

## **Appendix III**

### **Faculty Vitae, Promotion and Tenure Decisions**

**2001 - Present**

# CURRICULUM VITA SUVOJIT CROTON BASU

## Office Address

1401 Presque Isle Ave, Room 300 Magers  
Cisler College of Business  
Northern Michigan University  
Marquette MI 49855

Work Phone: 906-227-2962; Secretary: 906-227-2900; Fax- 906-227-2903

## Home Address

47 Sandwood Drive  
Marquette, MI 49855

## EDUCATION

PhD. (MIS), The University of Memphis (July 2000)

Major : Management Information Systems;

Minor: Strategic Management Department of MIS IDS, University of Memphis.

Dissertation Title: An Empirical Framework for Transforming Global Organizations through Business Process Reengineering

Master of Business Administration (MEA), Major: Finance; Minor: MIS (December, 1992)

The University of Tennessee, Chattanooga

Bachelor of Commerce B.Com - Honors, (July, 1989) St. Xavier's College

The University of Calcutta, India

**CURRENT RANK:** Assistant Professor (Cisler College of Business), Northern Michigan University (since Fall 1997)

## RESEARCH AND SPECIAL INTERESTS

Global Information Technology Management

E-Business - consulting, architecture and implementation

Systems Analysis, Design and Implementation

ERP and Strategic Impact of Information Technology

## HIGHLIGHTS

- .SAP R/3 coordinator for NMU - initiated and developed SAP-University Alliance. The alliance provides for a \$1.4 million software grant
- Helped develop the Systems Analyst and E-Business track (pending approval) for the CIS curriculum
- Doctoral degree in MIS (Graduated, July 2000)
- Have conference proceedings, book chapters and journal publications, including a publication in Decision Sciences Journal. Currently dissertation material and on-going research allows for several future publications.
- Have extensive experience as track chair, session chair and reviewer for several National and International conferences and journals in the IS field.
- Three years experience in the CIS curriculum at NMU. Developed new teaching models and have been making significant contributions to other areas of college and university.

## TEACHING EXPERIENCE

### **Instructor/Assistant Professor - Northern Michigan University: (Since Fall 1997/June 2000)**

- CIS 115 (Information Systems and Organizations); CIS 250-255 (Systems Development I and II); CIS 440 (Decision Support and Expert Systems); CIS 415 (Senior Systems Project); and MGT 495 (International Business Seminar)

### **Doctoral Student - The University of Memphis: (Fall 1993 to Spring 1997)**

- ISDS 4765 (Decision Support Systems and Expert Systems); ISDS 4785 (IS Planning and Management in Organizations); ISDS 2750 (Introduction to MIS); ISDS 2711: Business Statistics II

### **Personal Employment, consulting, internships, and providing business advice.**

#### Company Startups:

- The Abrus Group LLC. Since November 1999. Consulting Group.
- SportDS - new company started in May 2000. Business Plan completed, currently seeking Venture Capitalist.

1997 -now Faculty at Cisler College of Business, Northern Michigan University  
1993-1997 Doctoral Teaching Assistant: Department of MIS/DS , University of Memphis  
1993-1998 Financial Analyst and Computer Support: Fisher Evans, Chattanooga, Tennessee  
1991-1992 Graduate and Computer Lab Assistant: Business School, University of Tennessee, Chattanooga

Before 1993 Commercial Executive: Micro Accessories India Limited (MAIL), Calcutta, India (Japanese Collaboration)

1988-1989 Industrial Trainee: Citibank N.A., Consumer Services Group, Calcutta, India

1987-1988 Lab Instructor and Computer Support: CSI India Limited, Calcutta, India

1986-1988 Marketing Executive: MCC Infotech Systems, Calcutta, India

Note: ID=Instructional Development; AS=Applied Scholarship; BS=Basic Scholarship

## PUBLICATIONS:

### **Book Chapters:**

(BS) Reengineering Global Business Processes: Challenges and Issues with Prashant C. Palvia. Forthcoming in Global Information Technology and Electronic Commerce: Issues of the New Millennium, Fall 2000.

(AS) Business Process Reengineering - Current Status and Future Directions, with Palvia, P. Encyclopedia of Library and Information Science. Volume 67 Supplement 30. edited by Alan Kent. Marcel Dekker. New York. Published March 1999.

### **Journal Articles:**

(AS) Diffusion of Executive Information Systems in Organizations and the Shift to Web Technologies with Sandra Poindexter; James Drosen; and Theophilus Addo. Information Management and Data Systems (IMDS). Spring 2000.

(AS) A Short Note on Key IS Issues Studies - Reporting and Relevancy, with Palvia, P. Decision. Sciences Journal, Vol. 30, No.1, Winter, 1999.

CBS) Information Technology: The Driver for a New Business Model, with Palvia P. Currently under review

CBS) Electronic Commerce Curricula: An Overview of Current Electronic Commerce Courses and Implications for Marketing Education, with Brunswick, Gary and Chen, Leida. Currently under review.

**Professional organizational activities - officer, session chair, discussant, speaker, reviewer, editor journal, editor newsletter.**

**LOCAL:**

- Chairman: Outcomes Assessment Committee at NMU
- Officer: Association of Information Technology Professionals (AITP), faculty adviser, NMU chapter 1997-1999.

