

BAYARD L. CATRON
Professor Emeritus, George Washington University
(blcatron@gmail.com)

EDUCATION

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| Ph.D. | Social Policies Planning, University of California, Berkeley, 1975. |
| M.C.P. | City Planning, University of California, Berkeley, 1972. |
| M.A. | Philosophy, University of Chicago, 1965. |
| B. A. | Philosophy, Grinnell College (Iowa), 1963. |

PROFESSIONAL EXPERIENCE

Professor of Public Policy and Administration, George Washington University (1973-2001). Teaching areas and research interests: public policy analysis, planning and evaluation; environmental ethics and policy; ethics in government and organizational ethics; social and political theory. (Designed and taught some 20 courses, including 8 topical policy courses.)

Fulbright award, 1995-96. Taught environmental ethics/ecophilosophy at the University of Oslo, Norway.

Convener, University Seminar on Environmental Values and Strategies, 1995-1998.

Research Director, **Deciding for the Future: Balancing Risks and Benefits Fairly Across Generations** (1993-94). A project of the National Academy of Public Administration sponsored by the U.S. Department of Energy to explore ways of insuring intergenerational equity in environmental decision making and priority setting. (Member, NAPA Panel on same project.)

Program Director and Conference Coordinator, **Ethics in Government: An Intricate Web**, November 1989; 700 people attended this, the first national conference on ethics in public service, sponsored by the American Society for Public Administration.

Founder, Ethics in Public Service Network (2000+ members) and founding editor of its quarterly newsletter, *EthNet* (1986-1990).

Study Team Member, President's Management Improvement Council, 1980-1981. Participated as a NASPAA Faculty Fellow in a Congressionally-mandated management study of the Immigration and Naturalization Service. Assisted the agency in developing a strategic planning process, and in improving the quality and utilization of analysis and evaluation.

Consultant/Trainer, ethics in government (workshops, from a half day to two days), 1984-92; e.g., Office of Management and Budget, Department of Agriculture, National Security Agency, SES Executive Forum, Contemporary Executive Development Seminar, Department of the Treasury. [Other consulting/training-- program evaluation and policy issues; occasional, 1974-85: e.g., Defense Systems Management College, National Institute of Public Affairs, General Accounting Office, National Institute of Mental Health, National Endowment for the Arts, Veterans Administration.]

Program/Policy Analyst and Special Assistant to Director, Office of Program Planning and Evaluation. National Institute of Mental Health, DHEW, 1967-1970. Developed evaluation strategy for the Community Mental Health Centers Program; prepared appropriations testimony and special reports.

Administrative Assistant, Office of Science and Technology, Executive Office of the President, January-October 1967. [Detailed to the Office of the President's Science Advisor.] Managed administrative services; drafted some minor Presidential messages; initiated a series of personal briefing letters from the Science Advisor to the President.

Management Intern, Office of the Director, National Institutes of Health, DHEW, 1965-1967. Various assignments, including one in Legislative Liaison and a detail to the DHEW Office of Equal Health Opportunity, whose mission was to desegregate hospitals (a prerequisite for their receiving Medicare funds).

Welfare Caseworker, Cook County Department of Public Aid, Chicago, 1964-1965.

HONORS, AWARDS

Book dedication, *Research in Public Administration: Reflections on Theory and Practice*. Jay D. White and Guy B. Adams. Sage Publications, 1994.

Best paper award, Tenth Annual International Conference on Teaching Public Administration, April, 1987.

Faculty Fellow, National Association of Schools of Public Affairs and Administration, 1980-81.

Member, Pi Alpha Alpha (public administration honorary).

Member. Omicron Delta Kappa (national leadership honorary).

Listed, *American Men and Women of Science: Social and Behavioral Sciences*, 1978.

Principal Investigator, Program Evaluation Contract, National Institute of Mental Health, DHEW, 1974.

Recipient, University Research Grant, 1974.

Recipient, Public Health Service Fellowship, 1970-73.

MEMBERSHIPS

Member, Editorial Board, *Advances in Public Administration Series*, Sage, (1993-96)

Member, Editorial Board, *Public Administration Theory and Practice* (1993-96)

Member, Public Administration Theory Network.

Member, American Society for Public Administration (1975-91). Chair, Professional Ethics Committee, 1989-90 (member, 1984-91). Member, Executive Committee, Section on Public Administration Education, 1984-87 (and chair, nominating committee, 1987). Co-chair, Ethics Education Project, 1986-88; frequent panel chair and participant; program committee, 1988; ethics cluster coordinator, 1988; theory cluster coordinator, 1981.

