

David L. Hawk, Resume

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University-Related Employment

- 1974 – 1975** *Wharton School, University of Pennsylvania, Philadelphia, Pa. Research Associate.*
Conducted various research projects, including socio-technical systems research of a unique paper production facility combining autonomous team management and environmental technology. Supervisor- Professor Eric Trist, Director of MBSC, Wharton School.
- 1975 – 1977** *Stockholm School of Economics, Institute of International Business. Visiting Faculty/ Researcher.*
Taught PhD courses in socio-technical analysis, helped create IIB and designed research into innovative forms of regulating industrial production facilities. Initiated the first Institute of International Business research project. Organized business-government workshops on new approaches to management. Raised endowment funds.
- 1978 – 1981** *Iowa State University, Colleges of Engineering and Design, Assistant Professor/ Coordinator of Graduate Studies in Architecture.*
Worked on designing and establishing a new college for design-related disciplines at Iowa State University, which opened in 1979. Subsequently, taught courses in: design, environmental analysis, methods of inquiry, and socio-technical analysis. Chair of visiting lectures and graduate study programs. Efforts increased graduate applications by ten-fold and increased external research funding to College by 400%.
Worked to establish a new college of business at Iowa State which opened in 1981.
- 1981 – 2010** **WHILE AT NEW JERSEY INSTITUTE OF TECHNOLOGY:**
- 1989 – 1991** Stockholm School of Economics, Institute of International Business, Stockholm, Sweden. Designed and carried out an international Business research program titled “Conditions of Success,” on alternative approaches to business development, which involved the CEOs of 60 international firms. Spent part of the year at Tokyo Metropolitan University and Chalmers University. (On leave from NJIT.)
- 1998 – 1999** Helsinki University of Technology, Espoo, Finland. Helped design and bring on line an Industrial PhD program titled EXIMA. Taught courses, lectured and participated in joint research projects and writing. (On leave from NJIT.)
- 1981 – 1991** New Jersey Institute of Technology, School of Architecture
Professor and administrator.
Designed and initiated two graduate programs and 256 graduate courses in 1985. Graduate director until programs reached 100 students in 1989. Helped initiate and advise undergraduate honors program in architecture. Managed two accreditation visits. Founded and co-directed Building Engineering and Architectural Research Center with a colleague from Mechanical Engineering.

Associate Professor – Sept. 1981. Tenured – July, 1984. Full Professor – July, 1985.
Associate Dean – 1984 -1985.
- 1991 – 2010** Dual Professorships, School of Management and School of Architecture.
Developed international aspects of EMBA and MS Program. Developed and taught off-campus business courses for School of Management. Currently teach international

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business, cross-cultural studies, design innovation, building economy, facility programming and project management.

- 2005 – 2008** Dean – New Jersey Institute of Technology, School of Management. Managed reaccreditation of School. Increased EMBA enrollment by 300%. Attracted several million dollars in endowment funds. Initiated five new degree programs. Hired new faculty from leading universities. Initiated upgrading and reconstruction of facilities.

Research and Teaching Collaboration with International Institutions:

- 2005 – 2010** School of Public Policy, Economics and Management, Tsinghua University, Beijing, China. Working with and developing a joint research program with Professor Yongda Yu, Director. Program covers leadership and innovation issues and how they differ between nations, regions, and industries.
- 1998 – 2004** Department of Industrial Engineering and Management, Helsinki Technical University, Helsinki, Finland.
Visiting professor and guest researcher.
Helped establish an Executive PhD Program at HUT, titled EXIMA. Adviser to TEKES (Finland's national science funding agency) funded Global Project Business Research. Worked with many Finnish researchers and produced joint publications. Offered PhD courses in: Action Research Methods, Demystification of Science, Ambiguity Training, Systems Theories and Change Management. Advised Ph.D. candidates.
- 1994 - 1996** Bell Labs, AT&T Corporation, Murray Hill, New Jersey
Industrial Ecology Research Fellow. Set up an evaluative research project to compare environmental industrial technology between US, European and Asian companies. Results reported in the Economist.
- 1975 – 1996** Institute of International Business at the Stockholm School of Economics, Chalmers Technical University and Tokyo Metropolitan University.
Visiting professor and guest researcher.

Lectured and advised PhD students. Initiated and secured funding for international business project based in Stockholm with CEOs of sixty firms. "Conditions of Success: Globalization of the infrastructure design, production and construction industry."
PI of project that included researchers from: NJIT, Stockholm School of Economics; the Department of Architecture at Chalmers University of Technology; and the School of Engineering at Tokyo Metropolitan University.
In 2007 the model of this project was adopted by the World Economic Forum for their follow-up project on new forms of internationalization.

Employment: Non-University

- 1974 – Present** *Consulting, Public Service, Business and Corporate Advisement*
Corporate research and advising for several organizations which currently includes IBM Global Services in New York, National Academy of Sciences in Washington, D.C., Nokia Corporation of Finland, and as Senior Advisor to China Construction America, Inc. Own an agriculture business in Iowa. We initiate and run experiments with alternative land use and stabilization methods.

Own a corporate rehabilitation center, "Center for Homeless Corporations."

