Systemic Leadership: Enhancing Our Common Voice.” California Agricultural Leadership Program, *Class 41 Seminar* (Pomona, 6/12).

**Seminar Session.** “Leading Systemic Change: Expanding the Boundaries.” California Agricultural Leadership Program, *Class 40 Seminar* (Pomona, 6/11).

**Seminar Session.** “Systemic Leadership: Global Challenges.” California Agricultural Leadership Program, *Class 41 Seminar* (Davis, 1/12).

**Keynote Address.** “US National Strategy in a Hyper-Complex World.” Quest Club, *Annual Awards Convocation* (Bakersfield, 5/11).

**Plenary Address.** “Global Citizenship for a Global World.” Salzburg Global Seminar & SJSU Salzburg Program, *Salzburg Global Fellows Symposium on Global Citizenship and the International Rule of Law*. San José (USA), 4/11.

**Plenary Address.** “Salzburg Global Seminar. The International Study Program on Global Citizenship.” Kellogg Fellows Leadership Alliance, *Global Forum on Leadership for Civic Engagement* (Washington, 3/11).

**Seminar Session.** “Systemic Leadership: National Challenges.” California Agricultural Leadership Program, *Class 41 Seminar* (Fresno, 3/11).

**Keynote Address.** “Global Citizenship @ SJSU.” *Capital Campaign Regional Reception*, San José State University (Phoenix, 3/11).

**Seminar Session.** “Systemic Leadership: Global Challenges.” California Agricultural Leadership Program, *Class 40 Seminar* (Davis, 1/11).

**Seminar Session.** “Systemic Leadership: Strategic Collaboration & Change.” California Agricultural Leadership Program, *Class 41 Seminar* (San Luis Obispo, 12/10).

**Plenary Address.** “Global Citizenship for an Interdependent World.” Salzburg Global Seminar, *International Study Program in Global Citizenship #41* (Salzburg, 7/10).

**Seminar Session.** “Systemic Leadership: Global Strategies.” California Agricultural Leadership Program, *Class 39 Seminar* (Pomona, 6/10).

**Commencement Address.** “Global Citizenship – Changing the World, One Student at a Time.” San José State University, *Global Studies Program Convocation* (San José, 5/10).

**Outstanding Professor Keynote Address.** “Excellence – Leadership – Community – Passion.” San José State University, *SJSU Honors Convocation* (San José, 4/10).

**Seminar Session.** “Global Leadership: National Challenges.” California Agricultural Leadership Program, *Class 40 Seminar* (Fresno, 3/10).

**Seminar Session.** “Global Leadership: National Strategies Project.” California Agricultural Leadership Program, *Class 39 Seminar* (Davis, 1/10).

**Seminar Session.** “Strategic Collaboration & Change.” California Agricultural Leadership Program, *Class 40 Seminar* (San Luis Obispo, 12/09).

**Symposium Address.** “Systems of Systems – Back to Basics.” Stanford University, *Center for International Security and Cooperation Symposium* (Stanford, 12/09).

**Plenary Address.** “Educating Global Citizens for Success in a Turbulent World.” Association of Community College Trustees, *40th Annual Leadership Congress* (San Francisco, 10/09).

**Plenary Address.** “Systemic Global Paradoxes: The Challenges Shaping Global Citizenship in the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #35* (Salzburg, 7/09).

**Plenary Address.** “Going Global – Going Green. Developing Global Citizenship for a Sustainable World.” Salzburg Global Seminar, *International Study Program in Global Citizenship #34* (Salzburg, 7/09).

**Seminar Session.** “Global Leadership: National Strategies.” California Agricultural Leadership Program, *Class 39 Seminar* (Pomona, 6/09).

**Seminar Session.** “Systemic Leadership: Global Strategies.” California Agricultural Leadership Program, *Class 38 Seminar* (Pomona, 6/09).

**Keynote Address.** “Leadership: A Strategic Asset.” California Agricultural Leadership Program, *Alumni Conference Seminar* (Pomona, 6/09).

