LAWRENCE G. BREWSTER

35 Rodeo Ave. #4 Sausalito, CA 94965 415-422-2063 (w) 415-289-0970 (h)

E-mail: Brewster @usfca.edu

EDUCATION

Ph.D.	University of Southern California	1975
M.A.	California State University, Fullerton	1969
A.B.	California State University, Fullerton	1968
M.P.A.	Coursework completed (U.S.C.)	1976

FIELDS OF SPECIALIZATION

- Management Practices and Theory
- Organization Theory and Development
- Human Resource Development
- Policy Analysis and Program Evaluation
- Research Methodology and Statistics
- Social Psychology

PROFESSIONAL EXPERIENCE

2007 to

Present College of Professional Studies

University of San Francisco, San Francisco, CA

Professor and Interim Program Director, Public Administration,

responsible for teaching organizational

Theory and Development, Public Policy Analysis, Administrative Ethics.

1999 to

2007 College of Professional Studies

University of San Francisco, San Francisco, CA

<u>Dean and Professor</u>, responsible for administering a college offering bachelors and masters degrees in a wide range of disciplines; supervising fulltime and adjunct faculty and staff and student workers with a budget of \$8.5 million. The College serves five satellite campuses and the main campus. Courses are offered online and in class. Secure foundation, government and individual donor contributions in support of scholarships and faculty research.

2002 to

2004 School of Education

University of San Francisco, San Francisco, CA

Acting Dean, responsible for administering a school offering Masters, Doctoral and credential programs in teacher education, marriage and family therapy, multiculturalism, special education, instructional technology, learning and instruction, organization leadership, and the pacific leadership program; supervising full time and adjunct faculty and staff with a budget of \$7 million. The School serves five satellite campuses and the main campus. Courses are delivered online and in class. Secured Individual contributions and grant funding in support of scholarships and faculty research.

1997 to 1999

Professional Studies Program & Academic Affairs Menlo College, Atherton, CA

<u>Dean</u>, responsible for administering the Professional Studies Program (Menlo's adult-learner program) and the Academic Affairs office for the college. The PSP offers bachelor's degrees in management, with concentrations in management information systems, international management and entrepreneurship. I was responsible for developing new degree programs and expanding our program offerings to three satellite campuses. As Dean of Academic Affairs, I was responsible for all academic programs offered in the traditional day program, including the registrar's office, the academic success, and career counseling centers. Worked with Advancement and the President in seeking donations and foundation support for capital improvements, scholarships and faculty development.

1996 to 1997

School of Liberal Studies and Public Affairs Golden Gate University, San Francisco, CA

<u>Dean</u>, responsible for administering main and satellite campus programs. The School offers graduate and undergraduate programs in disciplines traditionally found in schools of arts and sciences as well as in public administration, public policy, criminal justice, healthcare administration, international relations, and arts administration.

1995 to 1996

School of Arts and Sciences Golden Gate University, San Francisco, CA

Interim Dean, I served as Dean of both schools while the University considered a reorganization of schools which eventually resulted in the School of Urban and Public Affairs and the School of Arts and Sciences becoming The School of Liberal Studies and Public Affairs. The faculty of both schools requested that I be named Dean of the combined schools.

1991 to 1996

School of Urban and Public Affairs

Golden Gate University, San Francisco, CA

<u>Dean</u>, responsible for administering main and satellite campus programs. The School offered undergraduate and graduate programs in public administration, public policy, criminal justice, healthcare management, international relations and arts administration.

1987 to 1991

BT Tymnet, Inc. San Jose, CA

<u>Director of Market Research</u>, conducted data and telecommunications industry market research and marketing strategies and support materials. BT Tymnet was a \$20 billion international company. I was recruited to join the company full time having first served as a consultant.

1976 to 1987

Department of Political/Public Administration San Jose State University, San Jose, CA

<u>Associate Dean</u>, for curricular development and general administrative responsibilities in the School of Social Sciences (1984 to 1987).

<u>MPA Director</u>, responsible for administering the campus-based Master of public Administration program (1982 to 1984).

Academic Program Committee and Regional Program Director, MPA program, California State University Consortium, responsible for policy making and implementation for statewide MPA degree program, Including marketing, administrative, counseling and budgeting (1982 to 1987).

