

## Curriculum Vitae

Theresa Marie Monroe  
University of San Diego  
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### Educational Background:

2002	Ed. D.	Harvard University
1993	M.A.	Harvard University, School of Education
1989	J. C. L.	Catholic University of America
1987	M. P. A.	Harvard Kennedy School of Government
1984	Th. M.	Boston College
1976	M. Div.	Boston College

### Professional Experience:

2002 -	University of San Diego. Associate Professor of Leadership Director of the Leadership Institute
1998-2002	University of San Diego, Visiting Assistant Professor of Leadership
1994-2002	Irish Management Institute, Dublin, Ireland. Lecturer, Executive Development Program
1987-1997	Harvard University, John F. Kennedy School of Government Associate Director, Leadership Education Project and Adjunct Lecturer in Public Policy
1989-1993	Weston Jesuit School of Theology, Cambridge, MA. Adjunct Assistant Professor of Canon Law and Lecturer in Pastoral Theology
1977-1982	Catholic Theological Union, Chicago, IL. Dean of Students and Instructor in Theology

- 1982-1984 Society of the Sacred Heart, Boston, MA. Novice
- 1976-1977 The Lilly Endowment, Incorporated, Indianapolis, IN  
Program Associate, Religion Division
- 1975-1976 Catholic Charities, Archdiocese of Boston. Caseworker,  
Cambridge Elder Care Program
- 1974-1975 Journal of Biblical Theology, Cambridge, MA Office Manager
- 1972-1973 Catholic Charities, Diocese of Bridgeport, CT. Research  
Associate, Ministry of Social Concern
- Summer, 1971 Intern, U.S. Chamber of Commerce, Washington, D.C.
- 1969 – 1970 Intern, Office of Edward M. Kennedy, U. S. Senate, Washington, D.C.

### **Publications:**

#### Refereed Articles:

Hidden challenges of taking up the role of pastoral leader. Integral Institute's peer-reviewed *Congregational Ministry* website (cf: [www.IntegralInstitute.org](http://www.IntegralInstitute.org)). Reprinted with permission from Hoge, D. (2006), *Experiences of priests ordained five to nine years*. National Catholic Educational Association, 2006, pp. 153-166.

Boundaries and authority. *Encyclopedia of Leadership*. James MacGregor Burns, George Goethals, and Georgia Sorensen (Eds.). Sage 2005.

Reclaiming competence: The governance of religious institutes. *Review for religious*, 51. 432- 452.

Estrada, A. & Monroe, T. Group relations training for marriage and family therapists. Manuscript submitted (August, 2008). to *Journal of Marriage and Family Therapy*

#### Non-Refereed Articles

The practice of leadership and authority: Contemporary rhetoric and reality. *Priesthood: Challenges of Pastoral Leadership* Vol. 3, No. 3 (1997): 25-44. Re-printed in *Irish Province Bulletin*, February, 1998.

The practice of authority, *In Trust*, Vol. 1, No 2 (January, 1997): 3-5.

Leadership in tough times, *Touchstone* 12:2 (Winter, 1996): 14-15.

#### Book Chapters:

Hidden challenges of taking up the role of pastoral leader. In Dean R. Hoge (Ed), *Experiences of priests ordained five to nine years*. National Catholic Educational Association, 2006, pp. 153-166.

Interview with Sr. Terri Monroe. In Charmine Koda (Ed.), *Harvard Women: Challenge Beyond the Glass Ceiling*, 1995, pp.161-202.

#### DVD

*The Emerging Edges of Group Relations Work: A Conversation with Terri Monroe and Bruce Irvine*. Talk sponsored and produced by Organization & Leadership Department, Teachers College, Columbia University, October 5, 2007.

*Being an Effective and Responsible Agent for Change*. Keynote address delivered at National Ministry Summit, , Orlando, FL., April 21, 2007

#### Published Conference Proceedings:

Monroe, T. McCallum, D.; Leadership Across the Globe: Transforming Organizations and Relationships. A. K. Rice 2008 Symposium Proceedings

“Mental models: The invisible enemy of change,” in *Structures for Lay Leadership: Are They Working? (Conference proceedings)* Foundations and Donors Interested in Catholic Activities, 2004.