**Seminar Session.** “Global Leadership: National Challenges.” California Agricultural Leadership Program, *Class 39 Seminar* (Fresno, 3/09).

**Seminar Session.** “Systemic Leadership: Global Challenges.” California Agricultural Leadership Program, *Class 38 Seminar* (Davis, 1/09).

**Seminar Session.** “Strategic Collaboration & Change.” California Agricultural Leadership Program, *Class 39 Seminar* (San Luis Obispo, 12/08).

**Plenary Address.** “Global Citizenship for a Global World.” Salzburg Global Seminar, *International Study Program in Global Citizenship #28* (Salzburg, 7/08).

**Plenary Address.** “Global Citizenship for a Global World.” Salzburg Global Seminar, *International Study Program in Global Citizenship #27* (Salzburg, 7/08).

**Seminar Session.** “Systemic Leadership: Facilitating Change.” California Agricultural Leadership Program, *Class 38 Seminar* (Pomona, 6/08).

**Seminar Session.** “Systemic Leadership: Global Citizenship.” California Agricultural Leadership Program, *Class 37 Seminar* (Pomona, 6/08).

**Keynote Address.** “Farm to Fork Network.” California Agricultural Leadership Program, *2008 Annual Alumni Conference* (Fresno, 2/08).

**Seminar Session.** “Systemic Leadership: National Issues in a Global World.” California Agricultural Leadership Program, *Class 38 Seminar* (Monterey, 2/08).

**Keynote Address.** “Global Citizenship.” Soka Gakkai International, *Day of Peace* (San José, 2/08).

**Seminar Session.** “Systemic Leadership: Facilitating Change.” California Agricultural Leadership Program, *Class 37 Seminar* (Davis, 1/08).

**Seminar Session.** “Agriculture: A Climate of Change.” California Agricultural Leadership Program, *Class 38 Seminar* (San Luis Obispo, 12/07).

**Seminar Session.** “Systemic Leadership: An Introduction.” California Agricultural Leadership Program, *Class 37 Seminar* (Petaluma, 11/07).

**Plenary Address.** “Developing Global Citizenship: Leadership for the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #21* (Salzburg, 7/07).

**Plenary Address.** “Developing Global Citizenship: Leadership for the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #20* (Salzburg, 7/07).

**Seminar Session.** “Systemic Leadership: Facilitative Meetings.” California Agricultural Leadership Program, *Class 37 Seminar* (Pomona, 6/07).

**Seminar Session.** “Systemic Leadership: Personal & Social Change Agents.” California Agricultural Leadership Program, *Class 36 Seminar* (Pomona, 6/07).

**Board Briefing.** “Two-Year Program: Curriculum Pre-Assessment.” California Agricultural Leadership Foundation, *Board of Directors Meeting* (Sacramento, 4/07).

**Seminar Session.** “Systemic Leadership: National Issues in a Global Context.” California Agricultural Leadership Program, *Class 37 Seminar* (Monterey, 3/07).

**Seminar Session.** “Systemic Leadership: Facilitative Change Management.” California Agricultural Leadership Program, *Class 37 Seminar* (Davis, 1/07).

**Keynote Address.** “Public Leadership in the 21st Century: Systemic Approaches for Strategic Change.” California Department of Pesticide Regulation, *Annual Conference* (Asilomar, 12/06).

**Seminar Session.** “Systemic Leadership: Personal & Social Responsibility.” California Agricultural Leadership Program, *Class 36 Seminar* (San Luis Obispo, 12/06).

**Expert Testimony.** “Agriculture as a Strategic National Asset: Where Do We Stand in 2006?” California State Board of Food and Agriculture, *Public Session* (Sacramento, 10/06).

**Plenary Address.** “Developing Global Citizenship: Leadership for the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #15* (Salzburg, 7/06).

**Plenary Address.** “Developing Global Citizenship: Leadership for the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #14* (Salzburg, 7/06).

**Seminar Session.** “Systemic Leadership: Facilitative Meetings & Tools.” California Agricultural Leadership Program, *Class 36 Seminar* (Pomona, 6/06).