**REGIONAL CONFERENCES:**

- **(AS) Paper Presenter:** A Comparative Analysis: Diffusion of Executive Information Svstems in Organizations with Poindexter, S; Drosen, J; Addo, Theo at Southwest Decision Sciences Institute Conference.
- **(AS) Paper Presenter:** Rendering the Economic Development Stigma - A Survey of Internet Usage in Upper Peninsula of Michigan with Harry Guenther at Association of Small Business and Entrepreneurship.Houston, March 1999.
- **Reviewer:** Association of Small Business and Entrepreneurship, Houston March 1999.
- **(AS) Paper Presenter:** Technology and Entrepreneurship with Harry Guenther at the Academy of Entrepreneurial and Small Firm Finance Meeting at Chicago, March, 1999.
- **Session Chair:** Academy of Entrepreneurial and Small Firm Finance Meeting at Chicago, March 1999.
- **(AS) Discussant:** Managing End User Computing in a Global Environment, with Kumar, A. Proceedings - *Southern MIS (SMISA) Conference, 1995. (Regional Conference)*

**NATIONAL CONFERENCES:**

- **Track Co-Chair:** Global Information Technology and Global Electronic Commerce Track at the America's Conference in Information Systems (AMCIS 1999), Milwaukee, August 1999.
- **Reviewer:** Global Information Technology and Global Electronic Commerce at the America's Conference in Information Systems (AMCIS 1999), Milwaukee, August 1999.
- **(ID) Paper Presenter:** Reversing the Traditional Classroom from 80/20 to 20/80: A Roadmap with Sandra Poindexter. TechEd 2000 Conference. Palm Springs, CA. March 2000.
- **(AS) Paper presenter:** Towards Developing a Model for Global Business Process Reengineering with Prashant C. Pal via at America's Conference in Information Systems (AMCIS 1999), Milwaukee, August 1999.

- **(AS) Paper presenter:** Investigate the Link Between Multinational Strategy-Structure and Management of End User Computing, with Anil Kumar; Don Schlientz. *Association of Information Systems, Baltimore, 1998 (National Conference)*
- **(AS) Paper presenter:** A Study of Global IT Key Issues: Influence of A Nation's Level of Economic Development, with Prashant C. Palvia, Whitworth, J. *Association of Information Systems, 1997 (National Conference)*
- **(AS) Paper presenter:** Diffusion of EIS at Promus Inc. - A Case Study, with Akmanligil, M. and Frolick, M. *Annual Meeting of the Decision Sciences Institute, 1996. (National Conference)*
- **Discussant:** Methodologies in MIS Research: An Examination of the Literature, with Kumar, A., Palvia, P., and Alexander, P. *Annual Meeting of the Decision Sciences Institute, 1996. (National Conference)*
- **(AS) Paper presenter:** A Neural Network Approach to Collaborate Diversification. With Akmanligil, A., Whitworth, J. and Kumar, A. *Association of Information Systems, 1996. (National Conference)*
- **(AS) Paper presenter:** Key MIS Issues for the 1990's: A content analysis. With Kumar, A. and Pal via, P. *Association of Information Systems, 1996. (National Conference)*
- **(AS) Paper presenter:** The Internet as a Research Tool for the University Business Faculty, with Alexander, P. and Brown, S. *Association of Information Systems, 1996. (National Conference)*
- **Member:** Global IT Management, Association of Information Technology Professionals (AITP), Association of Information Systems (AIS), Decision Sciences Institute (DSI).
- **Reviewer:** for Decision Sciences Institute (DSI) conferences and Association of Information Systems (AIS) conferences.

## **INTERNATIONAL CONFERENCES:**

### **Reviewer for the following journals:**

- Journal of Global Information Technology Management (JGITM)
- Journal of Global Information Management (JQIM)

### **Reviewer for Conferences:**

- Information Resources and Management Association (IRMA) conference
- Global IT Management International Conference

**Session Chair:** How to conduct Effective Global IT Research (GITM World Conference, 2000)

**(AS) Paper presenter:** Role on T in Reengineering Global Business Processes with Palvia, P. Proceedings Global Information Technology Management International Conference, Memphis, TN, June 2000.

**(AS) Paper presenter:** Transforming Global Organizations - Assessments and Recommendations with P. Pal via. Proceedings - 8th International Conference of the Information Resources Management Association, 1997.

**(AS) Paper presenter:** Key IS Issues - Reporting and Relevancy with P. Pal via and Akmanligil, M. Proceedings - Proceedings - 8th International Conference of the Information Resources Management Association, 1997

(AS) **Paper presenter:** End User Computing: - Issues Relating to a Global Strategy, with Kumar, A. and Alananligil, M. Proceedings - *6th International Meeting of the Information Resources Management Association*, 1995.

(AS) **Paper presenter:** Business Process Reengineering in Global Organizations: An Examination of the Unique Issues, with Kumar, A. Proceedings - *7th International Conference of the Information Resources Management Association*, 1996.

(AS) **Paper presenter:** An Examination of End User Support Preferences, with Alananligil, M. Proceedings - *6th International Meeting of the Information Resources Management Association*, 1995.

### **Involvement in professional supervision and/or executive management programs, extension and public service activities**

(ID) Implementing the 20/80 model as a mode of instruction with Sandra Poindexter. Developing a new approach to instruction by using technology, labeled the 20/80 model.