“Cooperation between clergy and laity: Ambivalent texts, collaborative context,” *Proceedings of the Canon Law Society of America*, 1992.

Education and formation for ecclesial ministry. *Lay ministry conference proceedings*. United States Conference of Catholic Bishops, Washington, D.C., 1982.

#### Monographs:

*The Theoretical Underpinnings that Inform Group Relations Work*. Monograph published by the Leadership Institute, University of San Diego, 2005.

*No escaping authority: boundary management in work groups in a collaborative organization.* Dissertation Presented to the Faculty of the Graduate School of Education, Harvard University.

*Authority: The shifting context for ministry in the Catholic Church.* Qualifying Paper written in partial fulfillment of requirements of degree of Doctor of Education, Harvard University, 1999.

#### Published Technical Reports:

Religion and the Intellectual Life: An Assessment of *Renewal '98,*" 1999. Worcester, MA: *Collegium*, Holy Cross College, 1998.

Nygren, D.; Ukeritis, M. Bartunek, J.; & Monroe, T. (1989). *The structural and relational dimensions of religious life: Perceptual changes in role identity and interpretative schemes of United States men and women religious.* Boston, MA: Boston University, Center for Applied Social Science.

An evaluation of the Basic Issues in Theological Education competitive grants program. Indianapolis: The Lilly Endowment, 1984.

The Securities and Exchange Commission. In John Blackhawk (Ed.), *An analysis of the Federal Regulatory Agencies.* Washington: United States Chamber of Commerce, 1971.

#### Broadcast Interview:

CBS Radio, The Osgood Files, "Catholic Nun Teaches Politicians at Harvard," 1996

Feature Story (based on interview): 'Contemplation-in-action' means business. *Heart Magazine: A journal of the Sacred Heart, U.S. Province*, Vol. 6, No. 1 (Spring 2008).

#### Conference Presentations (Refereed)

Monroe, T. McCallum, D.; Leadership Across the Globe: Transforming Organizations and Relationships. (Accepted for presentation at A. K. Rice 2008 Symposium, *Leadership Across the Globe: Transforming Organizations and Relationships*, April, 30, 2008. [Presentation of findings from McCallum's dissertation study, data for which was gathered from Monroe's classes].

Getz, C.; Monroe, T.; Catanzaro, M. Dierolf, H.; Lampl, J.; Markey, S.; Innovative or anti-tradition? Creating learning opportunities in a university leadership program: Perspectives from undergraduate , graduate and doctoral students. (Accepted for presentation at A.K. Rice 2008 Symposium, *Leadership Across the Globe: Transforming Organizations and Relationships*, April 30, 2008.[Presentation of data and learning experiences gathered from Monroe’s classes, and subsequent courses developed as a result of Monroe’s work/pedagogy].

Getz, C., Monroe, T., Chavez-Booth, M., Dierolf, H. and Yu, L. Teaching Leadership: The possibilities for authentic learning, and real change. (November, 2006). Paper presented at the International Leadership Association (ILA) Annual Conference, Chicago.

Gelb, S., Getz, C. Monroe, T. and Dierolf, H. The Challenges of integrating a research team in group relations conferences. (November, 2006) Paper to be presented at the International Leadership Association (ILA) Conference, Chicago.

Estrada, Gelb, Getz, Monroe & Romo (April, 2006) Chicano/Latino Voices in the Borderland. Paper presentation at the AKRI Forum, Chicago, IL.

Getz, C., Gelb, S., Monroe, T., Vanhorn, T., & Loggins, J (November, 2005). An Integral Approach to the Teaching of Leadership Studies at the University of San Diego School of Leadership and Education Sciences. Paper presented at the International Leadership Association (ILA) conference, Amsterdam.

Cordeiro, P., Getz, C., Donmoyer, D., Scherr, M., & Monroe, T. (November, 2000). Moving Administration Preparation “Out of the Box”: A Data-Based Discussion of Three Experimental Initiatives. Conversation session presented at the UCEA conference, Albuquerque, New Mexico.

Problem assessment and Policy Analysis (1998). Center for Political Leadership and Participation, University of Maryland, College Park , Maryland.