<u>Professor</u>, taught courses in public management, organizational theory and development, public policy analysis, program implementation, research methods, state and local government and American politics (1976 to 1987).

1980 to 1987

Brewster and Associates San Jose, CA

<u>President</u>, a public service and consumer oriented consulting practice providing policy analysis, program evaluation and public opinion polling to public agencies, nonprofits and industry. This consulting practice was formed in association with colleagues in response to community demand for low-cost, public service oriented research.

1970 to

1976 **Lecturer**, California State University, Fullerton (1975 to 1976)

Senior Research Fellow, Southern Illinois University, Carbondale (1974 to 1975)

Lecturer, California State University, Fullerton (1973 to 1974)

Lecturer, University of Southern California (1973 to 1974)

Lecturer, University of California, San Diego (1970 to 1972)

PROFESSIONAL RESEARCH AND PUBLICATIONS

Books:

Arts-in-Corrections: One Path to Redemption, in progress.

The Public Agenda: Issues in American Politics, 5th ed., Wadsworth & Co., 2004 (co-author).

A Primer to California Politics: Solving Problems through State and Local Government, 2nd Ed., Wadsworth & Co., 2004 (co-author).

The Public Agenda: Issues in American Politics, St. Martin's press, 1984; revised 2nd edition 1987; 3rd edition (co-author) 1993; 4th edition (co-author) 1998.

A Primer to California Politics: Solving Problems Through state and Local Government, co-author, St. Martin's Press, 1996; 2nd edition to be published in December, 1999.

Journal Articles:

"The California Arts-in-Corrections Music Program: A Qualitative Study, **International Journal of Music Community** (accepted for publication, Fall 2009).

"Artists in Prison: Coloring Bleak Todays, Reforming Hopes for Tomorrow --Revisited," **Journal of American Culture** (under review).

"New Models for the Provision to Personal Assistance Services," coauthor, **World Institute on Disability**, pp. 12–34, 1990.

"Artists in Prison: Coloring Bleak Todays, Reforming Hopes for Tomorrow," **Journal of American Culture**, Bowling Green, Vol. 9, No. 2, Summer 1986.

"Arts-in-Corrections: A Cost-Benefit Study," **San Jose Studies**, Spring 1985, pp. 12-28.

"Santa Clara Voters' Attitudes on Land-Use," **San Jose Studies**, Vol. X, No. 2, Spring 1984, pp. 92-107.

"The Diminishing Private World: A Case for Volunteerism," **San Jose Studies**, February 1980, pp. 30-45.

"Cost Effectiveness in Victim-Witness Advocate Programs: A Case Study," **Journal of Criminal Justice**, Vol. 8, No. 2, 1980, pp. 97-111.

"Victim-Witness Advocate Program: A new Addition to the Criminal Justice System," **Journal of Planning and Administration**, Amsterdam, February 1979.

"Periods of Economic Transition: A Generation's Identity Crisis," **San Jose Studies**, May 1978. (**Sociological Abstracts** requested permission to reprint this article in their international abstracts.)

Conference Papers:

"A Qualitative Evaluation of Arts-in-Corrections," Academy of Criminal Justice Sciences Conference, San Diego, CA, February 23-27, 2010.

"Prison Arts Programs: An Example of Prison Reform," American Society of Public Administration, San Jose, CA, April 9-13, 20 10.

"On Discernment: Crisis Can Generate Hope," Plenary speaker, Convocation 2003, A Gathering of Jesuits and their Lay Partners, Loyola Marymount University, Los Angeles, CA, August 1-6, 2003.

"When and How Survey Research can Help Federal Agencies in Decision Making," Federal Executive Board Annual Conference, Las Vegas, NV, April 28-30, 1997.

"New Models for Delivering Social Services," International Association of Social Scientists, London, England, October 1996.

"The Crisis Facing Higher Education," The Annual Meetings for the American Society for Public Administration," San Francisco, CA, November 1993.

"Effective Teaching Methods in Public Administration," Annual NASPAA Conference, Orlando, FL, October 1993.

"Innovative Approaches to Management of Non-Profit Organizations," the Annual Meetings for the American Society for Public Administration, Miami, FL, November 1992.