**Seminar Session.** “Systemic Leadership: Personal & Social Change Agents.” California Agricultural Leadership Program, *Class 35 Seminar* (Pomona, 6/06).

**Keynote Address.** “A System of Systems Approach to Complex Issues in DoD: From SoS to SoS Engineering.” IEEE Systems of Systems Engineering Society, *1st Annual Conference* (Los Angeles, 4/06).



**Keynote Address.** “Liberty, Prosperity, and Security: Developing an Integrated US National Strategy for the 21st Century.” California Agricultural Leadership Foundation, *Annual Alumni Conference* (Fresno, 4/06).

**Keynote Address.** “US National Strategy in the 21st Century: A Systems of Systems Perspective.” United States Transportation Command, *Distinguished Annual Speaker Series* (Scott Air Force Base, 3/06).

**Seminar Session.** “Systemic Leadership: National Issues in a Global Context.” California Agricultural Leadership Program, *Class 36 Seminar* (Fresno, 3/06).

**Seminar Session.** “Systemic Leadership: National Issues in a Global Context.” California Agricultural Leadership Program, *Class 35 Seminar* (Davis, 2/06).

**Seminar Session.** “Systemic Leadership: Personal & Social Responsibility.” California Agricultural Leadership Program, *Class 36 Seminar* (San Luis Obispo, 12/05).

**Keynote Address.** “Systems of Systems: A Selected Annotated Bibliography.” Systems of Systems Center of Excellence, *DoD Senior Executive Briefing* (Johnstown, 11/05).

**Plenary Address.** “The Nature and Uses of Systems of Systems Approaches in Public Policy-Making and Program Management.” American Society for Cybernetics, *2005 Annual Conference* (Washington, 10/05).

**Plenary Address.** “Global Citizenship: Globalizing Higher Educational Institutions.” Salzburg Global Seminar, *International Study Program in Global Citizenship #6* (Salzburg, 7/05).

**Keynote Address.** “Systems of Systems Approaches in the US Department of Defense.” Systems of Systems Center of Excellence, *1st Annual SoS Engineering Conference* (Johnstown, 7/05).

**Seminar Session.** “Facilitative Change Management.” California Agricultural Leadership Program, *Class 35 Seminar* (Pomona, 6/05).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 34 Seminar* (Pomona, 6/05).

**Keynote Address.** “Systems of Systems: Core Science and Practices.” Systems of Systems Center of Excellence, *DoD Senior Executive Briefing* (Johnstown, 4/05).

**Keynote Address.** “Systems of Systems Engineering in the US Department of Defense: An Historical Perspective.” Systems of Systems Center of Excellence, *DoD Senior Executive Briefing* (Johnstown, 3/05).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 35 Seminar* (Fresno, 3/05).

**Plenary Address.** “Liberty, Prosperity, and Security: US National Strategy in an Age of Globalization and Mega-Terrorism.” Kellogg Fellows Leadership Alliance, *Global Leadership Forum '05* (Guadalajara, 2/05).

**Keynote Address.** “Developing A Coherent Systems-of-Systems Approach for NASA Space Exploration.” NASA Exploration Systems Mission Directorate, *Benchmarking Workshop* (Pasadena, 12/04).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 35 Seminar* (San Luis Obispo, 12/04).

**Keynote Address.** “Systems of Systems Engineering in the US Department of Defense: Systems of Systems Fundamentals.” Systems of Systems Center of Excellence, *DoD Senior Executive Briefing* (Johnstown, 11/04).

**Keynote Address.** “Systems of Systems: Towards a Coherent Methodological Framework for Systems of Systems Engineering.” Systems of Systems Center of Excellence, *DoD Senior Executive Briefing* (Johnstown, 11/04).

**Plenary Address.** “Developing Global Citizenship: Leadership for the 21st Century.” Salzburg Global Seminar, *International Study Program in Global Citizenship #3* (Salzburg, 7/04).

**Seminar Session.** “Facilitative Change Management.” California Agricultural Leadership Program, *Class 34 Seminar* (Pomona, 6/04).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 33 Seminar* (Pomona, 6/04).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 34 Seminar* (Fresno, 3/04).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 34 Seminar* (San Luis Obispo, 12/03).