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- 1972 – 1974** *Designer and Corporate Researcher*
Served as a consultant for managing project design and planning and researched for public and private organizations in Philadelphia region including: Temple University, Brown and Goldfarb, W.R. Grace, Inc., and McBirney and Buckley, Economic Associates.
- 1971 – 1972** *Westminster City Council, London, England, Civic Designer and Planning Officer*
Responsible for various urban design and area planning and Economic Redevelopment Projects in Central London including: Piccadilly Circus, Trafalgar Square, Housing.
- 1968 – 1971** *Design engineer for ACCO Loudon's* material handling systems; architectural designer in Darmstadt, Germany; and farm manager in Brighton, Iowa.
- 1966 – 1968** *U.S. Army, Republic of Vietnam.*

Formal Education

- 1979** **University of Pennsylvania, Wharton School of Business, Ph.D.**, Systems Sciences, with concentration in corporate planning. Dissertation: "Regulation of Environmental Deterioration." The importance of Innovative Corporate Planning models for dealing with the systemic. Emphasis on relating joint needs for public/private governance of widespread global economic, environmental and energy concerns.
- 1974** **University of Pennsylvania, Graduate School of Fine Arts, M Arch**; thesis subject: "Urban Design as place and image reorganization."
- 1974** **University of Pennsylvania, Graduate School of Fine Arts, M City Planning**; thesis subject: "An urban communications alternative: Using IT to move ideas instead of mass."
- 1971** **Iowa State University, College of Engineering, B.Arch.** in Engineering; thesis subject. "*More with Less: Infrastructure for resource efficient urban design.*"

Funded Research

- 2001 – 2003 Committee member: National Research Council, National Academy of Sciences, *Committee on Business Strategies for Public Capital Investment*, funded by Congress.
- 2000 – 2001 Co-PI, Lucent Technologies Grant, *Market Initiated Changes in Information Technologies for Mobile Communications*.
- 1998 – 1999 PI, TEKES Global Business Project and EXIMA Industrial PhD Program Grant, *Change Dynamics in International Business Models for Finland*.
- 1995 – 1998 PI, EPA Grant, Atmospheric Pollution Prevention Program - \$950,000. *Energy Star Brand Label Technical Development and Marketing*.
Implementing a non-regulatory means to achieve environmental objectives in the home-building industry. (3rd year funding was not used)
- 1994 – 1996 PI, AT&T and Lucent Technologies - \$100,000. *Industrial Ecology Fellowship with Bell Labs*.
- 1992 – 1994 PI, U.S. Environmental Protection Agency/Integrated Pollution Prevention Initiative - \$100,000. *Potentials in Foreign Models of Corporate Environmental Management*.
Analysis of alternative management approaches in European and Japanese businesses for responding to changing environmental concerns for future products and processes.
- 1990 – 1991 PI, Swedish Council for Building Research - \$50,000. "*Stockholm Construction Symposium.*"
Funding to stage symposium for international design/construction firm executives, and to publicize results of Conditions of Success Project.

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- 1989 – 1991 PI, NCC, SIAB, Swedish Institute of Management, Kajima Foundation and The Institute of International Business – 1.75 million crowns (\$250,000), plus overhead. *"Conditions of Success: Internationalization of the Construction Industry."*- Study of internationalization of the facilities industry. Modeled ways to integrate the local and international levels, while reducing the role of the national level. Project involved CEOs from sixty international firms from seven countries. Ended with the "Stockholm Construction Symposium," held at the Grand Hotel, Stockholm, October 4-5, 1990.
- 1988 – 1992 New Jersey Department of Commerce, Energy and Economic Development *"Energy Savings Demonstration through Industrialization Techniques"*
Study compared labor, capital, material and energy resource use efficiencies of different levels of industrialization in house production. Results were to aid New Jersey.
- 1989 – 1991 New Jersey Department of Community Affairs *"Feasibility of Technical Improvements to Increase Affordable Housing"*
Testing feasibility of innovative means of state and local regulatory requirements set up to encourage industry innovation in methods of house production. Results demonstrate potential in joint government-industry responses to inefficiency problems.
- 1984 – 1986 National Science Foundation *"Building Design, Construction and Economics"*
To formalize an internationally integrated approach to research and teach the economic appreciation by the building industry. Concluding focus was on use environmental economics, titled Second Law Economics, to recast the operations of the future industry. Symposium results included an important critic of the futility of life-cycle costing methods as government would propose them in the future.
- 1982 – 1985 State of New Jersey and New Jersey Institute of Technology *"Materials for Design"*
Project experimenting with relationships between Second Law of Thermodynamics and flow of raw materials through production processes. Emphasis was on resultant product qualities as they would impact their environments over time.
- 1980 – 1981 National Endowment for the Arts *"Regulation of Design/Design of Regulation"*
Project to identify the role of regulation processes in acting as covert building designers. Conclusions suggested need to radically change the regulatory models in current use in order to increase resource-use efficiencies, client satisfaction and product effectiveness.
- 1975 – 1977 Swedish Parliament, and the Institute of International Business *"Consequences of International Regulation of Environmental Deterioration"*
Analysis of means to govern complex environmental problems through non-adversarial, non-legalistic approaches. Involved method based on comparison of industrial production facilities in multiple countries.
- 1974 – 1975 Management and Behavioral Science Center, Wharton School of Finance *"Innovations in Industrial Management Systems,"* with Bill Henderson, Austin, Texas. Analysis of successes and failures in a new plant demonstrating an innovative product, novel production and creative management. Results illustrated that leaders of labor and management were equally threatened by change. Final report remains sealed by Scott Paper Company.
Supervisors: Professors Eric Trist and Russell Ackoff, Wharton School, U. of Pa.

Peer-Reviewed Publications

- 2010 "Energy, Environment, Economics: Worlds apart, or parts of the same world?"
Book chapter in widely reviewed set of papers in a book by Kent Meyers.
- 2010 "Towards an Innovative Process of Networked Development for a New Urban Area,"
Review of Erja Vayrynen's dissertation, in the Finnish "Urban Systems Journal".
- 2006 "Conditions of Success: a platform for international construction development,
Construction Management and Economics Journal, July, 2006, 24, 735 – 742.
- 2005 "Negotiated Order and Network Form Organizations," *Systems Research and Behavioral*