Member, Advisory Council, Government Ethics Center, Josephson Institute for the Advancement of Ethics, 1989-92.

Member, Ad Hoc Panel on Ethics in Public Service, National Academy of Public Administration, 1989. Helped draft testimony on proposed ethics legislation. (Also member of ethics in government committee, 1992-93.)

Member, Policy Advisory Group on the Homeless Mentally Ill, National Institute of Mental Health, 1988-89.

PUBLICATIONS AND PAPERS

"'Intrinsic Value:' Cornerstone of Deep Ecology?" in Nina Witozsek, ed., *Arne Naess and the Progress of Deep Ecology*, Oslo: Grondahl Dreyer, 1996.

"Sustainability and Intergenerational Equity: An Expanded Stewardship Role for Public Administration," *Administrative Theory and Praxis*, 18 (10), April 1996.

"Ethics for Public Service" (with Carol W. Lewis), in James L. Perry, ed., *Handbook of Public Administration* (Second Edition). San Francisco: Jossey-Bass, 1996.

"Values and Ethics in Environmental Risk Decision Making: An Overview," in C. Richard Cothorn, ed., *Environmental Risk Decision Making: Values, Perception and Ethics*. Chelsea, MI: Lewis Publishers, 1995. (Presented as a synthesis of a Symposium on Ethics in Environmental Risk Decision Making, American Chemical Society, September 1994.)

"The Problem of Intergenerational Equity" (with Larry Boyer, Jen Grund, John Hartung) in C. Richard Cothorn, ed., *Environmental Risk Decision Making: Values, Perceptions and Ethics*. Chelsea, MI: Lewis Publishers, 1995.

"Balancing Risks and Benefits Fairly Across Generations: Cost/Benefit Considerations," *Ethical Issues in Nuclear Waste Management*. Paris: OECD Nuclear Energy Agency, 1995. (Presented to OECD, August 1994.)

Foreword to Centenary Edition of Geoffrey Vickers, *The Art of Judgment: A Study of Policy Making*. Thousand Oaks, CA: Sage Pubs, 1995. (With Guy Adams and Scott Cook.)

Foreword, Michael M. Harmon, *Responsibility as Paradox: A Critique of Rational Discourse on Government*. Thousand Oaks, CA: Sage, 1995.

"Principles and Strategies for Intergenerational Equity." Unpublished paper prepared for the National Academy of Public Administration, November 1994.

Issue Papers, Deciding for the Future: Balancing Risks and Benefits Fairly Across Generations, ed., NAPA (National Academy of Public Administration), 1994.

"Comparing Future and Present Risks, Benefits and Costs: Discounting" (with Larry Boyer, Jen Grund, John Hartung), in Bayard L. Catron, ed., *Issue Papers, Deciding for the Future*, NAPA, 1994.

"Modeling the Future, Making Decisions in the Present" (with Larry Boyer), in Bayard L. Catron, ed., *Issue Papers, Deciding for the Future*, NAPA, 1994.

"Protecting and Providing for the Future: Sustainability" (with Jen Grund), in Bayard L. Catron, ed., *Issue Papers, Deciding for the Future*, NAPA, 1994.

"Why Are Public and Expert Risk Perceptions Different?" (with Larry Boyer), in Bayard L. Catron, ed., *Issue Papers, Deciding for the Future*, NAPA, 1994.

"Communitarianism, Vickers and Revisioning American Public Administration" (with Guy B. Adams), in a special double issue of the *American Behavioral Scientist*, Fall 1994. [Also published as a book, *Rethinking Public Policy-Making: Questioning Assumptions, Challenging Beliefs-- Essays in Honor of Sir Geoffrey Vickers on his Centenary*, edited by Margaret Blunden and Malcolm Dando, Sage Publications, 1995.]

Ethical Dimensions of Environmental Policy and Decision Making: Risk Management, Intergenerational Equity, and Discounting (with Larry Boyer, Jen Grund, John Hartung). NAPA, 1993.

Ethical Dimensions of Environmental Policy and Decision Making: Risk Management, Intergenerational Equity, and Discounting-- Annotated Bibliography (with Larry Boyer, Jen Grund, John Hartung). NAPA, 1993.

"Ethics Education in Public Administration" (with Kathryn G. Denhardt), in Terry Cooper, ed., *Handbook of Administrative Ethics*, Marcel Dekker, 1993.