(AS) CPE Program Presentation- E-Commerce - Strategies and Development

### **KEYNOTE SPEAKER**

Golden Key Society Annual Presentation, December, 1999. Honorary Member. Alpha Kappa Psi, Business Sorority, 1997-1998, Dinner Banquet.

(ID) **Chair of Outcomes Assessment Committee** at Northern Michigan University. Since summer 1999. Developed and standardized outcomes assessment procedures. Currently advising and evaluating programs for various departments across campus.

Proposed and developed the **SAP University Alliance at NMU**. Received 1.4 million dollar software grant during early-2000. Formal course-offerings based on this integrated technology will be offered starting Jan. 2001. Have begun training for SAP R/3.

(AS) **AITP Projects:** Involved in several projects with Association of Information Technology Professionals resulting in the College of Business interactive promotion CD, Computers for local day cares, and free computer classes for NMU students. AITP received the Organization of the Year for 1998-1999.

(AS) Presentation during Operation UP. Towards developing a measure of economic development through Internet usage with Harry Guenther. Sponsored by Bureau of Business and Economic Research.

(AS) Marquette High School Projects: Five projects including networking, lab upgrades, integration of e-mails, internet access and security and evaluation of newly acquired Skyward project.

(AS) Cycle Time Reduction for the Hiring Process at the Department of Human Resources, University of Memphis with Alexander, P. Akmanligil, M. and Hjelm, K. for the FedEx Cycle Time Research Center

(ill) Teaching with Technology Grant. Received, May 1998 from Northern Michigan University, Marquette

(AS) Summer Research Grant. Received, April 1998 from Walker LCisler College of Business, NMU, Marquette

## **HONORS RECOGNITIONS**

- .Chair: Outcomes Assessment Committee atNMU (elected as of Summer 1999) Faculty Advisor to Association of Information Technology Professionals (AITP)Organization of the Year Award for 1998-99.

## **WORK IN PROGRESS**

(AS) Benteler Case Stlidvon ERP (SAP R/3) Implementation with Marie Moisio, Lei-da Chen and Larry Pagel

(AS) Key Issues in E-Commerce - A Comparative Analysis of Academic versus Practitioner Issues with Chen. Lei-cia and Brunswick. Garv. Submitted to Academy of Marketing Science W orId Mar\_eting Congress.

(CBS) Phases of IT Transformation for Multinational Corporations with Barry Shore, Steve Simon, Sharm Manwani, Kane Kangas, and Hans Lehmann.

(AS) Key Issues and Methodologies in the MIS Literature ,with Palvia, P., Kumar, A. temporary hold on project

(CBS) A Framework for transforming Global Organizations through Busin ss Process ReemrIneering - Dissertation Topic - 2 papers

(AS) Impact of Corporate Diversification on Stock Analysts ratings - temporary hold

## **PROJECTS UNDERTAKEN**

Presentation during Operation U.P. Towards developing a measure of economic development by .using the Internet with Harry Guenther. Sponsored by Bureau of Business and Economic Research

Marquette High School Projects: Five projects including networking, lab upgrades, integration of e-mails, internet access and security, and evaluation of newly acquired Skyward project.

Cycle Time Reduction for the Hiring Process at the Department of Human Resources ,University of Memphis with Alexander, P. Akmanligil, M. and Hjelm, K. for the FedEx Cycle Time Research Center

## JAMES W. BRONSON

(January 2004)

Management Department  
University of Wisconsin-Whitewater  
800 W. Main Street  
Whitewater, WI 53190-1790  
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Home Address:  
N7470 Kettle Moraine  
Whitewater, WI 53190  
(262) 473-7395  
FAX: (262) 472-4863

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### Education:

- Ph.D. Business Administration, Management - Business Policy and Strategy  
Washington State University  
May 1995
- M.B.A. Emphasis - Finance & Labor Relations  
University of Alaska, Anchorage  
August 1986
- B.S. Liberal Studies  
Oregon State University  
June 1973

### Academic Experience:

- 2003-2004 ASSOCIATE PROFESSOR & IRVIN YOUNG PROFESSOR OF  
ENTREPRENEURSHIP
- 1999-2003 ASSISTANT PROFESSOR & IRVIN YOUNG PROFESSOR OF  
ENTREPRENEURSHIP  
University of Wisconsin-Whitewater  
Responsibilities:
  - Program advancement
  - Student academic advisementTeaching:
  - Strategic Decision Making, Graduate (6 semesters web-based)
  - Administrative Policy, Undergraduate (2 semesters web-based)
  - Entrepreneurship

- 1996-1999 ASSISTANT PROFESSOR & CO-DIRECTOR OF ENTREPRENEURSHIP PROGRAMS  
University of North Dakota  
Responsibilities:  
Entrepreneurship program development  
Student career advisement  
Teaching:  
Strategic Management (1 semester on interactive video)  
Entrepreneurship & Small Business Mgmt. (1 semester on interactive video)  
Principles of Management
- 1995 ASSISTANT PROFESSOR (non-tenure track)  
Washington State University  
Responsibilities:  
Student Advising  
Teaching:  
Principles of Management and Organization (large lecture classes)
- 1990-1994 INSTRUCTOR & TEACHING ASSISTANT  
Washington State University  
Teaching:  
Business Strategy and Policy  
Entrepreneurial Management  
Principles of Management and Organization (large lecture classes)
- 1989 INSTRUCTOR (adjunct)  
Alaska Pacific University  
Teaching:  
Entrepreneurship