"Educational and Training Opportunities for Administrators of Non-Profit Organizations," Annual NASPAA Conference, Chicago, IL, October, 1992.

"The Ignored American Infrastructure," the American public Works Association Meeting, San Francisco, CA, August 24-27, 1991.

"Personal Assistance Services: A Model Bill," co-author, American Society on Aging 35th Annual Meeting, Washington D.C., March 18-21, 1989.

"Progress Report on National Survey of Personal Assistance Services Programs," co-author, The Gray Panthers 7th Biennial National Convention, Chicago, IL, November 10-13, 1988.

"Toward a Unified Agenda," A National Conference on Disability and aging," Racine, WI, September 5-7, 1985.

"The Arts Work Their Magic in Prison," invited by the American Cultural Association, Louisville, KY, April 3-7, 1985.

"The Women's Service Program: A Study in Public Policy Making," Western Political Science Association Meetings, San Francisco, CA, March 1980.

"Citizen Participation: Apathy, Manipulation or Civic Action," National Conference on Volunteerism, San Antonio, Texas, October 10-13, 1979.

"The Diminishing Private World: A Case for Volunteerism," presented at the First International Conference on Volunteers in Government, Toronto, Canada, October 4-8, 1978.

"Urban America: A Challenge to Federalism," presented at the Western Social Science association Meetings, Denver, CO, April 27-29, 1978. "Controlling Urban Growth: Who Are the Real Beneficiaries?" presented at the Western social Science Association annual Meeting, Denver, CO, April 21-23, 1977.

"Critique of Findings on Childhood Love of Authority," presented at the Western Political Science Association Annual Meetings, Phoenix, AZ, April 2-3, 1977.

Participation on Panels:

"Program Evaluation of Arts-in-Corrections," Centerforce Annual Summit, Sonoma, CA, October 6-7, 2008.

"How We Manage and are Managed by Tuition, Fees, Research Overhead, Endowment and Executive Education," California Policy Conference, University of California, Los Angeles, March 17, 2007. "Affordability, Access, and Cost of Higher Education," Eduventure Conference, Los Angeles, CA, December 7-9, 2005.

Panelist on "Leader as Coach: A Pilot Project" for the Tom Peters Group/Learning System's, San Francisco, CA, December 8-9, 1998. Chair, Evaluating the Government Performance and Results Act, ASPA

Region X Conference, San Francisco, CA 1996.

Keynote Speaker, "Sharing Resources," ASPA X Conference, San Francisco, CA, 1996.

Discussant, PEW Higher Education Roundtable: Challenges Facing higher Education, San Francisco, CA, 1996.

Discussant, Organizational Development, International Business Association, Seattle, Washington, October 1995.

Discussant, Effective Teaching Techniques in Public Administration, NASPAA Annual Conference, Orlando, FL, 1993.

Discussant, Crisis in Higher Education, The Annual American Society for Public Administration Meetings, San Francisco, CA November 1993.

Discussant, Educational and Training Opportunities for Administrators of Non-Profit Organizations, Annual NASPAA Conference, Chicago, IL, October 1992.

Chair, mini-plenary session on Innovative Strategies for Delivering Social Services, National ASPA Conference, Miami, FL, October 1992.

Panel on Decaying Infrastructure in the United State, Bay-Area Chapter of Chapter of Chapter (1992).

Panel on Decaying Infrastructure in the United State, Bay-Area Chapter of the American Public Works Association, Berkeley, CA, 1991.

Panel on Drug and Alcohol use Among the Disabled, conference sponsored by the Coalition on Disability and Chemical Dependency, Stanford University, CA, 1991.

Judge, CORO Foundation public Affairs Leadership Training Program for Women, 1988.

California State Senate Sub-0Committee hearing, "Arts-in-Corrections program," Sacramento, CA, 1984.

Panel on Volunteerism, national Volunteerism Meetings, San Antonio, TX, 1979.

Participant, ARCO Energy Conference, Los Angeles, CA, 1982. Panel on use of Volunteers in Public Organizations, First International Conference on Volunteers in Government, Toronto, Canada, 1978. Panel on Federalism, Western Social Science Association, Denver, CO, 1978.

Panel on Political Socialization, Western Political Science Association, Phoenix, AZ, 1978.