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- Science, Systems Res.* 22, 1-22 (2005), Annaleena Parhankangas, David Ing, David L. Hawk, Gosia Dane and Marianne Kosits.
- 2004 *Investments in Federal Facilities: Asset Management Strategies for the 21st Century*, National Research Council of the National Academies, Washington, D.C., report by the Committee on Public Capital Investment.
- 2003 "From the Exploration of New Possibilities to the Exploitation of Recently Developed Competencies: Evidence from five ventures developing new-to-the-world Technologies," with Annaleena Parhankangas, Proceedings of Symposium on "The Network Structure of Entrepreneurship and Innovation," Lally School of Management, RPI, Troy, New York, October 2-3.
- 2003 "Governance and the Practice of Management in Long-Term Inter-Organizational Relations," Proceedings of the 47th Annual Conference of the International Society for Systems Sciences, Create, 7, 7, 03. pp. 78 – 100. with David Ing and Ian Simmonds.
- 2003 "Mutual Development of Technologies and Governance: Reliance on Systemic Coincidence, Natural Luck or Strategic Planning?" Proceedings of the 47th Annual Conference of the International Society of Systems Sciences, Crete. 7,8, 03, pp. 124 – 140. with Annaleena Parhankangas.
- 2002 "Approaching Cultural Diversity through the Lenses of Systems Thinking and Complexity Theory, 46th Annual Meeting, International Society for Systems Sciences, Shanghai, China. Conference Proceedings, edited by Michael Jackson.
- 2002 "Book Review of Japanese Architecture as a Collaborative Process," written by Dana Buntrock, published in *Construction Management and Economics Journal*, E&F N Spoon: London, England, Sept., 2002.
- 2002 Book chapter: "Towards Collaborative Customer-Supplier Relationships in Global Building Product Businesses," Huovinen, Pekka and Hawk, David, *Information Technology Enabled Global Customer Service*, Tapio Reponen, Editor, New York: Idea Group Publishing.
- 2001 "On the Opening of Society: Towards a More Open and Flexible Education System," *Systems Research and Behavioral Science: Journal of International Systems Sciences*, John Wiley and Sons: West Sussex, UK, Volume 18, Number 4, July-August, 2001, pp. 291-306, with Minna Takala and Yannis Rammos.
- 2001 "The View of Management and Social Sciences on Managing the Impact of Differences in National and Organizational Cultures in Cross-Border Acquisitions," *Proceedings of International Association for Cross-Cultural Psychology*, July 7-11, Winchester, UK. with Satu Teerikangas.
- 2001 "Changelessness, and Other Impediments to Systems Performance & Management," *World Multi-conference on Systems, Cybernetics and Informatics*, Orlando, Florida, pp. 291-300 of proceedings. Done with Annaleena Parhankangas and Taina Ikonen.
- 2001 "Systems Cracks are Where the Light Gets in: Models and Measures of Service in the Benefits of Context," *Systems Science in Service to Humanity, Proceedings of the International Society for the Systems Sciences*, Pacific Grove, Ca., with Annaleena Parhankangas.
- 2001 "Negotiating with our Future Cultures," *Systems Science in Service to Humanity, Proceedings of the International Society for the Systems Sciences*, Pacific Grove, Ca., with Satu Teerikangas.
- 2001 "Transformation of Corporations: Towards Appreciative Service Systems," *Systems Science in Service to Humanity, Proceedings of the International Society for the Systems Sciences* with Minna Takala.
- 2001 "The ABCs of International Service Management in 2001 in Europe and the Global Economy," Proceedings by International Trade and Finance Association Publications, San Diego, Cal., May., 2001. with Annaleena Parhankangas.
- 2001 Book review by David Hawk, "International Management of the Environment by Emmett Lombard," Spring Issue, *International Trade Journal*, Spring, 2001, San Francisco, Ca..
- 2001 Book review by David Hawk, "*Neo-Industrial Organizing: Renewal by Action and*

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- Knowledge Formation in a Project-Intensive Economy,” Ekstedt, et. al., in IEEE Transactions on Engineering Management, Vol. 48, No.1, Feb., 2001, pp. 113 -115.*
- 2001 “Information and Communication Technology Driven Business Transformation – A Call for Research,” *Computers in Industry Journal*, Elsevier Science: Eindhoven, Holland, Keil, T, et. al., Volume 44 (3), pp. 263-282.
- 2000 “From a Corporate Venture to an Independent Company: Implications of Parent Firm-Spin-off Firm Relationships for the Competence Development in Spin-off Units,” *Proceedings of the 2000 European International Business Academy*, Holland. Parhankangas, Annaleena and Hawk, David.
- 2000 “Divergence in a Context of ICT Convergence,” Abstract within *Proceedings of Informs Conference: Institute for Operations Research and the Management of Sciences*, Hawk, David, Takala, M., Chakrabarti, A.
- 2000 “A Question of Context,” *Proceedings of the Helsinki Symposium on Industrial Ecology and Material Flows*, Helsinki, Finland, D. Hawk and H. Siikavirta.
- 2000 “Emergence of a New Industrial Paradigm: ICT Supported Customer Service,” *Proceedings of the IEEE International Engineering Management Society Conference 2000*: Albuquerque, NM, D. Hawk, M. Takala, J. Ranta.
- 2000 “On The Opening of Society: Towards a More Open and Flexible Educational System,” *Proceedings of the World Congress 2000, Understanding Complexity: The Systems Sciences in the New Millennium*, edited by Peter Corning, Institute for the Study of Complex Systems, Palo Alto, CA., M. Takala and D. Hawk, Toronto, Canada.
- 2000 “Fluid Management in an Open Society: On Organizational Forms and Their Ability to Retain Fluids,” *Proceedings of the World Congress 2000, Understanding Complexity: The Systems Sciences in the New Millennium*, edited by P. Corning, Institute for the Study of Complex Systems, Palo Alto, CA., D. Hawk and M. Takala, Toronto, Canada.
- 2000 “From a Culture of Management to Management of Culture,” *Proceedings of 15th IPMA World Congress on Project Management*, D. Hawk, and K. Artto, London, England.
- 2000 “Open Systems Platform for Management Education,” *European Union Workshop and Guidebook on The Content of Management Education*, M. Takala, D. Hawk, E. Eloranta. Paris, France.
- 1999 “Innovation versus Environmental Protection Presumptions,” *Systemic Practice and Action Research Journal*, Vol. 12, No. 4, pp. 355-366, Plenum Publishing. Special journal issue to honor Russell Ackoff’s 80th Birthday.
- 1999 “Factors Impeding Project Management Learning,” *Project Management: International Project Management Journal*. Vol. 5, No. 1. Coauthor Karlos Artto.
- 1999 “Industry Models of Risk Management and Their Future,” *PMI 99: Learning, Knowledge, Wisdom*. Coauthored with Karlos Artto, Helsinki University of Technology. *Proceedings of the Project Management Institute Annual Conference of October 10-12.*
- 1999 “Challenges for R&D During Conditions of Deconstruction and Reconstruction,” Co-authored with Satu Teerikangas, Shell Consulting Corporation of Netherlands. *Strategic Management Society Conference Proceedings*, October 3-6. Berlin, Germany.
- 1999 “A 21st Century Challenge to Corporate Values: From Functional Successes to Context as Everything,” Coauthored with Minna Takala, Helsinki University of Technology. *Proceedings of the 43rd Annual Conference of The International Society for the Systems Sciences*, Asilomar, California, June 27- July 2.
- 1999 “Using Multidisciplinary Education to Cross Organizational Borders – A Finnish Example,” Coauthored with Minna Takala, Helsinki University of Technology. *Proceedings of the 43rd Annual Conference of the International Society for the Systems Sciences*, Asilomar, California, July 27- July 2, 1999.
- 1999 “Risk Management via Reduced Project Turbulence,” *Nordnet 99: International Project Management Conference Proceedings*, Helsinki, Finland.
- 1998 “Business Under Conditions that Discourage Economic Exchange,” in *International Business Strategies and Middle East Regional Cooperation*, 24th Annual Conference of European International Business Association, Jerusalem, Israel, December, 1998.
- 1998 ‘Sustainable Technology as a Revisitation of the Entropy Argument & Related