**Seminar Session.** “Facilitative Change Management.” California Agricultural Leadership Program, *Class 33 Seminar* (Pomona, 6/03).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 32 Seminar* (Pomona, 6/03).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 33 Seminar* (Fresno, 3/03).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 33 Seminar* (San Luis Obispo, 12/02).

**Seminar Session.** “Facilitative Change Management.” California Agricultural Leadership Program, *Class 32 Seminar* (Pomona, 6/02).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 31 Seminar* (Pomona, 6/02).

**Plenary Address.** “Leadership Reconsidered: Engaging Higher Education in the Public Good.” W. K. Kellogg Foundation, *Kellogg National Forum on Higher Education for the Public Good* (Ann Arbor, 5/02).

**Plenary Address.** “Leadership Reconsidered: Engaging Higher Education in Social Change.” W. K. Kellogg Foundation, *Kellogg National Forum on Higher Education for the Public Good* (Oxnard, 5/02).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 32 Seminar* (Fresno, 3/02).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 32 Seminar* (San Luis Obispo, 12/01).

**Seminar Session.** “Facilitative Change Management.” California Agricultural Leadership Program, *Class 31 Seminar* (Pomona, 6/01).

**Seminar Session.** “Systemic Leadership.” California Agricultural Leadership Program, *Class 30 Seminar* (Pomona, 6/01).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 31 Seminar* (Fresno, 3/01).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 31 Seminar* (San Luis Obispo, 12/00).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 30 Seminar* (Pomona, 6/00).

**Seminar Session.** “Systemic Leadership.” California Agricultural Leadership Program, *Class 29 Seminar* (Pomona, 6/00).

**Seminar Session.** “Facilitative Meetings.” California Agricultural Leadership Program, *Class 30 Seminar* (Fresno, 3/00).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 30 Seminar* (San Luis Obispo, 12/99).

**Plenary Address.** “Leading Change in the New Millennium: A Call to Systemic Action.” W. K. Kellogg Foundation, *National Leadership Forum* (Washington, 11/99).

**Seminar Session.** “Systemic Leadership for K-12 Education.” Harvard University. Graduate School of Education, *Harvard Institute for School Leadership* (Cambridge, 7/99).

**Seminar Session.** “Facilitative Leadership.” California Agricultural Leadership Program, *Class 28 Seminar* (Pomona, 6/99).

**Keynote Address.** “US-China Relations: Building Systemic Change – A US View.” Special Forum sponsored by IHS-International, John M. Olin Institute for Strategic Studies at Harvard University, and Party School of the Central Committee of the People’s Republic of China (Cambridge, 5/99).

**Keynote Address.** “Systemic Leadership Development.” US Department of Veterans Affairs, *Strategic Leadership Symposium* (Washington, 9/98).

**Seminar Session.** “Systemic Leadership for K-12 Education.” Harvard University. Graduate School of Education, *Harvard Institute for School Leadership* (Cambridge, 7/98).

**Seminar Session.** “Leading Systemic Change.” California Agricultural Leadership Program, *Class 28 Seminar* (Fresno, 3/98).

**Keynote Address.** “Leading Systemic Change.” US Department of Veterans Affairs, *Strategic Leadership Symposium* (Washington, 3/98).

**Strategic Briefing.** “Higher Education Programming: A Strategic Review.” W. K. Kellogg Foundation, *Senior Officers Briefing* (Battle Creek, 11/97).

**Plenary Address.** “Developing Systemic Leadership.” W. K. Kellogg Foundation, *Mid-South Kellogg Fellows Meeting* (New Orleans, 11/97).

**Seminar Session.** “Systemic Leadership for K-12 Education.” Harvard University. Graduate School of Education, *Harvard Institute for School Leadership* (Cambridge, 7/97).

**Plenary Address.** “Food Systems Leadership Initiative: Systemic Implications.” W. K. Kellogg Foundation, *Food Systems Leadership Initiative* (Battle Creek, 12/95).