Authority and Religious Institutions (1997). International Conference on Partnership and Collaboration, Tavistock Institute, London, England.

McDermott, B. & Monroe, T. The Spiritual Dimensions of Leadership (May, 1996). Catholic Theological Society of America, Annual Meeting San Diego, CA.

The practice of leadership and authority: Contemporary rhetoric and reality (1996). Paper presented at Annual Conference of the National Federation of Priests Councils. Phoenix, AZ.

Teaching Practice and Skills in a Professional School Context (July, 1995). Professional Development Conference for faculty and administrators, Atma Jaya University, Jakarta, Indonesia.

Authority as Boundary Management (1995). International Drug Enforcement Conference (IDEC). Wellington, New Zealand.

From Dependency to Autonomy: The Dynamics of Authority (1995). Conference on Aboriginal Mental Health, Department of Aboriginal Studies, University of South Australia, Adelaide, Australia.

Faith of Our Fathers/ Faith of Our Students: What's the Difference? (1995). Conference for Systemic School Educators, Sydney, Australia.

Religious Belief on Campus: Is it Politically Correct? Is There a Public Language for Talking About Matters of Faith?(1994), Institute of Politics Annual Conference, Harvard University.

Watching With Both Eyes: The Use of Naturalistic Research in Canonical Interpretation (1995). Paper presented to New England Regional Meeting of the Canon Law Society of America. Hartford, CT.

A Theory of Leadership and Authority: Implications for Religious Grant making (1993). Presented at Conference on Religious Leadership and Philanthropy, St. Thomas College, Minneapolis, MN.

Cooperation between clergy and laity: Ambivalent texts, collaborative context (October, 1992). Annual Meeting, Canon Law Society of America. Cambridge, MA.

### **Conference presentations (non-refereed):**

Passion, Purpose and Power: Releasing Untapped Resources in Organizations (September,2013) Conference sponsored by Grubb Institute, Bangkok, Thailand

Bringing Leadership Studies to Life (August 2009) Thinking About Leadership, Conference sponsored by National University of Singapore

Innovations in professional education, (August 2008) Conference on Leadership and Innovation, ESAN University, Lima Peru.

Mental models: The invisible enemy of change, (2004) Foundations and Donors Interested in Catholic Activities, Coronado, CA.

Large System Interventions, (2003) Annual Board Conference, Public Education Network, Rancho Bernardo, CA.

Trusteeship in an Era of Uncertainty. (2001). Conference for members of the governing boards of institutions sponsored by the Sisters of St. Joseph. Los Angeles, CA.

But, You're not Father. (2001). Conference on Lay Ministry, Diocese of Cleveland, OH.

Baza, R., Gelb, S., Getz, C., Herrera, D., & Monroe, T. (September, 1999,). The Mondragon Cooperative Experience. Roundtable presentation at the "Building a Culture of Peace," Joan Kroc Institute for Peace and Justice Conference, University of San Diego.

Faith of Our Fathers/ Faith of Our Students: What's the Difference? (1999). Network of Sacred Heart Schools in Ireland and Northern Ireland. Dublin, Ireland.

Spirit and Work (1997). Federation of Jewish Philanthropies, Annual Conference, New York, NY.

Women and Authority, (1995) International Women's Forum, Annual Conference, New York, NY

#### **Grants:**

1994-1997 *What We Teach is How We Teach: Developing Pedagogy of Leadership*. The United States Department of Education, Eisenhower Fellowships, \$197,297.

1988-1995 *Leadership Education*, The Lilly Endowment, Inc. Four consecutive Grants: \$25,000; \$188,000; \$451,000; \$212,000 (with Ronald Heifetz).

1992-1994 *Developing Religious Leadership*, The Lilly Endowment, Inc., \$20,000.

1986-1987 *Assessing Courses on Leadership*, The United States Navy, (with Ronald Heifetz), \$25,000.

1981-1982 *Formation for Lay Ecclesial Ministers*. Association of Theological Schools. \$20,000.

2002-2003 *Learning to Love the Swamp: Leadership Development for Christian Pastors*. Proposal submitted to Lilly Endowment, 2002. Not awarded.

