

George E. Reed, Ph.D.
Professor and Dean

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EDUCATION

Ph.D., Saint Louis University, 2003.

Major: Public Policy Analysis and Administration

Supporting Areas of Emphasis: Social Jurisprudence

Dissertation: Determining the Scope and Nature of Racial and Ethnic Extremism in the US Army

Master of Forensic Science, The George Washington University, 1988.

Major: Forensic Science

Supporting Areas of Emphasis: Forensic Pathology

BS, University of Central Missouri, 1980.

Major: Criminal Justice Administration

ACADEMIC, GOVERNMENT, MILITARY AND PROFESSIONAL POSITIONS

Academic - Post-Secondary

Dean and Professor, University of Colorado Colorado Springs. (2015 - Present)

Associate Dean, University of San Diego. (2012-2015)

Associate Professor, University of San Diego. (2007-2015)

Professor and Director of Command and Leadership Studies, US Army War College. (2001-2007)

Military

US Army, Military Police. Second Lieutenant through Colonel. (1980-2007)

Forward Support, Law Enforcement, Criminal Investigations, Corrections, Crime Laboratory

Academic Awards and Recognition

Chester A. Newland Presidential Citation of Merit, American Association of Public Administration, 2018.

Outstanding Faculty Award, Department of Leadership Studies, School of Leadership and Education Sciences, University of San Diego. Awarded by the Graduate Student Association, 2009.

U.S. Army War College Staff and Faculty Published Writing Competition, Madigan Award, 2005.

American Society for Public Administration Marshall Dimock Award for the best lead article in *Public Administration Review*, 2007.

Licensures and Certifications

- Board Certified Coach, Center for Credentialing and Education Inc. (2013)
- Certified Appreciative Inquiry Facilitator, The Center for Appreciative Inquiry. (2011)
- Introductory Mediation Skills I, National Conflict Resolution Center. (2011)
- Change Readiness Gauge Certification, Discovery Learning. (2010)
- Connective Leadership Institute Certified Practitioner, The Connective Leadership Institute. (2012)
- IQ-I Bar On Emotional Quotient Inventory Certification, Multi-Health Systems. (2009)
- Center for Creative Leadership Assessment Certification, Center for Creative Leadership. (2007)
- Change Style Indicator Certification, Discovery Learning. (2007)
- Myers-Briggs Type Indicator Instrument Qualification, Interstrength Associates. (2007).
- The Leadership Circle Profile Certification, The Leadership Circle. (2007).

Professional Memberships

- Board of Directors, Center for Nonprofit Excellence.
- Colorado Springs World Affairs Council.
- American Association of University Professors.
- Inter-University Seminar on Armed Forces and Society.
- American Society for Public Administration.
- American Association of University Administrators.

RESEARCH

Books and Book Chapters

- Reed, G. (2015). *Tarnished: Toxic Leadership in the U.S. Military*. Lincoln, Nebraska: Potomac Books, University of Nebraska Press.
- Reed, G. (2016). Ethical Values. *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 5). Springer International Publishing. <http://link.springer.com/referencework/10.1007%2F978-3-319-31816-5>
- Reed, G., Dobbs, J. (2015). Military Leadership and Administrative Evil. D. *Overcoming Leadership Challenges: international Perspectives*. Lindsay (Ed.), Ontario: Canadian Defence Academy Press, pp. 106-119.

Reed, G. and Cropf, R. (2010). Chapter 33 Policy Making. *Political and Civic Leadership*. Thousand Oaks, CA: Sage, pp. 287-296.

Reed, G. (2009). Chapter 1: Creating a Culture of Leadership Development. *Strategic Leadership: The General's Art*. Mark Grandstaff and Georgia Sorenson (Eds.). Vienna, Virginia: Management Concept, pp. 3-22.

Reed, G. (2009). Chapter 4: Systems Thinking and Senior Leadership. *Strategic Leadership: The General's Art*. Mark Grandstaff and Georgia Sorenson (Eds.). Vienna, Virginia: Management Concepts, pp. 77-93.

Reed, G. (2008). *Instructors Manual and Test Bank to Accompany American Public Administration: Public Service for the 21st Century*. New York: Pearson Longman.