**Seminar Session.** "Leading Systemic Change in K-12 Education." Harvard University. Graduate School of Education, *Harvard Institute for School Leadership* (Cambridge, 7/96).

**Keynote Address.** "Systemic Strategic Planning: Facilitating Change in Higher Education." University of Aveiro, *Presidential Symposium* (Aveiro, 10/95).

**Seminar Session.** "Systemic Leadership: Facilitating Change in K-12 Education." Harvard University. Graduate School of Education, *Harvard Institute for School Leadership* (Cambridge, 7/95).

**Plenary Address.** "Food Systems & Rural Development: Leading Systemic Change." W. K. Kellogg Foundation, *Food Systems Leadership Initiative* (Battle Creek, 7/95).

**Keynote Address.** "Systemic Leadership and Institutional Transformation in Higher Education." Harvard University. Graduate School of Education, *Programs in Professional Education Alumni Seminar* (Cambridge, 4/95).

**Plenary Address.** "Leadership, Systems, and Organizational Change." W. K. Kellogg Foundation, *Kellogg National Leadership Program* (Santa Cruz, 12/94).

**Plenary Address.** "A Systems Approach to Leadership." W. K. Kellogg Foundation, *Kellogg National Leadership Program* (Atlanta, 9/94).

**Seminar Session.** "Systemic Leadership." Harvard University. Graduate School of Education, *Programs in Professional Education* (Cambridge, 7/94).

**Seminar Session.** "Leading Systemic Change." Harvard University. Graduate School of Education, *Programs in Professional Education* (Cambridge, 7/93).

**Seminar Session.** "Systemic Leadership: Science and Practice." Catalyst Consulting Group, *Leadership Symposium* (Santa Cruz, 5/93).

**Seminar Session.** "Systems, Paradigms, and Organizational Transformation." Catalyst Consulting Group, *Leadership Symposium* (Santa Cruz, 3/92).

**Plenary Address.** "Paradigms and Progress: Integrating Knowledge and Education for the Twenty-First Century." *Special Conference on Rethinking the Curriculum* (San Diego, 3/89).

**Plenary Address.** "System Dynamics in the Academy: Problems and Prospects." System Dynamics Society, *1988 International Conference* (La Jolla, 7/88).

**Session Paper.** "Redesigning Issues Management." International Society for General Systems Research, *1988 Annual Meeting* (St. Louis, 5/88).

**Invited Participant.** "Cybernetics as Applied Epistemology." *Gordon Research Conference on Cybernetics* (Oxnard, 3/88).

**Session Paper.** "Engineering Education for the Systems Age: A Renaissance Cybernetics Perspective." American Society for Engineering Education, *1987 Annual Meeting* (Reno, 10/87).

**Plenary Paper.** "Systems Science Education: Programs, Problems, and Prospects." International Society for General Systems Research, *1987 Western Conference* (Sacramento, 9/87).

**Keynote Address.** "Responsible Decision-Making: Systemic Approaches to Local Policy." Tri-University Conference, *Saving Our Valley: A Search for Regional Solutions to Problems of Growth in Santa Clara Valley* (Santa Clara, 7/87).

**Seminar Paper.** "Issues Management in the Systems Age: Problems and Prospects." Issues Network of California, *1987 Special Seminar* (San Jose, 7/87).

**Session Paper.** "Renaissance Systems Practice." Operational Research Society, *1987 Annual Conference* (London, 3/87).

**Plenary Address.** "Designing Social Systems: An Interactive Systems Approach." American Society for Cybernetics, *1987 European Conference* (St. Gallen, 3/87).

**Keynote Address.** "Life in the 21st Century: Moving Into the Systems Age." Franklin-McKinley School District, *School Board Leadership Symposium* (San José, 2/87).

**Plenary Address.** "Organizational Design: A Cybernetic Systems Approach." American Society for Cybernetics, *1986 Western Conference* (Santa Cruz, 11/86).

**Plenary Address.** "Issues Management in the Systems Age." San José State University, *Silicon Valley Seminar on Post-Strategic Planning Systems* (San José, 10/86).