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- Dreams of Reason," *Proceedings of the 42nd Annual Conference of the International Society of the Systems Sciences*, edited by Janet Allen and Jennifer Wilby, ISBN 0-9664183-0-1, July, 1998, Atlanta, Ga.
- 1998 "Economic Success and the Politics of Measurement in the next Millennium, *The Global Economy at the Turn of the Century*, Meric, Gulser and Susan Nichols, Editors, International Trade and Finance, University of Texas, May, 1998, pp. 31-47.
- 1997 "Change from Within: Gunnar as the Loyal Heretic," *Global Business in the Information Age*, Lead paper in Proceedings of the 23rd Annual European International Business Academy, University of Hohenheim, Stuttgart, Germany, Dec., 1997. (Top paper.)
- 1996 "Relations Between Management and Architecture," *Journal of Architecture and Planning Research*, edition organized by Omer Akin, Carnegie-Mellon University, pp. 10 - 35, Spring.
- 1995 "Non-Traditional Failures from Traditional Measures of Success," *New Challenges for European and International Business*, Proceedings of European International Business Association Annual Meeting, EIBA and Urbino School of Economics, Urbino, Italy.
- 1992 "Building Production in Europe, Japan and the US: A Pattern for Alternative Internationalization?", *International Trade and Finance Association*, Khosrow Fatemi, editor, ITFA: Laredo, Texas.
- 1992 *Forming a New Industry: International Building Production*, Swedish Council for Building Research Publications, Svensk Byggtjanst: Solna, Sweden. ISBN 91-540-5479-6. 100 pp.
- 1991 "International Construction Companies in Europe," *An Enlarged Europe in the Global Economy*, Ed., Harald Vestergaard, Institute of International Economics and Management; Handelshojskolens Forlag Publishers of International Business and Economics: Copenhagen, Denmark. ISBN: 87-17-03620-8.
- 1991 "Pollution as an Indicator of Inefficient Traditions," Technical paper number 91-169.2, in *Bridging to the 21st Century*, Ed., Dave Haseleu, Air & Waste Management Association Publications: Pittsburgh, Pa.
- 1990 "Conditions of Success: International Challenges in Construction," *Proceedings of European International Business Association Annual Meeting*, Helsinki, Finland; European International Business Association Publications.
- 1990 "New Responses in Design Management," *Design Management: A Handbook of Issues and Methods*, Ed., Mark Oakley, Oxford and Cambridge, England: Basil Blackwell Ltd. ISBN: 0-631-15404-3.
- 1989 "Measures of Success in Industrial Architecture and Production", *Industrial Architecture & Engineering Design*, Joen Sachs, Editor, CIB-UIA Publications: Paris, France.
- 1989 "Analytic and Synthetic Aspects of Technology in Architecture," *Proceedings of 1988 ACSA Technology Conference*, Tom Peters, Editor, ACSA Publications: Washington.
- 1988 "Landing the American Eagle," *U.S. - Mexican Economic Relations: Prospects and Problems*, Ed., Khosrow Fatemi, New York, N.Y.: Praeger Publishers and The International Trade Journal. ISBN: 0-275-92955-8.
- 1987 Uncertain Homo Faber: Political Choices in Post - Manufacturing Economies," *North American Economies in the 1990s: Volume II*, Ed., Khosrow Fatemi: International Trade Journal.
- 1987 "The U.S. Energy Myth and It's Probable Consequences," *North American Economies in the 1990s: Volume I*, Ed., Khosrow Fatemi, Laredo, Texas: International Trade Journal.
- 1986 "Setting a Paradigm for Building Economics," *Habitat International*, Oxford, England: Pergamon Press.
- 1986 "Advancing International Economic Exchange Through Improved Building Technology," *Advancing Building Technology: Translating Research Into Practice*, Paris, France: International Council for Building Research Studies and Documentation, CIB.
- 1986 "Improved Building Energy Efficiency Through Integrated Architectural and Engineering Research and Education," *Large Buildings*, American Council for an Energy Efficient Economy Publications: Washington, D.C. With Erv Bales.
- 1986 "Social-Technical-Spatial-Systems," Co-authored with G. Goldman and B. Gami;