Marine Corps University (2008). Case Study 12: Abu Ghraib. *Leadership, Ethics and Law of War Discussion Guide for Marines*. Quantico, Virginia: Marine Corps University, pp. 255-265.

Reed, G. & Sorenson, G. (2007). The Changing Leadership Landscape. *Transforming Public Leadership for the 21st Century*. Ricardo Morse, Morgan Kinghorn and Terry Buss, (Eds.) National Academy of Public Administration. Armonk, New York: M.E. Sharpe, pp. 125-137.

Reed, et al. (2005). Chapter 27, Leadership Development: Beyond Traits and Competencies. *The Future of the Army Profession* (2nd edition). Lloyd J. Matthews, Ed. Don M. Snider Gayle L. Watkins, Project Directors. Boston: McGraw-Hill, pp. 585-600.

Reed, G. (2004). Chapter 17, Extremism in the Military: The Burmeister Case and Policy Response. *Terrorism: Research, Readings and Realities*. Lynne L. Snowden & Bradley C. Whitsel, (Eds.) Upper Saddle River, NJ: Prentice Hall Press, pp. 341-352.

U.S. Army War College (2003, 2006), Chapter 20: Management of Legal Affairs." *How the Army Runs: A Senior Leader Reference Handbook*."

Refereed Journal Articles

Reed, G. (2018). The Rhetoric of Character and Implications for Leadership. *Journal of Character and Leadership Development*, 5(1), pp. 27-35.

Reed, G. (2016). The Senate Torture Report: Necessary but not Sufficient (vol. xx). *Public Administration Review*, pp. 352-354. DOI: 10.1111/puar.12519

Reed, G. (2015). Expressing Loyal Dissent: Moral Considerations from Literature on Followership. *Public Integrity*, 17(1), pp. 5-17.

Reed, G. (2014). Leadership Style, Organizational Climate and Effectiveness. *Air and Space Power Journal*, 36(3), pp. 14-20. <http://www.airpower.au.af.mil/index.asp>

Reed, G. (2012). Character vs. Situational Imperatives as the Driver of Unethical Conduct. *Journal of Leadership, Accountability and Ethics*, 9(14), pp. 21-29.

Reed, G. (2012). Leading Questions: Leadership, Ethics, and Administrative Evil. *Leadership*, 8(2), pp. 187-198.

Reed, G. (2012). The Pen and the Sword: Faculty Management Challenges in the Mixed Cultural Environment of a War College. *Joint Force Quarterly*, 71(1), pp. 14-20.

Reed, G. (2010). Toxic Leadership: Part Deux. *Military Review*, November-December, pp. 58-64.

Reed, G., Bullis, R. C. (2009). The Impact of Destructive Leadership on Senior Military Officers and Civilian Employees. *Armed Forces and Society*, 36(1), pp. 5-18.

Williams, D. & Reed, G. (2008). Los Líderes Tóxicos. *Ergo*. Publicación De Recursos Humanos de la Argentina. (Octubre-Noviembre 2008), pp. 48-54.

Paparone, C. C., Reed, G. (2008). The Reflective Military Practitioner: How Military Professionals Think in Action. *Military Review*, March-April, pp. 66-75. Reprinted in *Journal of Military Learning*, October 2017, pp. 71-90.

Vandergriff, D. & Reed, G. (2007). Old Dogs and New Tricks: Setting the Tone for Adaptability. *Army*, 58 [7] (August 2007), pp. 11-20.

Reed, G. (2006). Leadership and Systems Thinking. *Defense AT&L*. May-June, Reprinted in *Roundtable Viewpoints: Organizational Leadership*, Joyce Munroe (Ed.), March 2007, pp. 10-13. <http://www.armyupress.army.mil/Portals/7/journal-of-military-learning/Archives/Paparone-Reed-Reflective-Military-Practitioner.pdf>. Reprinted as Both the Parts and Whole: Leadership and Systems Thinking. *The Systems Thinker*, 20, [6] August 2009, pp. 9-11.

Reed, G., Adams, G., D. B. (2006). Abu Ghraib, Administrative Evil and Moral Inversion: The Value of "Putting Cruelty First". *Public Administration Review*, pp. 66(5).

Reed, G., Mastroianni, G. (2006). Apples, Barrels, and Abu Ghraib. *Sociological Focus*, 30(4), pp. 239-250.