### **Publications:**

- Bronson, J. & Beaver, G. 2004. Strategic change in the face of success? Harley-Davidson, Inc. *Strategic Change*, In press.
- Dougan, W. & Bronson, J. 2003. Suboptimal technology adoption: The case of computer reservation systems in the travel industry. *The Journal of High Technology Management Research*, 14, 2: 289-305.
- Bronson, J., Dougan, J. & Krauss, J. 2001. Consortium affiliation and travel agency performance: Evidence of strength in numbers. *Journal of Travel and Tourism Marketing*, 11, 1: 1-15.
- Johnson, J., Cullen, J., Sakano, T. & Bronson, J. 2001. Drivers and outcomes of parent company intervention in IJV management: A cross-cultural comparison. *Journal of Business Research*, 52, 1: 35-50.
- Bronson, J. & Faircloth, J. 2000. A strategic model of the franchise form of business organization. *New England Journal of Entrepreneurship*, 3, 1: 47-56.
- Bronson, J. & Morgan, C. 1998. The role of scale in franchise success: Evidence from the travel industry. *Journal of Small Business Management*, 33,4: 33-42.
- Reed, R. & Bronson J. 1994. BE Aerospace: 1992, in Harrison, J. & St. John, C.

*Strategic Management of Organizations and Stakeholders: Theory and Practice.*

St. Paul, Minnesota: West Publishing. In Press.

Pearce, J. A. II, and Robinson, R. B. Jr. 1994. *Strategic Management: Formulation, Implementation, and Control, 6th Edition.* Homewood, IL: Irwin. In Press.

Hill, C. W. L. and Jones G. R. 1995, *Strategic Management, 3rd Edition.* Boston, MA: Houghton Mifflin.

Bronson, J. & Reed, R. 1994. Teaching note, BE Aerospace: 1992 , in Harrison, J. and St. John, C. *Instructors Manual for Strategic Management of Organizations and Stakeholders.* St. Paul, Minnesota: West Publishing.

Cullen, J., Victor, B. & Bronson, J. 1993. The ethical climate questionnaire: An assessment of the development and validity. *Psychological Reports*, 73: 667-674.

### **Proceedings, Conference Papers & Workshops:**

Bronson, J. & Dougan W. 2004. Best practices for teaching entrepreneurship – A new member workshop. *United States Association for Small Business and Entrepreneurship*, Dallas, Texas.

Hizon, M., Bronson, J. & Dougan, W. 2004. The role of technology as a competitive weapon in each of the five phases of growth. *Proceedings of the United States Association for Small Business and Entrepreneurship*, Dallas, Texas.

Parboteeah, K. & Bronson, J. 2003. Convergence versus divergence: A comparison of managers and workers. *Western Academy of Management*, Palm Springs, California.

Parboteeah, K., Bronson, J. & Cullen, J. 2001. Does national culture affect intentions to commit unethical behaviors? A 20 nation study. *Academy of Management*, Washington, D. C.

Modarres-Fathee, M. & Bronson, J. 2001. Strategic priority of new CEO: An empirical assessment of changes in the CEO and Market Perceptions of Firm's New Financial Strategies. *Proceedings of the Western Decision Sciences Institute*, Vancouver, British Columbia.

Faircloth, J. & Bronson, J. 2001. A preliminary examination of why small business don't adapt marketing practices following a natural disaster: An inertia theory explanation. *Proceedings of the United States Association for Small Business and Entrepreneurship*, Orlando, Florida.

Faircloth, J., Bronson, J. & Simon-Westlind, N. 2000. Small business marketing response to a natural disaster: An inertia theory explanation. *Proceedings of the Association for Marketing Theory and Practice National Meeting*.

Bronson, J. & Faircloth, J. 1999. Using a measure of dispositional optimism to identify at risk businesses following a natural disaster. *Proceedings of the Institute for Behavioral and Applied Management*, Annapolis, Maryland.

Bronson, J. & Dougan, W. 1999. Do part-timers pull their own weight: Evidence from a software-intensive industry. *Academy of Management*, Chicago, Illinois.

Bronson, J., Faircloth, J. & Chacko, J. 1999. Toward a strategic model of the franchise form of business organization. *Proceedings of the United States Association for Small Business and Entrepreneurship*, San Diego, California.

Dougan, W. & Bronson, J. 1998. Network externalities and path dependence: The role of organizational strategy and industry practice. *Academy of Management*, San Diego, California.

Bronson, J., Dougan, W. & Krauss, J. 1998. Consortium affiliation and travel agency performance: Birds of a feather beat lone wolves. *29<sup>th</sup> Annual Conference Proceedings of the Travel and Tourism Research Association*, 71-81.

- Dougan, W. & Bronson, J. 1998. Technology adoption in an industrial community: Should externalities influence policy? *Proceedings of the Midwest Academy of Management*, Kansas City, Missouri.
- Bronson, J. 1995. Prescribed networks: The organization of exchange and business efficiency. Academy of Management, Vancouver, British Columbia.
- Bronson, J. & Reed, R. 1993. Barriers to entry, barriers to imitation, and economic rents. Academy of Management, Atlanta, Georgia.
- Huang, H. & Bronson, J. 1991. Strategic choices for boundary spanning activities: Linking organizational structure to environment. *Proceedings of the Fourth International Conference on Comparative Management*, 85-91.