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- Proceedings of 1986 Annual Society for General Systems Research*, Ed., John A. Dillon, Jr., Seaside, Ca.: Inter-systems Publications.
- 1985 "Three Experiments for International Management," *Proceedings of the European International Business Association Conference*, Strathclyde Business School, Glasgow, Scotland; EIBA.
- 1985 "Problems in Problem Representation: Potentiality in Virtual Systems," *Systems Inquiring: Volume I, Theory, Philosophy, Methodology*, Ed., Bela Banathy, Seaside, Ca. :Inter-systems Publications.
- 1985 "Building Systems for Mutual Aid: Economics and the Logic of Competition and Cooperation," *Systems Inquiring: Volume II, Applications*, Ed., Bela Banathy, Seaside, Ca.: Inter-systems Publications.
- 1985 "An Examination of Building Regulations," *Proceedings of the International Conference on Building Use and Safety Technology*, Ed., Jake Pauls, Washington, D.C.: National Institute of Building Sciences.
- 1985 "Systems Thinking, Strategic Planning and Architectural Action," *Architecture and the Future*, Washington, D.C.: Collegiate Schools of Architecture Publications.
- 1984 "Cross-Cultural Comparisons in Industrial Research," Co-authored with G. Hedlund and K. Foss, *Proceedings of the European International Business Association*, Rotterdam, Holland: Erasmus University; EIBA.
- 1984 "Architectural Responses to an Age of Information," *Proceedings of Northeastern ACSA Meeting*, Montreal, Canada: McGill University.
- 1984 "Towards a More Robust Planning Model," Co-authored with John Farkas, *Modeling and Simulation: Association for the Advancement of Modeling and Simulation Techniques in Enterprises*; Tassin--La--Demi--Lune, France.
- 1984 "Changing Social, Technical and Spatial Systems of Order Through Changing Conceptions of Space," *Systems Methodologies and Isomorphies*, Ed., August Smith, Seaside, Ca.: Inter-systems Publications.
- 1984 "Architecture of the Arms Race: Scientific Abilities, Political Inability's and Systemic Alternatives," *Systems Applications*, Ed., August Smith, Seaside, Ca.: Inter-systems Publications.==
- 1984 "Global Thinking with Local Meaning: An Application of World Values to Architectural Issues," *Architectural Values and World Issues*, Washington, D.C.: Collegiate Schools of Architecture Publications.
- 1983 "Regulation of Design/Design of Regulation: Integration of Part, Processes in Society," *To Build and Take Care of What We Have Built With Limited Resources*, Paris, France: International Council for Building Research Studies and Documentation, CIB.
- 1983 "On Conditions of Wholes Being Less Than Their Parts: Systems and Ethics," *Relations Between Major World Problems and Systems Learning*, Ed., E. Lasker, Seaside, Ca.: Inter-systems Publications.
- 1982 "Social and Natural Regulation Processes and House Design," *Proceedings of the 26th Annual Meeting of the Society for General Systems Research and the American Association for the Advancement of Science*, Washington, D.C.
- 1976 "Ar de amerikanska 'miljoeffektbeskrivningarna' nagonting for Sverige?" (are American Environmental Impact Statements something for Sweden?) Co-authored with Tom Miller, *Plan*, Oslo, Norway: Plan International Publications.

Other Publications

- 2004 *Relationship Alignment: Reducing Friction, Realizing Value*, IBM Global Services Journal, 65 pages. Co-authored with Marianne Kosits and David Ing. Seven thousand copies distributed to executives of IBM and their global customer network.
- 1996 "Experiences From Around the World," *Federal Policies to Foster Innovation and Improvement in Constructed Facilities, Report Number 129*, National Research Council, National Academy of Engineering, Washington, DC: National Academy Press, Pages 65-79.

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- 1994 "The Global Future of The Construction Industry," Report on Symposium by the CRC, Georgia Institute of Technology, Atlanta, Ga., and Walt Disney Imagineering, Glendale, Ca., published by the CRC.
- 1991 *Report One - Formation of a New Industry: International Building Construction*, Institute of International Business, Stockholm School of Economics, Stockholm, Sweden.
- 1991 *Report Two - An Agenda for the Future: The Stockholm Construction Symposium*, Institute of International Business, Stockholm School of Economics, Stockholm, Sweden.
- 1987 Contributed to: "Materials Research in Light of Architectural and Economic Changes," in the *National Program Plan Building Thermal Envelope*, Eds. Stamper, Kroner, Bales, et. al., Building Thermal Envelope Coordinating Council: Washington, D.C., 1988, Document No. 74/BA/500/5-88.
- 1986 "Background paper on thoughts about the excellence approach," Seminar on Organizational Excellence, Tom Peters Group, Inc., Europe: Results of a meeting held in Tylney Hall, England. Co-authored by Gunnar Hedlund.
- 1986 *Building Economics Research Agenda*, Ed., David L. Hawk, National Science Foundation & National Technical Information Service, Washington, DC, No. Pb87-102406/A15.
- 1983 "Directions in Urban Policy: The Fading Federal Presence," *Technology and Society*, Newark, New Jersey: NJIT.
- 1982 "Materials for Design: Qualitative Phenomena, Economic Dysfunctions and Design," *Report on Building Research Between the U.S. and U.K.*, Ed., John Templer, Georgia Technical University. Report of Symposium held in Reading, England by Science and Engineering Research Council of U.K. and National Science Foundation of U.S., Washington, D.C.: National Technical Institute.
- 1982 "Establishing an Architectural Research Agenda," *Report on Architectural Research Between the U.S. and Sweden*, Ed., Jan Ahlin, Stockholm, Sweden. Report of Symposium held in Stockholm, Sweden: Building Research Council of Sweden and National Science Foundation of U.S.
- 1979 *Regulation of Environmental Deterioration*, Dissertation, Philadelphia, Pa.: Systems Science Publications, Wharton School, University of Pennsylvania.
- 1977 Environmental Protection: Analytic Solutions in Search of Synthetic Problems," Stockholm, Sweden: Stockholm School of Economics and Institute of International Business Publications, Volumes I, II, III.