Images and Identities in Public Administration (co-edited with Henry Kass). Sage Publications, 1990. [This book emanated from the First National Symposium on Public Administration Theory.]

"Epilogue: Reflections on Practical Wisdom-- Enacting Images and Developing Identity" (with Barry Hammond), in Henry Kass and Bayard L. Catron, eds., *Images and Identities in Public Administration*, Sage Publications, 1990.

"The Effects of 'Ethics' Restrictions on the Recruitment and Retention of Federal Employees." Testimony on behalf of ASPA prepared for the Subcommittee on Human Resources, House Committee on Post Office and Civil Service, July 1989.

"Response to Denhardt, 'The Management of Ideals: A Political Perspective on Ethics.'" *Public Administration Review*, Vol. 49, No. 2, March/April 1989.

Ethics Education in Public Affairs and Administration Programs. Research report co-authored with Kathryn Denhardt, 1988. Presented at National Association of Schools of Public Administration and Affairs Conference, October, 1988, and distributed to all

NASPAA schools. Presented preliminary report at PA Teaching Conference, March 1988.

"Teaching Ethics, Teaching Ethically." Presented at the Tenth Annual International Conference on Teaching Public Administration, April, 1987. "Best paper" award. Published in a special ethics issue of *City Almanac*, Vol. 20, No. 1-2, January 1988. Reprinted in *Policy Studies Review*, Vol. 8, No. 4, Summer 1989. Also reprinted in William Richter, et. al., eds., *Combating Corruption, Encouraging Ethics*, ASPA, 1990.)

"The Response of Academe to the 'Ethics Crisis'" (with Kathryn G. Denhardt), in *Ethics in Government*, a special issue of *City Almanac*, Vol. 20, Nos. 1-2, Winter 1987.

Policymaking, Communication and Social Learning: Essays of Sir Geoffrey Vickers. Co-edited with Guy B. Adams and John Forester. Transaction Books, 1987.

"Equity in Policy Analysis: Criterion, Principle, Value." *Dialogue*-- Newsletter of the PA Theory Network, Vol. 10, No. 1, Fall 1987.

"The 'Blacksburg Manifesto': A Reply in the Spirit of Dialogue." *Dialogue*-- Newsletter of the PA Theory Network, Vol. 6, No. 3, Spring 1984.

"Ethical Postures and Ethical Posturing." *American Review of Public Administration*, Vol. 17, No. 2/3, Summer/Fall, 1983. [Reprinted in *Dialogue*, Vol. 6, No. 4, Summer 1984.]

"Deciding the Future of a Job Training Program" (with William C. Adams; first written in 1982), in Nicholas Henry, ed., *Doing Public Administration* (Third Edition), William C. Brown Publishers, 1990.

"Foreign Students in the United States." Testimony before U.S. Senate Judiciary Subcommittee on Immigration and Refugee Policy, November 1981.

"Action Theory in Practice: Toward Theory Without Conspiracy" (with Michael M. Harmon). *Public Administration Review*, Vol. 41, No. 5, September-October 1981. [Earlier version presented at ASPA Conference, April 1978.]

"On Taming Wicked Problems." *Dialogue* Newsletter of the PA Theory Network, Vol. 3, No. 3, January-February, 1981.

"What Makes Problems Problematic?" *Dialogue* Newsletter of the PA Theory Network, Vol. 2, No. 4, March-April 1980.

"Response to Ostrum on Methodological Individualism" (with Michael M. Harmon). *Dialogue*, Vol. 2, No. 2, November-December 1979. [Similar comments in *PAR* "Letters".]

"Thoughts on the Reorganization of OMB" (with Michael M. Harmon). Submitted at request of Carter transition team, January 1976.

Theoretical Aspects of Social Action: Reason, Ethics and Public Policy. Unpublished Doctoral Dissertation, University of California, Berkeley, 1975.

Evaluation of Community Mental Health Center Evaluation Studies. Two reports submitted to the National Institute of Mental Health, 1974.

Review of Sir Geoffrey Vickers, *Freedom in a Rocking Boat. Technological Forecasting and Social Change*, No. 3, 1972.

Review of the Seminar Series, "Toward a Future 'Whole World'." *Futures*, Vol. 4, No. 1, March 1972.

SELECTED PRESENTATIONS

"Balancing Risks and Benefits Fairly Across Generations: Cost/Benefit Considerations." Invited presentation to OECD Nuclear Energy Agency, August 1994.