**Papers In Progress and Under Review:**

- Parboteeah, K., Bronson, J. & Cullen, J. Does national culture affect intentions to commit unethical behaviors? A 20 nation study.
- Bronson, J., Dougan, W. & Werner, J. Do part-timers pull their own weight: Evidence from a software-intensive industry.
- Dougan, W. & Bronson, J. Network externalities and path dependence: The role of organizational strategy and industry practice.

**Grants Received:**

- Department of Education, FIPSE appropriation, lead author, \$496,000, received April 09, 2003.
- Kauffman Entrepreneur Internship Program grant to place students with an interest in entrepreneurship with local entrepreneurial businesses, \$42,350, received March 01, 1999.
- Coleman Foundation travel grant to attend the USASBE conference, 1999, 2001, 2002.
- Center for Instructional Learning & Technology (UND), to establish a student team-project work center, approximately \$5,000, received fall 1998.
- Kauffman Foundation grant to study the effects of the Grand Forks flood of 1997 on entrepreneurial and small businesses, \$23,180, received September 26, 1997.
- Office of Research and Program Development Travel Grants: 1996, 1997, 1998.

**Professional Activities and Awards:**

- Judge & moderator, 2002 & 2003, Young Entrepreneur Conference and Business Competition
- Reviewer (ad hoc), Journal of Management, Academy of Management Journal, New England Journal of Entrepreneurship
- Reviewer, Business Policy and Strategy Division, 1994, 1995, 1996 & 2002 AOM Conference
- Facilitator, National Conference on Undergraduate Research, 2002
- Reviewer, Conference of the United States Association for Small Business and Entrepreneurship, 2001, 2003, 2004
- Reviewer, Entrepreneurship Division, 1998 & 2000 AOM Conference
- Reviewer, 1999 Conference of the Association of Marketing Theory and Practice
- The 1998-1999 Meritorious Service Award, College of Business & Public Administration
- Business Policy and Strategy Division Doctoral Consortium, 1993
- Outstanding Graduate Student Award, Department of Management & Systems, 1993

**Professional Affiliations:**

- Academy of Management, Institute of Management Sciences,  
United States Association for Small Business and Entrepreneurship

**University Service:**

COBE Building Committee, 2003, 2004  
Business Services Outreach Committee, 2003, 2004  
General Management Area Coordinator, 2002, 2003, 2004  
Integrated Science-Business Major (ISBM) Steering Committee, 2002, 2003, 2004  
Dean's Ad Hoc Strategic Planning Committee, Facilitator/Chair, 2002  
Academic Advisement Center Search Committee, 2002  
University Undergraduate Curriculum Committee, 2001, 2002  
COBE Undergraduate Curriculum Committee, 2001, 2002, 2003, 2004  
GMO Advisor, 2001, 2002, 2003, 2004  
Merit/Performance Committee (Dept.), 2001, 2002, 2003  
General Management Search Committee, Chair, 2000, 2001, 2002  
Strategic Planning and Budgeting Committee, 2000, 2001, 2002, 2003, 2004  
Long-Range Planning Committee, 1999, 2000, 2001  
Co-Director, Entrepreneurship Programs, 1998, 1999  
Memorial Union Space Committee, 1999  
National Alumni Leadership Council Session Coordinator, 1998  
Chairman, Dean's Task Force on Entrepreneurship, 1997, 1998  
Management Club Advisor, 1997, 1998, 1999

**Community Service:**

Rotary Luncheon Speaker, January 29, 2002, *UW-W's Role in Economic Development*  
Grand Forks Chamber of Commerce, Business Innovations Committee, 1996-1999  
Principal investigator, 1998 Grand Forks Business Climate Survey, Phase I and II  
(In cooperation with the Grand Forks' Mayor's Office, Grand Forks Chamber of  
Commerce and the UND College of Business and Public Administration)  
Kiwanas Luncheon Speaker, November 03, 1997, *The Dean's Task Force on Entrepreneurship*