Professional Lectures

- June, 2009 "The New Policies and Performance of the Obama Administration," Tsinghua University Lectures. Beijing, China.
- Oct., 2008 "The Importance of Waiting Until it's too Late," Omicron Delta Kappa Lecture Series, NJIT
- Oct., 2007 "Negotiating with Tolerance", Leibnitz Society Annual Meeting, Berlin, Germany.
- July, 2007 "Teaching International Management," Oberhaven University, Germany.
- Feb, 2007 "Alternative Models of Business Development," City Hall Administration Building, Guangzhou, China.
- Feb, 2007 "Notes on the Teaching of Management," Tsinghua University, Beijing, China.
- May, 2004 "Experiences in Application of Strategic Management in Companies," Strategic Project Management Symposium, keynote lecture, Dipoli, Helsinki University of Technology, Espoo, Finland.
- March, 2003 "Alternatives to Strategic Thinking in Project Management," lecture of Project Management Association of Finland.
- July, 2003 "Systemic Governance of Relationships," ISSS Meeting, Crete, two lectures given with Annaleena Parhangankas, HUT.
- March, 2002 "A Managed Care Model for the Local and Global Built Environment," Dean's Council, School of Architecture, NJIT.
- July, 2001 "Changelessness, and Other Impediments to Systems Performance & Management,"

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- July, 2001 World Multi-conference on Systems, Cybernetics and Informatics, Orlando, Florida, "Systems Cracks are Where the Light Gets in: Models and Measures of Service in the Benefits of Context," Conference for International Society for the Systems Sciences, Pacific Grove, Ca.
- July, 2001 "Negotiating with our Future Cultures," Conference for International Society for the Systems Sciences, Pacific Grove, Ca.
- July, 2001 "Transformation of Corporations: Towards Appreciative Service Systems," Conference of International Society for the Systems Sciences with Minna Takala.
- May, 2001, "A new model for International Trade in Services," Meeting of ITFA, Washington Court Hotel, Washington, DC., May, 2001 Procurement," Johnson & Johnson Annual Corporate Meeting, New Brunswick, New Jersey.
- Jan, 2001 "Finding Value and Values through Design: Experiences with Buildings and Software," IBM Customer Value Symposium, Advanced Business Institute, IBM Executive Development Center at Palisades, New York
- Dec. 2000 "From a Corporate Venture to an Independent Company: Implications of Parent-Firm Spin-off Firm Relationships for the Competence Development in Spin-off Units," with Annaleena Parhankangas, European International Business Academy, Maastricht, Holland.
- Nov. 2000 "Information and Communication Technology Divergence in the Context of Information and Communication Technology Convergence," with and Minna Takala, Informs Annual Meeting, San Antonio, Texas.
- Sept. 2000 "A Question of Context," with Hanne Siikavirta, Helsinki Symposium on Industrial Ecology and Materials Flows, Helsinki, Finland.
- Aug. 2000 "Emergence of a New Industrial Paradigm: ICT Supported Customer Service," with Jukka Ranta and Minna Takala, 2000 IEEE-EMS International Management Conference, Albuquerque, New Mexico.
- July 2000 "On the Opening of Society, Towards a More Open and Flexible Education System," With Minna Takala, International Society for Systems Science Conference, Toronto, Canada.
- July, 2000 "Fluid Management: Business Systems for the 21st Century," with Minna Takala, International Society for Systems Sciences Conference, Toronto, Canada.
- July, 2000 "Applications of Fluid Management and Related Principles to IBM's Changing Customer Needs, IBM Executive Development Center , Palisades, NY.
- May, 2000 "The Role of Culture in Project Management," lecture with Karlos Arto to 15th IPMA World Congress on Project Management, London, England.
- Oct., 1999 "Risk Management Models and Their Industrial Future," lecture with Karlos Arto, Project Management Institute Annual Conference, Philadelphia, Pa., October 12, 1999.
- Oct., 1999 "R&D During Conditions of Deconstruction and Reconstruction," with Satu Teerikangas, Shell Consulting of Netherlands. Strategic Management Society Annual Conference, Berlin, Germany, October 4, 1999.
- Sept., 1999 "Two Worlds of PM: Fixed Models or Dynamic Managers," keynote lecture for Nornet '99 Conference, Radisson SAS Hotel, Helsinki, Finland. September 16, 1999.
- Sept., 1999 "Risk Management via Reduced Project Turbulence," lecture for International Project Management Conference, September 17, 1999.
- July, 1999 "A 21st Century Challenge to Corporate Values: From Functional Success to Context as Everything," International Society for the Systems Sciences Conference, Asilomar, California, July 1, 1999.
- Mar., 1999 Systems Meeting, Villanova University, Pennsylvania.
- Feb., 1999 "Global Project Business in the Next Millennium," keynote lecture to Global Project Business Seminar, Radisson SAS Hesperia Hotel, Helsinki, Finland.
- Dec., 1998 EIBA Annual Meeting, Jerusalem, Israel.
- Nov., 1998 "Project Management: Recording Accomplishments or Negotiating with the Future," Lecture for Finnish Project Day 98 Seminar, Hotel Kalastajatorppa, Helsinki, Finland. November 19th, 1998.
- Sept., 1998 "From Here to Eternity," Keynote lecture to meeting of North American Free