Reed, G., Bullis, C., Paparone, C. (2004). Mapping the Route of Leadership Education: Caution Ahead. *Parameters*, XXXIV(3), pp. 46-60. <http://www.au.af.mil/au/awc/awcgate/parameters/reed.pdf>

Reed, G. (2004). Toxic Leadership. *Military Review*, pp. 67-71. <http://www.au.af.mil/au/awc/awcgate/milreview/reed.pdf>

Reed, G., Collins, R., Dial, C., Martin, G. (2002). The Road to Mentoring: Paved With Good Intentions. *Parameters*, XXXII (3), 115-127. <http://strategicstudiesinstitute.army.mil/pubs/parameters/articles/02autumn/martin.pdf>

Reed, G. (1999). *Current Trends in Organized Hate Groups and Their Impact on the United States Army*. Strategy Research Project. Carlisle, PA: U.S. Army War College. AD Number ADA364500.

Reed, G., McGuire, P., & Boehm, A. (1990). Analysis of gunshot residue test results in 112 suicides. *Journal of Forensic Sciences*, 35 [1], pp. 62-68.

Recent Presentations Given

Invited Presentations

Cornerstone 2017, US Marine Corps "Toxic Leadership," United States Marine Corps University, Quantico, VA (October 22, 2018).

Alice McDermott Lecture on Applied Ethics, United States Air Force Academy, Colorado (April 19, 2018).

Moderator. State Criminal Justice Reform Symposium, "Criminal Justice Reform," University of Colorado Colorado Springs, El Paso County Centennial Hall Auditorium. (November 17, 2017).

Riverside School District Leader Development, "Leadership and Ethics," Riverside School District, Yorba Linda, CA. (November 8, 2017).

Anti-Bullying, US Coast Guard, "Toxic Leadership," Headquarters, United States Coast Guard, Washington, DC. (November 1, 2017).

Cornerstone 2017, US Marine Corps, "Toxic Leadership," United States Marine Corps University, Quantico, VA (October 23, 2017).

Leadership Meeting, Colorado State Patrol, "Toxic Leadership," Colorado State Patrol, Golden, Colorado. (June 7, 2017).

Elected Councilmember Orientation, "Current Trends and Issues in Public Safety," Council of Neighborhoods and Organizations, Colorado Springs, CO. (May 4, 2017).

Cornerstone, US Marine Corps University, "Leadership Style, Organizational Climate, and Effectiveness," Marine Corps War College, Quantico, VA. (May 1, 2017).

Northwest RETAC Leadership Conference, "Toxic Leadership," Northwest Colorado Regional Emergency Medical & Trauma Advisory Council, Grand Junction, CO. (April 13, 2017).

City of Gulfport Professional Development, "Toxic Leadership," City of Gulfport, Gulfport Mississippi. (February 8, 2017).

Eisenhower School of National Security and Resources Strategy, "Toxic Leadership," National Defense University, Eisenhower School of National Security and Resources Management, Washington DC. (January 23, 2017).

Refereed Presentations

Discussant: Leadership and Film Panel, International Leadership Association, Atlanta, GA, November 2-5, 2016.

Workshop Chair: The Making of Ethical Marines, International Leadership Association, San Diego, CA, October 30, 2014.

Panel Chair: Fostering Resiliency, International Leadership Association, Montreal, Canada, November 1, 2013.

Moving Left of the Bang: Resiliency and the United States Military, International Leadership Association, Montreal, November 1, 2013.

Humans as Instruments of Torture: A Panel Discussion, University of San Diego, University of the Third Age, July 15, 2013.

Examining the War Colleges: An Administrative Perspective, International Studies Association, San Francisco, CA, April 5, 2013.

Character vs. Situational Imperatives as the Driver of Unethical Conduct, International Leadership Association, London, United Kingdom, October 27, 2011.

Leadership, Ethics, and Administrative Evil, International Leadership Association, Boston, Massachusetts, October 28, 2010.

Panel Chair: Where does Leadership Reside? International Leadership Association, Boston, Massachusetts, October 29, 2010.

Creating A Culture of Leader Development. International Leadership Association, Prague, Czech Republic, November 13, 2009.