## Industry Experience:

- 1988 - 1990 Swalling Construction Company, Inc., Anchorage, AK  
VICE PRESIDENT & GENERAL MANAGER  
Planning, administrative, estimating, and contract management functions for a general contractor specializing in bridges and docks.
- 1986-1988 Steel Fabricators (a subsidiary of Swalling Construction Co.), Anchorage, AK  
MANAGER  
General management of a steel fabrication and sales company including budgeting, union contract negotiations, and the sale of the company.
- 1982-1986 Swalling Construction Company, Inc., Anchorage, AK  
PROJECT MANAGER  
Construction management and administration of Campbell Creek Bridges, Dimond Boulevard Overcrossing, Minnesota Drive Railroad Underpass, and West 100th Avenue Undercrossing.  
PROJECT COORDINATOR  
Project administration and quality control for projects, including Seldovia Marina Expansion, River Crossing Foundation for Chugach Electric, Ship Creek Dam, Pump Station #5 Equipment Facility Pile Foundation, and Operational Training Facility, Kulis A. N. G. B.
- 1981 Alaska Mechanical, Inc., Anchorage, AK  
PROJECT COORDINATOR  
Supervision and coordination of company and subcontractor personnel. Installed heating, ventilating, and air conditioning equipment and modified existing HVAC equipment at Alyeska Pipeline Service Co. Pumping Stations.
- 1974-1980 Alaska Constructors, Inc. (a Halliburton company), Anchorage, AK  
ASSISTANT SUPERINTENDENT  
Supervision of all on-site construction and support activities for the Solomon Gulch Hydro-Electric Project at Valdez, Alaska. Work performed included earth excavation, quarry operations, rock-fill, concrete, pressure grouting, post tensioned anchors, and installation of twin 48" penstocks.  
EQUIPMENT SUPERINTENDENT  
Management and administration for several hundred pieces of equipment, shop facilities, and shop personnel at Prudhoe Bay, Alaska.  
CAMP SUPERVISOR  
Management of a 400-man construction camp at Prudhoe Bay. Supervised catering, maintenance, and operation of ancillary facilities: electric generation, water, and sewage treatment plants.  
FIELD OFFICE MANAGER  
Administration of construction office and warehouses at Prudhoe Bay.

## **STEPHEN J. HAVLOVIC, Ph.D.**

Associate Dean, School of Management  
SUNY Institute of Technology at Utica/Rome  
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315-732-0322 (residence)  
Stephen.Havlovic@sunyit.edu

### **ACADEMIC APPOINTMENTS**

- 8/03-Present      SUNY INSTITUTE OF TECHNOLOGY AT UTICA/ROME  
School of Management  
Associate Dean & Professor of Human Resource Management  
Administrative responsibilities include directing the MBA and MS in Accountancy programs, and leading the AACSB Accreditation process. Teaching obligations include courses in Research Methods and Human Resource Information Systems. Since September, 2003, and the sudden resignation of the Dean, I have been assigned the duties of the Dean and Associate Dean for the School of Management.
- 8/99-7/03        UNIVERSITY OF WISCONSIN – WHITEWATER  
College of Business & Economics  
Professor of Management (2002)  
Teaching responsibilities include Human Resource Management and Organizational Behavior courses at the undergraduate and graduate level. Courses taught or scheduled to teach include: Organizational Behavior; Recruitment & Selection; Current Issues in Compensation & Benefits; and Labor-Management Relations.
- 9/90-9/00        SIMON FRASER UNIVERSITY (Burnaby, British Columbia)  
Faculty of Business Administration  
Associate Professor of Business Administration (1994)  
Teaching responsibilities involve courses in Human Resource Management and Industrial Relations at the undergraduate and graduate levels. Courses taught include: Introduction to Human Resource Management; Human Resource Staffing and Planning; Human Resource Compensation and Development; Organizational Behavior; Comparative Industrial Relations; Workplace Industrial Relations; and Collective Bargaining.
- 4/96-5/96  
& 5/98            UNIVERSITE DES SCIENCES ET TECHNOLOGIES DE LILLE  
Institut d'Administration des Entreprises, Lille, France  
Visiting Professor  
Guest lecturer in classes on: human resource management; the global economy; and longitudinal research design and statistics. Presented a seminar on Workplace Closures and Downsizing.
- 9/87-6/90        UNIVERSITY OF WISCONSIN – OSHKOSH

College of Business Administration  
Assistant Professor of Business Administration  
Teaching responsibilities involved courses in Management and Human Resources at the undergraduate and graduate levels. Courses taught include: Employee Relations; Collective Bargaining; Human Resource Staffing and Development; Management Foundations; and Organization Theory.

## EDUCATION

- Ph.D. THE OHIO STATE UNIVERSITY (1987)  
Major: Labor and Human Resources  
Minor: Industrial and Organizational Psychology  
Dissertation: The Impact of a Worker Participation Process on Production and Human Resource Outcomes.
- M.L.H.R. THE OHIO STATE UNIVERSITY (1979)  
Major: Industrial Relations and Personnel Management  
Thesis: A Multivariate Analysis of the Earnings of Professional and Quasi-Professional Health Care Employees.
- B.A. THE OHIO STATE UNIVERSITY (1977)  
Major: Economics

## PUBLICATIONS

### Journal Articles

- Havlovic, Stephen J., Lau, Dora, and Pinfield, Lawrence T. (2002). "Repercussions of Work Schedule Congruence Among Full-Time, Part-Time, and Contingent Nurses." Health Care Management Review, 27 (4), 30-41.
- Havlovic, Stephen J. and Moore, William. (2002). "Lowering Fatality Rates in Hazardous Occupations: Lessons from the Logging Industry in the Pacific Northwest." Workplace Gazette: An Industrial Relations Quarterly, 5 (2), 61-72.
- Bouthillette, France, Havlovic, Stephen J., and van der Wal, Rena. (2001). "Restructuring the Health Care System in British Columbia: The Experience of the Shaughnessy Hospital Employees." Anxiety, Stress and Coping, 14, 75-91.
- Havlovic, Stephen J. & McShane, Steven L. (2000). "The Effectiveness of Joint Health and Safety Committees and Safety Training in Reducing Fatalities and Injuries in British Columbia Forest Product Mills." Workplace Gazette: An Industrial Relations Quarterly, 3 (2), 1-23.
- Havlovic, Stephen J., Bouthillette, France, and van der Wal, Rena. (1998). "Coping with Downsizing and Job Loss: Lessons from the Shaughnessy Hospital Closure." Canadian Journal of Administrative Sciences, 15 (4), 322-332.