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- Trade Agreement Science Committee on controlling pollution in North America, Mexico City, Mexico. September 11, 1998.
- Feb., 1998 "Between Systems Knowledge and Reality": Invited lecture to Russell Ackoff Symposium, Wharton School, University of Pennsylvania, Philadelphia, PA.
- Dec., 1998 "Challenges to Technology Development in the Real-Estate Industry," Lecture to Conference on New Building Ownership Patterns, sponsored by VTT Building Technology, Espoo, Finland.
- May, 1998 Annual Meeting of International Finance and Trade Organization, Atlantic City, New Jersey.
- Dec., 1997 "In Praise of Heretics," EIBA 1997 Annual Meeting, University of Hohenheim, Stuttgart, Germany.
- June, 1997 "Internationalization of Infrastructure Production," Columbia University, President's
- Dec., 1996 "A Need for Heretics in Management," EIBA Annual Meeting, Stockholm School of Economics, Stockholm, Sweden.
- Apr., 1996 "Futures we are In," Associated Trustees Board Meeting, Newark, NJ.
- Dec., 1995 "Non-traditional Problems from Traditional Measures of Success," EIBA annual Conference, Urbino, Italy.
- June, 1995 "Experiences from around the world," National Research Council of the National Academy of Sciences, and Congressional Committee on R&D, Federal Facilities Council, Washington, D.C.
- June, 1994 "The Global Future of the Construction Industry," CRC, Georgia Institute of Technology, Atlanta, Ga.
- Nov., 1993 "Environmentalism: Trying to Get it right the Third Time," NJIT Honors Program, Newark, NJ.
- Sept., 1993 "Reporting on Paths for Construction Internationalization," Finnish Construction Institute, Helsinki, Finland.
- Aug., 1993 "Where lies the future for architecture?" Finnish Continuing Educational Association, Helsinki Technical University, Espoo, Finland.
- June, 1993 "Business Ideas to Drive Intelligent Manufacturing Systems Development," IMS Environment Corporate Group, Porvo, Finland.
- May, 1993 "A New Model of the Optimum Manager for International Operations," Executive Management Program, Stockholm School of Economics, Stockholm, Sweden.
- April, 1992 "Overview from Conditions of Success," Meeting of International Trade and Finance Association, Laredo, Texas.
- Dec., 1991 "Worlds Apart: Comparing Management Education at New Jersey Institute of Technology and the Stockholm School of Economics," European International Business Association meeting, Copenhagen, Denmark.
- June, 1991 "When the Filters Get Clogged: The Pollution Prevention Alternative," 84th Annual 81st Annual Meeting of Air & Waste Management Association, Vancouver, B.C.
- April, 1991 "Globalization of Construction: Will the US be a Participant?," National Science Foundation, Engineering Directorate, Washington, D.C.
- Aug., 1990 "International Issues Facing Swedish Construction Firms," Meeting of Scandinavian construction company presidents, Held at Swedish Institute of Management Course Center, Sigtuna, Sweden.
- April, 1990 "The Importance of R&D," Swedish Institute of Management Course, Sigtuna, Sweden.
- Feb., 1990 "Relations Between Internationalization and Industrialization," AIJ, Tokyo Auditorium, Sponsored by Japanese Building Industry Press and TOTO Corporation, Tokyo, Japan.
- Jan. 1990 "Three Lectures on the Emergence of Building Economics," Chalmers Technical University, Gothenburg, Sweden.
- Sept., 1988 "U.S. Inefficiency: Will it survive the 90s?" given to Manufacturing Systems Research Center, Lehigh, University.
- May, 1988 "Between Systems Hierarchy and Anarchy," Meeting of International Society for Systems Sciences, St. Louis, Mo.
- April, 1988 "Dilemmas in Low-Cost Housing, Montclair Society of Engineers, Montclair, NJ.
- April, 1988 An Update on Building Economics Research, ARCC Panel on Building Economics and

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- Industry Studies, University of Michigan, Ann Arbor.
- Feb., 1988 "Technology and Architecture: Caught Between Synthesis and Analysis," Georgia Institute of Technology, Atlanta, Georgia.
- Feb., 1988 "Two Aspects of Technology in Architecture," ACSA Technology Conference, San Francisco, California.
- Oct., 1987 "Potential Impacts of Declining Quality of Building Materials," Meeting of Research Coordinating Committee of Building Thermal Envelope Materials Committee, NIBS: Washington, D.C., October 6, 1987.
- Aug., 1986 "Relations Between Architecture and Engineering Research in the BEAR Center at NJIT," Meeting of American Council for an Energy-Efficient Economy, Santa Cruz, California.
- June, 1986 "New Philosophies of Systems Manufacturing for IBM," IBM Manufacturing Institute Broadcast Facility, Thornwood, New York.
- May, 1986 "Socio-Technical-Spatial Systems: An Architecture of 3-D Productivity," Meeting of Society for General Systems Research, Philadelphia, Pa.
- April, 1986 "Architecture in the Age of Information: Virtually There?" Carnegie Mellon University, Pittsburgh, Pa.
- Jan., 1986 "Building Economics: Towards a Second Law Economics Model," Stockholm School of Economics, Stockholm, Sweden.
- Dec., 1985 "International Business Strategies and Experimentation," European International Business Association, Glasgow, Scotland.
- Nov., 1985 "Summary Comments on Technology and Architecture," ACSA Architecture and Technology Conference, Washington, D.C.
- May, 1985 "Building Economics as a Means to Bridge Low-Tech Needs and High-Tech Ideas," Society for General Systems Research, Los Angeles, Ca.
- May, 1985 "New Concepts for Systems Design: Potentials of Virtual Systems Design," Joint meeting of AAAS and Society for General Systems Research, Los Angeles.
- May, 1985 "Researching Relations Between Quality of Work Environment and Quality of Working Life Issues," Joint NSF meeting of U.S. Swedish Researchers, Ann Arbor, Michigan.
- May, 1985 "The Shift from Manufacturing Systems to Systems Manufacturing: Virtual Systems Development," IBM Manufacturing Technology Institute, New York, N.Y.
- Mar., 1985 "Experimenting with Alternative Forms of Design Regulation," Conference on Building Use and Safety Technology, Los Angeles, Ca.
- Dec., 1984 "Methods and Results of Cross-Cultural Research," Conference of European International Business Association, Erasmus University, Rotterdam, Netherlands.
- Nov., 1984 "Concepts for an Improved Paradigm of Social Regulation," American Society for Cybernetics, Philadelphia, Pa.
- Aug., 1984 "Cross-Cultural Comparisons in Industrial Research," Institute of International Business, Stockholm, Sweden.
- June, 1984 "Architecture of the Arms Race," Society for General Systems Research, New York, NY. Mar, 1984 "Strategic Planning and Decision-Making in Architecture," Collegiate Schools of Architecture, Charleston, South Carolina.
- Jan., 1984 "Changing Relations Between Architecture and Technology," ACSA Technology Symposium, AIA Headquarters, Washington, D.C.
- Aug., 1983 "Regulation of Design/Design of Regulation," Congress of International Council of Building Research, Stockholm, Sweden.
- Aug., 1983 "Materials for Design," Scandinavian Management Conference for Schools of Business, Copenhagen, Denmark.
- May, 1983 "Researching Building Construction Problems with an International Dimension," Joint meeting of Society of General Systems Research and American Association for Advancement of Science, Detroit, Michigan.
- Mar., 1983 "Global Thinking with Local Meaning in Architecture," Association of Collegiate Schools of Architecture, Santa Fe, New Mexico.
- Nov., 1982 "Developing a Research Agenda," College of Architecture and Planning, University of Michigan, Ann Arbor.