Research Monographs (partial listing):

Attending to American: A National Survey of Attendant Services

Programs in the United States, co-author, 1991.

California Alcohol, Drug and Disability Study, co-author, conducted by the Coalition on Disability and Chemical Dependency under contract to the California Department of Alcohol and Drug Programs, June 1989.

Towards an Understanding of the Demand for Personal Assistance, co-author, joint publication with Rutgers University-Bureau of Economic Research and the World Institute on Disability, 1988.

The Personal Assistance for Independent Living act of 1988. A Model Bill and Commentary, co-author, The World Institute, 1988.

Descriptive Analysis of the In-Home Supportive Services Program in California, co-author, World Institute on Disability, 1987.

Consultant (partial listing):

Advisor, Just Say No On Drugs, San Mateo, CA, 2002 – 2004. Principal advisor to the National Association on Drug and Disability in developing grants with the Robert Wood Johnson Foundation and the California Department of Alcohol and Drug programs (total: \$1.6 million). Assisted in grant preparation to the Federal Center for Substance Abuse Treatment and the National Institute on Drug Abuse (pending). Making Effective Presentations, a training program for Shakleys' employees in Southern and Northern California, 1998. Economic Development in American Samoa, Governor's Office, American Samoa, 1995-96.

Citizen Attitude's Toward Government Services, City of Vacaville, CA, 1993.

Strategic Planning and market Research, BT Tymnet, San Jose, CA, 1994.

Public Policy Research, World Institute on Disability, Oakland, CA, 1987-89.

Internal Communications Audits and several organizational development interventions, FMC Corporation, San Jose, CA, 1987-91. Attending America, World Institute on Disability, Berkeley, CA (A National Longitudinal Study of Personal Assistance Services for Independent Living), 1987-90.

Market Research and Strategy, BT Tymnet, San Jose, CA 1989-90. Program Evaluation and User Survey, City of Milpitas, 1979, 1980, 1982, 1984, 1986, 1988.

Public Opinion Survey, Pilot Project and Phases One through Five, City of San Jose Water Retrofit Program, Water Resource Management program, City of San Jose, CA, 1986-89.

Public opinion and User Survey, Parks and Recreation Department, City of San Jose, CA, 1986.

Public Opinion Survey and Cost-Benefit Analysis of Recreation Programs and Proposed Multipurpose Facility, Foster City, CA, 1986. Indoor Residential Water Use Survey and Marketing Plan, City of San Jose, CA 1984.

City of San Jose Tax and Spending Study, City of San Jose, CA 1983. Evaluation of Citizen Needs, District 9, City Councilperson James Beall, City of San Jose, CA 1983.

Citizen Attitudes Toward Land-Use in Santa Clara County, Sierra Club and Committee for Green Foothills, 1982,

Cost-Effectiveness in Arts-in-Corrections Programs, Department of Corrections, Sacramento, CA 1982.

Task Force on the Utilization of Volunteers, Office of Citizens Service, County of Santa Clara, CA 1979.

Cost-Benefit of the Victim-Witness Advocate program in Prima County, AZ, served as principal investigator for SRI International, 1978.

University Activities (partial listing)

Member, Faculty & Staff Objective Team, School of Business and Professional Studies, Fall 2009.

Member, Faculty Development Committee, School of Business and Professional Studies, AY 2009-2010.

Chair, Merit Scholarship Committee, CPS, University of San Francisco, 2008 – 2009.

Co-Chair, Strategic Planning Committee, CPS, University of San Francisco. 2005 – 2007.

Member, Provost Council, University of San Francisco, 1999 – 2008. Member, Leadership Team, University of San Francisco, 2000 – 2008. Member, Planning Action Task Force, charged by the President to solve a \$5 million shortfall, recommend university-wide structural and procedural changes to improve the efficiency and effectiveness of university operations, and to develop an improved planning and budget system. The new model was approved by the President and Board of Trustees and implemented in fall 2002.

Chair, Space Planning Task Force, responsible for assessing current and future classroom and faculty office needs, including "smart" classrooms. The findings of the task force helped to inform the new Master Plan for the University.

Member, University Leadership Team, responsible for advising the President on academic, University life, and budget issues, 2001 to Present.