- van der Wal, Rena, Bouthillette, France, and Havlovic, Stephen J. (1998). "Recommendations For Managing Hospital Closure." Healthcare Management Forum, 11 (4), 12-24.
- Smith, Charles, Hindman, Hugh and Havlovic, Stephen J. (1997). "Discriminant Analysis of Employee Choice in a Multi-union Representation Election." Canadian Journal of Administrative Sciences, 14 (3), 235-245.
- Havlovic, Stephen J. and Moore, William. (1997). "Works' Councils, Trade Unions, and Industrial Democracy in Poland." Economic & Industrial Democracy, 18, 261-287.
- Bushe, Gervase R., Havlovic, Stephen J. and Coetzer, Graeme. (1996). "Exploring empowerment from the inside--out (part one)." Journal for Quality and Participation, 19 (2), 36-45.
- Bushe, Gervase R., Havlovic, Stephen J., and Coetzer, Graeme. (1996). "Exploring empowerment from the inside-out (part two)." Journal for Quality and Participation, 19 (3), 78-84.
- Tung, Rosalie L. and Havlovic, Stephen J. (1996). "Human Resource Management in Transitional Economies: The Case of Poland and the Czech Republic." International Journal of Human Resource Management, 7, 1-19.
- Moore, William M. and Havlovic, Stephen J. (1995). "The Changing Nature of Poland's Labor-Management Environment." Yearbook of Polish Labour Law and Social Policy, 7, 199-208.
- Feinauer, Dale and Havlovic, Stephen J. (1993). "Drug Testing as a Strategy to Reduce Occupational Accidents: A Longitudinal Analysis." Journal of Safety Research, 24, 1-7.
- Latack, Janina C. and Havlovic, Stephen J. (1992). "Coping with Job Stress: A Conceptual Analysis of Coping Measures." Journal of Organizational Behavior, 13, 479-508.
- Havlovic, Stephen J. (1991). "QWL and Human Resource Outcomes." Industrial Relations, 30, 469-479.
- Havlovic, Stephen J. and Keenan, John P. (1991). "Coping with Work Stress: The Influence of Individual Differences." Journal of Social Behavior and Personality, 6, 199-212.
- Havlovic, Stephen J. (1990). "German Works' Councils: A Highly Evolved Institution of Industrial Democracy." Labor Studies Journal, 15, 62-73.

### **Reprinted Articles**

- Havlovic, Stephen J. and Keenan, John P. (1995). "Coping with Work Stress: The Influence of Individual Differences." In Rick Crandall and Pamela L. Perrewe (Eds.), Occupational Stress: A Handbook, (pp. 179-192). Washington, D.C.: Taylor & Francis.

## Other Publications

- Havlovic, Stephen J. (2002). Biographies of: Bill Gates, Philip Knight, Ray Kroc, George Soros, Ted Turner, Jerry Wang, and Jack Welch. In Rosalie L. Tung [Editor], The IEBM Handbook of International Business (second edition), London: ITP.
- Havlovic, Stephen J., and Jain, Harish C. (2002). Human Resource Management: Readings and Exercises. Toronto: Pearson Education Canada.
- Havlovic, Stephen J. [Editor]. (2000). Academy of Management Proceedings and Membership Directory, Toronto, Ontario.
- Havlovic, Stephen J. [Editor]. (1999). Relationships Among the Environment, Policies, and Government of a Labor Union; and Other writings by Robert Rogow, Ph.D. (CD-ROM), Centre for Labour Studies, Simon Fraser University, Burnaby, BC.
- Havlovic, Stephen J. (1999). Biographies of: Percy Barnevik [pp. 761-763]; Cornelis Boonstra [pp. 764-766]; Edgar Bronfman, Jr. [pp. 767-769]; E. John P. Browne [pp. 770-772]; Bill Gates [pp. 776-779]; Philip Knight [pp. 783-786]; Ray Kroc [pp. 790-793]; Helmut Maucher [pp. 807-809]; Rupert Murdoch [pp. 816-818]; George Soros [pp. 838-840]; Ted Turner [pp. 849-852]; Jack Welch [pp. 861-864]; and Jerry Wang [pp. 865-867]. In Rosalie L. Tung [Editor], The IEBM Handbook of International Business, London: ITP.
- Havlovic, Stephen J. [Editor]. (1999). Academy of Management Proceedings and Membership Directory, Chicago, IL.
- Havlovic, Stephen J. [Editor]. (1998). Academy of Management Proceedings and Membership Directory, San Diego, CA.

## Book Reviews

- Havlovic, Stephen J. (2002). [Review of Traxler, F., Blaschke, S., and Kittel, B. National Labour Relations in Internationalized Markets. Oxford: Oxford University Press, 2001]. Administrative Science Quarterly, 47, 594.
- Havlovic, Stephen J. (2002). [Review of Caruth, D.L. and Handlogten, G.D. Managing Compensation. Westport, CT: Quorum Books, 2001]. Journal of Global Business.
- Havlovic, Stephen J. (1996). [Review of Bean, R. Comparative Industrial Relations: An Introduction to Cross-National Perspectives, Second Edition. London: Routledge, 1994]. Industrial and Labor Relations Review, 49 (2), 368-369.
- Havlovic, Stephen J. (1995). [Review of Bain, T. Banking the Furnace: Restructuring the Steel Industry in Eight Countries. Kalamazoo, MI: Upjohn, 1992]. Journal of Labor Research, 16 (2), 235-236.