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- Oct., 1982 "To Practice, To Profess, and To Imagine Architecture," Joint Meeting of American Institute of Architects National Design Committee and Northeastern Chapter of ACSA, MIT, Cambridge, Mass.
- July, 1982 "Materials for Design," Workshop for Building Construction Researchers by U.S. National Science Foundation and English Science and Engineering Research Council, Reading, England.
- June, 1982 "Establishing an Architectural Research Agenda," U.S. National Science Foundation and Building Research Council of Sweden, Stockholm, Sweden.
- Jan., 1982 "Extra-Organizational Phenomena and Educational Processes," Society for General Systems Research, Washington, D.C.
- Jan., 1982 "The Entropy Law and Design of a House," Joint Meeting of Society for General Systems Research and AAAS, Washington, D.C.
- Jan., 1982 "Entropic House Design," School of Architecture Lecture Series, NJIT, Newark.

Professional Memberships:

- 2003 Program Committee Member for informational Resources Management Association.
- 2000 Founding member of European Academy of Management
- 2000 Founding member of the European Institute of Technology Management
- 1988 - present International Trade and Finance Association, Laredo State University: Laredo, Texas; Active Member.
- 1983 - present European International Business Association, Brussels, Belgium, Active Member, present papers at annual convention.
- 1983 - 1993 American Institute of Architects, Washington, D.C.
- 1982 - present International Society for Systems Sciences, California, Active Member, attend annual conventions, past member of Board of Directors.
- 1982 - present American Association for the Advancement of Science, Washington, D.C., Active Member; have organized symposia for national meetings.

Honors

- 2009 Inducted in Omicron Delta Kappa National Leadership Honorary.
- 2008 Faculty of the Year Award, University Student Senate, New Jersey Institute of Technology
- 2007 – 2009 Honorary Appointment, Member of Advisory Committee, China Center for Public Leadership, Tsinghua University, Beijing, China,
- 2004 IBM International Business Professor of the Year Award: \$40,000
- 2001 NJIT Master Teacher Award
- 2000 Year 2000 Robert W. Van Houten Award for Teaching Excellence at NJIT: By Alumni.
- 1998 Beta Gamma Sigma National Honor Society for Collegiate Schools of Business.
- 1994 Progressive Architecture AIA/ACSA annual Research Award for the year, for "Conditions of Success" research project.
- 1993 Grant for International Educational Development, New Jersey World Trade Council, Trenton, NJ.
- 1990 AIJ Foundation Award for International Research, Tokyo, Japan, for "Conditions of Success" research work. \$100,000
- 1989 1989-90 Fulbright Nomination Award - US Council for International Exchange of Scholars award, American Council for Learned Societies, Washington, D.C. (Nominated for funding of work in Sweden) Eventually the funding was turned back as it conflicted with larger funds provided by others.
- 1986 National Research Council Award - CIB 86 Congress, Washington, D.C., National Science Foundation Prize.
- 1971 Alpha Rho Chi Award - Iowa State University, National Architectural Honor Society Leadership Award.

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1970 Winner - New Klannstein City Center Design Competition, School of Architecture, Darmstadt, Germany.

Service

2012 Member, Harvard Business Review Advisory Council

2004 – 2009 Editorial Board *IEEE Transactions on Engineering Management*.

2003 Organized and carried out corporate visits for IBM executives in Sweden and Finland, June, 2003.

2003 Organized and chaired a symposium on “Relationships replacing strategies in corporate success, June 1-3, 2003. Nokia Headquarters, Helsinki, Finland. Jointly sponsored by Nokia, IBM and Helsinki University of Technology. Proceedings published on IBM Websites and CDs.

2003 Review committee for SCI 2003 Annual Conference, Orlando, Florida, 7, 27-30. 2003.

2001 - 2003 Committee member, National Research Council, “Committee on Business Strategies for Public Capital Investment,” The National Academies, Washington, DC.

2000 Member of Board of Directors, NJIT Center for Environmental Engineering Research.

1999 - 2000 Opponent for two Finnish (Helsinki University of Technology) and One English (Reading and Oxford Universities) PhD dissertations.

1999 – 2000 Keynote speaker for several European conferences. and NAFTA Environmental Side-Agreement Conference in Mexico City, Mexico.

2000 Member of Review Board, *The Global Economy Quarterly*, San Diego, CA.

1999 Scientific Review Panel, *MISTRA*: The Swedish Foundation for Strategic Environmental Research, Stockholm, Sweden.

1998 Chair, Meeting on “International Business and Management Education, Bal-Ilan University, Israel.

1997 - present Editorial Board, *International Journal of Applied Quality Management*.

1996 - present Board of Directors, Center for Global Change and Governance, Rutgers University.

1993 - present Review Board of *The International Trade Journal*.

1983 - present National Science Foundation, Washington, D.C., individual and panel reviewing.

1983 - present Review articles for various journals including *Systems Research International*, *Habitat and Construction Management and Economics*,

1987 - 1990 Appropriate Technology International, Part of U.S. AID, Washington, D.C. Member of review panel for International Minerals Research.

1991 - present Editorial Board. *JAPR*, University of Texas.

1991 - present Review Board, *Construction Management and Economics Journal*, London, England.