Panel Chair: Teaching Complexity, American Society for Public Administration 2009 Annual Conference, Miami, Florida, March 22, 2009.

After the Quest: The State of Leadership Studies as an Academic Discipline, International Leadership Association, Los Angeles, California, November 14, 2008.

Destructive Leadership and Senior Military Officers and Civilians, International Leadership Association, Los Angeles, California, November 14, 2008.

Panel Chair: Military Obedience and Conscientious Objection, International Society for Military Ethics, 2008 Symposium, University of San Diego, January 25, 2008.

The Changing Leadership Landscape. International Leadership Association, Vancouver, British Columbia, Canada, November 2, 2007.

Extremism in the Military. United States Air Force Academy, 14th National Character & Leadership Symposium, February 22-24, 2007.

Abu Ghraib, Administrative Evil, Moral Inversion, and the Value of "Putting Cruelty First." Presented with Guy Adams and Dan Balfour, American Society for Public Administration National Conference, Milwaukee, WI, 2005.

The Impact of Racial and Ethnic Extremism Upon Cohesion, Retention, Job Satisfaction, and Pride in the Army. Inter-University Seminar on Armed Forces and Society, Biennial Conference, Chicago, IL, 2003.

Media Contributions

KCMJ 93.9 Voices and Views. (June 2017).

Einhorn, C. "How We Changed our Thinking on Gay Marriage." *The New York Times*, June 26, 2015. Available at: http://www.nytimes.com/interactive/2015/06/26/us/changed-thinking-on-gay-marriage.html?_r=0.

Naso, B. & Stickney, R. (2014). MCAS Miramar Marine Colonel Removed from Post Pending Investigation. KNSD, Channel 7 San Diego, aired on Friday, September 26, 2014. Available at: <http://www.nbcsandiego.com/news/local/Marine-Colonel-Military-Investigation-Affair-Mark-Sojourner--277286461.html>.

National Public Radio, *All Things Considered*, "Army Takes on Its Own Toxic Leaders" by Daniel Zwerdling aired on January 3, 2014. Available at: <http://www.npr.org/2014/01/06/259422776/army-takes-on-its-own-toxic-leaders>.

Panelist and contributor to "On Leadership" a feature of Washington Post.com. Available at: http://views.washingtonpost.com/leadership/panelists/george_reed/index.html, 2008-2009.

KPBS Radio, "These Days" aired on January 27, 2009. Available at: http://www.kpbs.org/radio/these_days?id=13718.

Senior Contributor to "DefensePolicy.org" a nonpartisan forum on defense policy and national security issues. Available at: <http://www.defensepolicy.org>.

Season 4 of *Mad Men*, DVD Extras, "Leadership the Don Draper Way," AMC, Lionsgate Productions, March 2011.

COURSES TAUGHT

Leadership and Ethics

Theories of Organizational Leadership & Cinematic Analysis

Leadership and the Filmmakers' Art

Special Topics: Appreciative Inquiry

Internship

Organizational Theory and Change,

Leadership Inquiry and Research I

Creative Leadership

Leadership and Ethics

Leadership and Organizational Change

Special Topics in Character Education

Foundations of Ethical Society

Contemporary Thought Leaders in Leadership Studies

Situational Leadership

Strategic Leadership

Fundamentals of Strategic Thinking

Joint Processes and Landpower Development

Readings in Strategic Leadership

National Security and Public Policy

Perspectives in Leadership

Dilemmas in Leadership

Establishing a Command Climate for the 21st Century

SERVICE

Recent University Service

- Chair, Search Committee, Dean, College of Business. (2017).
- Public Safety Initiative Advisory Board (2017 – present)
- UCCS Annual Program Review Committee. (2016).
- Ethics Task Force. (June 16, 2016 - Present).
- UCCS Regional Connect. (February 18, 2016 - Present).
- Internationalization Committee. (December 2015 - Present).
- Chair, School of Public Affairs Council. (July 2015 - Present).
- Dean's Council. (2015 – Present).
- Academic Council. (2015 – Present).
- Steering Committee, McConkie Leadership Conference (2015 – 2016)