## **Presentations and Workshops: (sample)**

Leadership and Spirituality in Higher Education, Ignatian Colleagues, August 2012.

Grubb Institute Guild formation process, London, 2011 – 2012.

Transforming Clergy Leadership, (June, 2008) Conference sponsored by Grubb Institute for Anglican Clergy in U.K.

Adaptive Leadership, Western Regional Training Event for Newly Ordained Priests, sponsored by Institute for Priests and Presbyterates, September 2007.

Church Leadership in Uncertain Times, National Organization of Continuing Education for the Roman Catholic Clergy, Annual Meeting, February, 2007.

Viewing Diversity Through a New Lens: Stages of Adult Development, University of California, Santa Barbara, February, 2006.

Cross Cultural Communication and Dynamics, Ministry of Tourism, Department of San Martin, Iquitos, Peru, November 2005.

Catholic Social Teaching: The Church's Best Kept Secret, Presentation at annual retreat for staff members of the USD Finance and Administration Department, Spring, 2005.

Mental Models: The Invisible Obstacle to Change, Presentation given to board members of Foundations and Donors Interested in Catholic Activities (FADICA), Spring 2004

Lost in Familiar Places: Leadership in a Time of Adaptive Change, Workshop for senior scientists and department managers at Los Alamos National Laboratory, Los Alamos, NM. August 22-24, 2004

Authority, Leadership and Participation in Groups and Organizational Systems, Workshop for faculty and students Teacher's College, Columbia University, November 5-7, 2004.

Large System Interventions, Two-day board retreat for Public Education Network, Rancho Bernardo, CA 2003.

Leadership and Change, A Group Relations workshop sponsored by the A.K. Rice Institute in association with the Gallup Organization and the Rockefeller Foundation. Washington, D.C., 2002



No Escaping Authority: Managing Boundaries in Contemporary Collaborative Organizations, Workshop for board members of Catholic Health Care West, Spokane, WA 2002.

The Challenge of Organizational Learning and Change, A dialogue/"charla" on leadership with faculty and alumni, University of San Diego, 2002.

Leadership and Authority in a Time of Uncertainty, Rectors of Jesuit Colleges and Universities, St. Peters College, Jersey City, NJ, 2002 (with B. McDermott).

Trusteeship in an Era of Uncertainty, Workshop for new members of governing boards of institutions sponsored by the Sisters of St. Joseph. St. Mary's University, 2001.

But, You're Not Father. Workshop for Lay Ministers, Diocese of Cleveland, 2001.

Authority and Management: Mentoring, Competition and Success, A Group Relations conference in the Tavistock tradition, Columbia University, March, 2000.

Authority in Religious Institutions, Tavistock Institute, London, England, 1998.

The Practice of Authority and Crafting Strategy, Leadership in the 21st Century: Chaos, Conflict and Courage, a 5-day Executive Program offered by Kennedy School of Government, 1996 -98.

Lost in Familiar Places: Leadership and Adaptive Change, Irish Management Institute,  
1995-2001.

Women and Authority, Executive Training Program for the International Women's Forum, Cambridge, MA, and New York, NY 1995 - 1996.

The Spiritual Dimensions of Leadership, Catholic Theological Society of America, San Diego, 1996.

Exercising Authority and Leadership in Religious and Public Settings, Archdiocese of Los Angeles, 1997.

Spirit at Work, Federation of Jewish Philanthropies, New York, NY, 1999

Faith of Our Fathers/ Faith of Our Students: What's the Difference? Mt. Anville School of the Sacred Heart, Dublin, Ireland, 1998; Convent of the Sacred Heart, Sidney, Australia, 1997.

Live From the Classroom: Learning from 'Here-and-Now' Class Dynamics, Atlas Alternative Schools Project, Newton, MA, 1995.

Leadership and Religious Life: Managing Transitions, Sisters of St. Francis, Rochester MN, 1993; Sisters of Mercy, Buffalo, NY, 1996; Srs. of St. Joseph, Baden, PA, 1996; Benedictine Sisters of Queen of Angels Abbey, OR, 1996; Holy Child Sisters, San Antonio, TX, 1998; Sisters of Providence, 2002.