**Invited Participant.** "The Cybernetics of Cognition." *Gordon Research Conference on Cybernetics* (Wolfeboro, 6/86).

**Session Paper.** "Global Consortium of Systems Science Education Programs." Society for General Systems Research, *1986 Annual Meeting* (Philadelphia, 5/86).

**Presidential Address.** "Character and Competence in the Systems Age." American Society for Cybernetics, *1986 Annual Conference* (Virginia Beach, 4/86).

**Session Paper.** "Global Consortium of Systems Science Education Programs." American Society for Cybernetics, *1986 Annual Conference* (Virginia Beach, 4/86).

**Session Paper.** "Bogdanov and the Development of Modern Systems Research." *III World Congress on Slavic Studies* (Washington, 11/85).

**Keynote Address.** "Systems Management: The Cybernetics of High Performance Teamwork." University of Stockholm & Royal Institute of Technology, *Systems Management Conference* (Stockholm, 11/85).

**Keynote Address.** "Interactive Systems Management: High Performance Teamwork." Varmland Regional Development Foundation, *2<sup>nd</sup> Regional Management Conference* (Karlstad, 11/85).

**Plenary Address.** "The Cybernetic Systems Program at San José State University." University of Karlstad, *Systems Symposium* (Karlstad, 11/85).

**Plenary Paper.** "The Cybernetic Systems Program at San José State University." American Society for Cybernetics, Society for General Systems Research, and International Federation for Systems Research, *1<sup>st</sup> Global Conference on Systems Science Education* (Long Beach, 10/85).

**Plenary Address.** "Historical and Cybernetic Perspectives on National Security." Society for General Systems Research, *1985 Annual Meeting* (Los Angeles, 5/85).

**Session Paper.** "Systems Philosophy & Cybernetics Praxis." Society for General Systems Research, *1985 Annual Meeting* (Los Angeles, 5/85).

**Session Paper.** "A Systems History." Society for General Systems Research, *Special Symposium on Foundations of Cybernetics and Systems Theory in the United States and the Soviet Union* (Los Angeles, 5/85).

**Plenary Address.** "Pragmatic Philosophy in the Systems Age: Batesonian Patterns Which Connect." College of St. Benedict, *The Pattern Which Connects: A Symposium on the Questions of Gregory Bateson* (St. Joseph, 5/85).

**Plenary Address.** "Managing Complexity in the Systems Age: A Renaissance Systems Approach." US National Academy of Sciences and USSR Academy of Sciences, *1st Biennial Meeting of the US/USSR Project on the Foundations of Cybernetics and Systems Theory in the United States and the Soviet Union* (Airlie, 3/85).

**Symposium Address.** "Managing Complexity in the Systems Age: The Cybernetics of Family and Organizational Health." 8th Annual Family Network Symposium, *Families, Organizations, and Larger Systems: A Cybernetic Perspective* (Arlington, 3/85).

**Symposium Paper.** "Building Bridges: Cybernetics and Family Therapy." 8th Annual Family Network Symposium, *Families, Organizations, and Larger Systems: A Cybernetic Perspective* (Arlington, 3/85).

**Keynote Address.** "Management Cybernetics: Theory and Praxis in the Systems Age." University of Stockholm & Royal Institute of Technology, *Systems Management Conference* (Stockholm, 11/84).

**Keynote Address.** "Interactive Systems Management: A Systems Approach." Varmland Regional Development Foundation, *Regional Management Conference* (Karlstad, 11/84).

**Keynote Address.** "Managing Complexity in the Systems Age: Problems and Prospects." University of Karlstad, *Systems Symposium* (Karlstad, 11/84).

**Keynote Address.** "Pragmatic Philosophy: A Renaissance Systems Approach." Swedish Informatics and Systems Science Society, *1984 Annual Conference* (Stockholm, 11/84).

**Plenary Address.** "War and Peace in the Systems Age." American Society for Cybernetics, *1984 Annual Conference* (Philadelphia, 11/84).