Professional Service

- Conference Program Committee and Track Reviewer, American Society for Public Administration Annual Conference (March 2018)
- Reviewer, *Sustainability*. (2016 to present)
- Editorial Board, *Parameters*, U.S. Army War College Quarterly. (2005 to present).
- Reviewer, *Journal of Military Ethics*. (2011 to present)
- Reviewer, *Public Administration Review*. (2010 to present)
- Reviewer, *The American Review of Public Administration*, (2005 to 2017).
- Reviewer, *Leadership* (2009-2010)
- Book Prospectus Reviewer, Sage. (2008 to present)
- Book Proposal Reviewer. Routledge Research, Routledge/ Taylor & Francis Group. (2009)
- Reviewer, *Leadership Quarterly*, Sage. (2011).
- Reviewer, *Armed Forces and Society*, Sage. (2011)
- Reviewer of Abstract Submissions for the International Conference on Advancement of Development Administration (ICADA). (2011).
- Reviewer, *Journal of Leadership & Organizational Studies.*, Sage. (2012)

Recent Public Service

Board Member, Nutrition Camp and School Foundation (2018 – Present).

El Paso County Criminal Justice Coordinating Council, Colorado Springs, Colorado. (May 27 2017 - Present).

Board Member, Police Foundation of Colorado Springs, Colorado Springs, CO. (2017 - Present).

Board Member, Fire Foundation of Colorado Springs, CO. (2017 - Present).

Board Member, Center of Nonprofit Excellence. (2015 - 2018).

Board Member, Nutrition Camp School. (2017 – Present).

Member, Colorado Springs Rotary Club, Colorado Springs, Colorado. (2015 - Present).

Program Chair, Rotary Club of Colorado Springs, Colorado Springs, CO. (July 2017 - July 2018).

CONSULTING

Paid Consulting

National Air Operations Center, US Customs and Border Protection, Corpus Christi, TX.
(2014)

Diamond 6 Consulting, California. (2013 - Present)

McKesson Corporation. (2013)

Booze, Allen, Hamilton. (2013-2015)

Department of Homeland Security, US Customs and Border Protection. (2012-2013)

National Cancer Institute, Bethesda, MD. (2012)

AES Wind Division. (2010)

Bank of America. (2007-2010).

Bank of America Continuum India, Pvt. Ltd., Hyderabad, India. (2009)

Winzler & Kelly Consulting Engineers. (2008-2012)

Pro Bono Consultation and Facilitation

Colorado State Patrol. (2017-present)

Federal Bureau of Investigation, Houston Regional Office. (2016)

Federal Bureau of Investigation, Denver Regional Office. (2016)

United States Navy. (2012 to present)

United States Army.(2007 to present)

San Diego Political Leadership Institute. (2012 to 2015)

San Diego Public Safety Leadership Initiative. (2012-2015).

Federal Bureau of Investigation, San Diego Regional Office (2010 to 2014)

Anti-Defamation League. (2007 to 2010)

Cumberland County Municipal Advisory Board (2004)

Cumberland County Emergency Services Action Panel (2005-2006)

Central Pennsylvania County Commissioners Roundtable (2005)

Ohio State Highway Patrol. (2007)

Permanent Editorial Board of the Aviators' Model Code of Conduct. (2007-2008)

FELLOWSHIPS AND POST-GRADUATE DEVELOPMENT

Fundraising for Deans, Academic Impressions, Seattle, WA (November 30-31, 2018).

Mediation Training, National Center for Conflict Resolution (August 2011).

Appreciative Inquiry Facilitator Training (July 2011).

GAP International Breakthrough Intensive Workshop, Philadelphia, PA (July 2010).

Connective Leadership Certified Practitioners Seminar, Pasadena, CA (January 2010).

Situational Leadership Seminar, Center for Leadership Studies, Escondido, CA (July 2007).

Embracing a World of Difference. A working Group Relations Conference on Exploring and Transforming Authority Relations, New York University, NY (April 2006).

National Security Management Fellowship, Maxwell School, Syracuse University (2004).

Evil and International Affairs, Moral Rhetoric, Reality, and Responsibility. A Faculty Workshop at McGill University, Montreal, Canada (June, 2003), sponsored by The Carnegie Council on Ethics and International Affairs.

Pennsylvania Education Policy Fellowship, Harrisburg, PA (2002).

Armed Forces Institute of Pathology Forensic Sciences Fellowship, Washington, DC. (1988).