"Overview of Values and Ethics in Environmental Risk Decision Making." Invited wrap-up speaker, Symposium on Ethics in Environmental Risk Decision Making, American Chemical Society, September 1994.

"Ethical Dilemmas in Planning: A Look at Practice," University of Maryland, 1991.

"Ethical Issues and Public Officials," National Association of Black Procurement Officials, 1991.

"Ethical Responsibilities of Public Administrators." Opening Address, Ethics Conference, Philadelphia ASPA Chapter, 1988.

"Ethics in Practice: Implications for Education." Panel Chair, ASPA, 1988.

"Image and Identity in Public Administration: Report on the First National Symposium

on Public Administration Theory." ASPA, 1988.

"Teaching Ethics in Public Administration Programs." Workshop, ASPA, 1988.

"Ethics Courses in Public Administration Programs." PA Teaching Conference, 1988.

"Ethical Choices in the Public Service." National League of Cities, 1988.

"Ethics in Practice: Ideas for Teaching and Training." Panel Chair, ASPA/NCAC Conference, 1988. (Televised by C-Span.)

"Professional Ethics: A Contradiction in Terms?" ASPA, 1986.

"State of the Discipline: Research and Public Policy." Discussant, ASPA, 1986.

"Organizations as an Ecology of Values" (with J.E. Martin). ASPA, 1985.

"The Growth of Knowledge in Public Administration." Discussant, ASPA, 1985.

"Reflections on the Aesthetics of Everyday Life: In Appreciation of Sir Geoffrey Vickers." ASPA, 1984.

"Ethics in Decision Making." Northern Virginia ASPA Workshop, 1984.

"Deception and Self-Deception in Organizational Life." Penn State University, 1983.

"Improving Relations Between Federal Career Executives and Political Appointees." Senior Executive Association Conference, 1982. [Also organized and chaired panel.]

"Future Federal, State, and Local Roles in the Evaluation of Mental Health Service Systems." Discussant, conference sponsored by the National Institute of Mental Health, 1982.

"The Future of Immigration Policy." Brookings Institution, November 1981.

"Making Social Theory Socially Valuable." American Political Science Association, 1980.

"Practical Reason and Right Action." ASPA, 1980.

"Transdisciplinary Concepts: Organized Complexity, Human Action, and Design."

Colloquium on Interdisciplinary Studies, GWU, 1978.

"Demystifying Decision Theory." Northeast Conference, American Institute of Decision Sciences, 1978.

"National Planning in the United States." DHEW Interns, 1978.

"Organizational and Policy Problems in Social Service Delivery: The Case of Child Abuse Services in D.C." Robert Wood Johnson Scholars, GWU, 1977.

"Intuition and Rationality in Decision Making." ASPA, 1977.

"Toward a Systematic Action Theory of Organizations." ASPA, 1976.

OTHER PROFESSIONAL ACTIVITIES

Interviewed frequently during the 1980s by print and broadcast media on ethics in government. For example, during March 1989 (an unusual month), appeared on four radio talk shows, and was interviewed by the Dallas Morning News, the Baltimore Sun, and City & State magazine.

Participated in two "invitation only" national conferences addressing issues in public administration theory: the Mountain Lake Conference on "Refounding the Dialogue on American Governance," June 1989; and Minnowbrook II, a 20-year retrospective on the first Minnowbrook Conference and the "New Public Administration", September 1988.

Convener, GW University Seminar on Professional Ethics (1990-1992). A monthly seminar bringing together colleagues interested in ethical issues from law, medicine, philosophy, business, and other departments; established at the invitation of the Academic Vice President.

ADDENDUM to GWU Academic Biography

After retiring early from my faculty position at GWU, I became a community activist in a rural Virginia county. Here are some of the roles I played:

- Organizer and Founding President, Rappahannock County Conservation Alliance. (A land trust.)
- Founder, RappNet, an online community forum and bulletin board.
- Board member, Rappahannock League for Environmental Protection.

- Principal Author, successful grant proposal for TEA-21 funds for Sperryville Main Street Project.
- Elder Care Coalition.
- Starfish Program mentor.
- Teacher Assistant, Steiner school kindergarten. (Also Preschool Storytime at library.)
- Wrote occasional column for local newspaper on land use, governmental and community development issues.

After moving to California, taught three courses in Cal State East Bay MPA program: Policy Formulation; Policy Analysis; and Ethics, Responsibility and Justice. Also taught Policy Analysis at the University of San Francisco.