**Workshop Tutorial.** "The Cybernetics of Autonomy." American Society for Cybernetics, *1984 Annual Conference* (Philadelphia, 11/84).

**Keynote Address.** "Building in Quality: Organizational Health in the Systems Age." PCFAB Technical Seminar (San Diego, 9/84).

**Invited Participant.** *Cybernetics*. Gordon Research Conference (New Hampton, 6/84).

**Plenary Paper.** "Education for the Systems Age: A Meta-Disciplinary Perspective." George Mason University, *Conference on Non-Traditional and Interdisciplinary Programs* (Fairfax, 6/84).

**Symposium Paper.** "War and Peace in the Systems Age: A Renaissance Systems Approach." Society for General Systems Research, *1984 Annual Meeting* (New York, 5/84).

**Symposium Paper.** "Systems Research for History." American Historical Association, *1983 Annual Meeting* (San Francisco, 12/83).

**Plenary Paper.** "The Emerging Systems Paradigm." American Society for Cybernetics, *20th Anniversary Conference* (Los Altos, 11/83).

**Keynote Address.** "War and Peace in the Systems Age." University of Maine, *Presidential Symposium with Dr. William Reckmeyer* (Orono, 1/83).

**Plenary Paper.** "Organizational Viability in the Systems Age" sponsored by the American Society for Cybernetics. Society for General Systems Research, *1983 Annual Meeting* (Detroit, 1/83).

**Plenary Address.** "Global Problems and Systems Education." Society for General Systems Research, *1983 Annual Meeting* (Detroit, 1/83).

**Session Paper.** "Fishing in Academe: Systemic Systems Education." American Society for Cybernetics, *1982 Annual Meeting* (Columbus, 10/82).

- Keynote Address.** "Supplemental Ways for Improving International Stability." Institute of Electrical and Electronic Engineers, *IEEE Symposium on Large-Scale Systems* (Virginia Beach, 11/82).
- Session Paper.** "Society, Technology, and Education in the Systems Age." American Association of Academic Affairs Administrators, *1982 Annual Meeting* (Fairfax, 1/82).
- Plenary Address.** "Autonomy and Self-Organization." American Society for Cybernetics, *1981 Annual Conference* (Washington, 10/81).
- Plenary Address.** "Autopoiesis and Self-Organization." University of Maine, *Special Symposium with Heinz von Foerster* (Orono, 1/81).
- Plenary Address.** "Management Cybernetics." University of Maine, *Special Symposium with Stafford Beer* (Orono, 1/81).
- Plenary Address.** "Systems Education and Humanity's Quest for Knowledge." Concordia University, *International Conference on Education and Systems Theory* (Montreal, 1/81).
- Plenary Address.** "Critical Features of General Systems and Cybernetics Research." American Association for the Advancement of Science, *1981 Annual Meeting* (Toronto, 1/81).
- Session Paper.** "Major Resources in General Systems Education." Society for General Systems Research, *25th Anniversary Meeting* (Toronto, 1/81).
- Session Paper.** "Systemic Evolution." Society for General Systems Research, *25th Anniversary Meeting* (Toronto, 1/81).
- Plenary Paper.** "A General Systems Perspective on Living Systems." Society for General Systems Research, *1980 Annual Meeting* (San Francisco, 1/80).
- Session Paper.** "The Current Nature and Scope of General Systems Education." Society for General Systems Research, *1980 Annual Meeting* (San Francisco, 1/80).
- Plenary Presentation.** "SGSR Task Force on Systems Research." Society for General Systems Research, *1979 Annual Meeting* (Houston, 1/79).
- Symposium Paper.** "NSF Computer Conference on Systems Research." Society for General Systems Research, *1979 Annual Meeting* (Houston, 1/79).
- Systems Scientist.** *1<sup>st</sup> NSF Computer Conference on Systems & Cybernetics* – National Science Foundation (1977-1981)
- Session Paper.** "General Systems Theorizing and the Social Sciences: The Conduct of Enquiry." Society for General Systems Research, *1976 Annual Meeting* (Boston, 1/76).