Member, Provost Council, responsible for advising the Provost on academic programs and policies.

Member, Task Force on Strategic and Master Planning for Menlo College, responsible for drafting the academic portion of the strategic plan, 1997 to 1998.

Chair, Task Force on Adjunct Faculty, Menlo College, 1997 to 1998. Chair, Committee on Enrollment Management, Menlo College, 1997 to present.

Member, Task Force on Academic Technology, Menlo College, 1997 to 1998.

Member, Curriculum Committee, Menlo College, 1997 to 1999.

Member, Personnel Committee, Menlo College, 1997 to 1999.

Member, University Task Force on Academic Planning, Golden Gate University, 1995 to 1997.

Member, University Planning and Budget Committee, Golden Gate University, 1995 to 1997.

President's Cabinet, 1992 to 1997.

Chair, Special Task Force on Strategic Planning, 1993 to 1995.

Member, Special Task Force on Redesign of Budget and Planning Process, Golden Gate University, 1995 to 1997.

Member, Institutional Planning Committee, Golden Gate University, 1990 to 1997.

Member, Committee on Academic Standards, Golden Gate University, 1993 to 1997.

Member, Committee on Admissions, Golden Gate University, 1990 to 1997.

Chair, Institutional Budget and Finance Committee, Golden Gate University, 1990 to 1995.

Member, Academic Affairs Council, Golden Gate University, 1990 to 1997.

Member, Doctoral Studies Committee, golden Gate University, 1990 to 1997 (Chair, 1995 to 1997).

Associate Dean, Curriculum, School of Social Sciences, 1984 to 1986. Statewide Chair, MPA Program, California State University Consortium, 1984 to 1986.

Member, California State University Consortium Council, 1983 to 1986.

Director, San Jose State University MPA Program, 1982 to 1984.

Editor, San Jose State University MPA Newsletter, 1985 to 1986.

Chair, Curriculum Committee, School of Social Sciences, San Jose State University, 1984 to 1986.

Member, Academic Senate Curriculum Committee, San Jose State University, 1984 to 1986.

Member, Council of Associate Deans, San Jose State University, 1984 to 1986.

Member, University Undergraduate Studies Committee, San Jose State University, 1983 to 1986.

Chair, University Library Committee, San Jose State University, 1983 to 1984 (Member, 1983 to 1985).

Member, Academic Fairness Committee, San Jose State University, 1981 to 1983.

Member, Grievance and Disciplinary Action Panel, San Jose State University, 1983 to 1985.

Member, Department of Political Science Recruitment Committee, San Jose State University, 1982 to 1986.

Member, Undergraduate Curriculum Committee, San Jose State University, 1980 to 1982.

Member, University Continuing Education Committee, 1978 to 1980. Campus representative, Social Science Research and Instructional Council, San Jose State University, 1977 to 1980.

Honors and Awards

Jesuit Foundation Research Grant, Arts in Corrections: One Path to Redemption, December, 2008.

Outstanding Public Administrator, 1993 Annual San Francisco Chapter of ASPA, May 1993.

Meritorious Performance and Professional Promise Award, San Jose State University, 1986.

San Jose State University representative for the NEH Summer Research stipend, 1978 – 1979.

Research Grant, Faculty Development program, San Jose State University, 1978 – 1979.

Research Grant, Southern Illinois University, Carbondale Foundation, 1975.

Professional Organizations

President, Board of Directors, National Association on Drug and Disability, 2002 – 2009.

Board of Directors, San Mateo County Chapter, Red Cross, 2000-2003.

President, Bay Area Chapter of ASPA, 1995 – 1996.

Board of Directors, San Francisco Planning and Urban Research Association (SPUR), 1992 to 1995.

Board of Directors, Society for International Development (SID), 1993 to 1995.

Board of Directors, San Francisco Bay Area Chapter of ASPA. 1993 to 1997.

Board of Directors, Support Center for Nonprofit Management, 1993 to 1995.

Member, World Affairs Council, 1990-1999

Member, Health Care Management Association, 1986-1994

Member, Bay Area OD Network, 1991-2002

Member, American Marketing Association, 1985-1989

Member American Society for Public Administration, 1977-present

Member, American Political Science Association, 1974-1990