Religious Belief on Campus: Is it Politically Correct? And Is There a Public Language for Talking About Matters of Faith? Institute of Politics, Workshops for Campus Leaders, Harvard University, 1994.

Teaching Practice and Skills in a Professional School Context, Workshop for faculty and administrators, Atma Jaya University, Jakarta, Indonesia, July, 1994.

From Dependency to Autonomy: The Dynamics of Authority, Department of Aboriginal Studies, University of South Australia, Adelaide, Australia, 1994.

### **Consultations: (sample)**

Catholic Health Care West, 1996, 1997, 2003, 2004.

Georgetown University, President and senior administrators, 2004

Los Alamos National Laboratory, Los Alamos, NM, 2004 – 2005

Boston Priests Forum, Boston, MA 2003 – 2004

Public Education Network, Washington, D.C. 2003.

Catholic Common Ground Initiative, National Pastoral Life Center, 1998.

The Lilly Endowment, Inc. Evaluation of Initiatives in Leadership and Theological Education, 1977 - 1996.

Catholic HealthCare West, San Francisco, CA, (in conjunction with McKinsey & Co.), 1997-99.

Quest International, Division of Unilever. In conjunction with McKinsey & Co.), London, England, 1995.

Jewish Philanthropies, New York, NY 1997-99.

Tavistock Institute, London, UK and Dublin, Ireland. Consulting staff for Authority for Mission, a five-day residential group relations conference for European provincials of religious orders and congregations, 1996

Collegium, Fairfield University, Fairfield, CT. Assessment of programs designed to address issues of identity and mission in Catholic higher education, 1994-1998.

Center for Political Leadership and Participation, University of Maryland, College Park and A. K. Rice Institute, Washington-Baltimore Center, 1998.

**Other Appointments and Awards:**

1987 – 1996	Board, Convent School of the Sacred Heart, Greenwich, CT
1997 – 2004	Board, <i>Collegium</i> , Holy Cross College, MA
2004 – 2006	Board, International Ignatian Lay Volunteers
2001	San Diego Peacemakers' Award

**Professional Affiliations:**

A. K. Rice Institute for the Study of Social Systems (AKRI) [Elections Committee & Mentoring and Training Committee].

Association of Leadership Educators (ALE)

Canon Law Society of America (1986-2003)

GREX: the west coast regional affiliate of the A. K. Rice Institute

International Leadership Association (ILA)

Center for Integrative Psychology

**Graduate Teaching:**

Leadership and Spirituality, 2012-

Purpose Based Consulting, USD 2009 -

Leadership Theory and Practice, USD, 1998- present.

Leadership for Change: Evoking Collective Wisdom, Honoring the Soul, Connecting with Spirit. Intersession, 2008

Human Relations for Leaders, University of San Diego, 1999 -2008

Contemporary Conceptions of Knowledge, USD, Fall 2005, 2006.

Academic Inquiry and Research, University of San Diego, spring, 2005

Consulting to Small Groups, USD, 2000 – 2003, Fall, 2007,2011

Leadership for Change: Integrating Spirit and Work, University of San Diego, Intersession, 2005

Leadership and the Future, University of San Diego, 1999.

The Policy Making Process, University of San Diego, 1998-99.

Leadership and the 21<sup>st</sup> Century: Chaos, Conflict and Courage, Kennedy School of Government, Harvard University, Executive Education Program 2005-06.

Leadership, Authority and Organizational Change, Irish Management Institute, 1996 – 2002. Also taught at St. Michael's University (1996) and Maryknoll School of Theology (with B. McDermott) summer, 1997-98).

Exercising Authority: Power, Strategy and Voice, Harvard Kennedy School of Government, 1992 - 1994.

Exploring Authority, John F. Kennedy School of Government, Harvard University, 1990-95. Co-taught with Ronald Heifetz.

Exercising Leadership in Public and Religious Settings, St. John's University (with T. Landy), 1997 and Maryknoll School of Theology (with B. McDermott), 1998.

Power, Leadership and Organizational Effectiveness, Weston Jesuit School of Theology, 1990 - 1992.

Introduction to Canon Law: Power, Authority and Decision-Making in the Catholic Church, Weston Jesuit School of Theology, 1991 – 1993; Seattle University, Summer 1992.