- Havlovic, Stephen J. (1990). [Review of Martin, W.T. Problem Employees and Their Personalities. West Port, CT: Quorum Books, 1989]. Personnel Psychology, 43 (4), 910-912.
- Havlovic, Stephen J. (1990). [Review of Argyle, M. The Social Psychology of Work, Second Edition. New York: Penguin Books, 1989]. Personnel Psychology, 43 (2), 391-393.
- Havlovic, Stephen J. (1989). [Review of Cooper, C.L. and Payne, R. (Eds.). Causes, Coping and Consequences of Stress at Work. New York: John Wiley, 1988]. Personnel Psychology, 42 (4), 875-878.
- Havlovic, Stephen J. (1989). [Review of Matteson, M.T. and Ivancevich, J.M. Controlling Work Stress: Effective Human Resource and Management Strategies. San Francisco: Jossey-Bass, 1987]. Personnel Psychology, 42 (2), 439-441.

### CONFERENCE PRESENTATIONS

- Dougan, William L. and Havlovic, Stephen J. (2003). "Labor -Management Conflict and Industrial Accidents: Lessons from the Airline Industry." [Abstract]. Proceedings of the 55th Annual Meeting of the Industrial Relations Research Association, Washington, DC.
- Havlovic, Stephen J. (2001). "European Works Councils: Agreement Variance by Industry and Nationality of Ownership." Presented at the Canadian Industrial Relations Association Annual Meeting in Quebec City, Quebec.
- Havlovic, Stephen J., Tung, Rosalie L., and Balawajder, Krystyna. (2000). "Organizational Transition Processes in Poland: Implications for Employees and Employers." Presented at the International Congress of Psychology, Stockholm Sweden.
- Havlovic, Stephen J., Besson, Dominique, and Haddadj, Slimane. (2000). "European Works Councils: Alternative Forms of Industrial Democracy." [Abstract]. Proceedings of the 52nd Annual Meeting of the Industrial Relations Research Association, Boston, MA.
- Havlovic, Stephen J. & McShane, Steven L. (1999). "Characteristics of Effective Safety Programs and Joint Health and Safety Committees: Lessons from the Forest Product Mills of British Columbia." Proceedings of the Annual Meeting of the Association for Employment Practices and Principles. Buffalo, NY.
- Havlovic, Stephen J. & Tung, Rosalie L. (1998) "Transforming State Organizations to Survive in Competitive Markets." Proceedings of the Conference on Organizational Psychology and Transition Processes in Central and Eastern Europe, Dubrovnik, Croatia.
- Tung, Rosalie L. & Havlovic, Stephen J. (1998). "Transformations in Human Resource Management in Poland and the Czech Republic: An Empirical Investigation." Presented at the Annual Meeting of the Academy of International Business, Vienna, Austria.

Bouthillette, France, Havlovic, Stephen J., and van der Wal, Rena. (1998). "Restructuring: The Experience of the Shaughnessy Hospital Health Care Workers." In M. Armstrong-Stassen (Chair), *The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers*. Symposium conducted at the Academy of Management Annual Meeting, San Diego, CA.

Havlovic, Stephen J. and McShane, Steven L. (1998). "The Effectiveness of Joint Health and Safety Committees (JHSCs) and Safety Training in Reducing Fatalities and Injuries in British Columbia Forest Product Mills." Presented at the Canadian Industrial Relations Association Annual Meeting in Ottawa, Ontario.

Havlovic, Stephen J., Bouthillette, France, van der Wal, Rena and Armstrong-Stassen, Marjorie. (1998). "Coping with Downsizing and Job Loss: Lessons from the Shaughnessy Hospital Closure." [Abstract]. Proceedings of the 50th Annual Meeting of the Industrial Relations Research Association, Chicago, IL.

Havlovic, Stephen J., Besson, Dominique and Haddadj, Slimane. (1997). "Multinational Companies and European Works Councils: The Experience in France." Proceedings of the 34th Canadian Industrial Relations Association Annual Meeting, St. John's, Newfoundland.

Havlovic, Stephen J. and Moore, William. (1997). "Trade Unions, Collective Bargaining and Works' Councils in the Czech Republic." Presented at a Joint Session of the International Section of the Industrial Relations Research Association and the Comparative Industrial Relations Research and Teaching Society in New Orleans.

Havlovic, Stephen J. and Moore, William. (1996). "Trade Unions and Collective Bargaining in the Czech Republic." Presented at a Joint Session of the Canadian Industrial Relations Association and Canadian Economic Association Annual Meetings in St. Catherines, Ontario.

Bushe, Gervase R., Coetzer, Graeme and Havlovic, Stephen J. (1995). "The Emergence of Empowered Work Teams in a Fragmented Change Effort: Paths of Least Resistance." Presented at the Academy of Management Annual Meeting in Vancouver, British Columbia.

Havlovic, Stephen J. and Moore, William. (1995). "The Influence of Safety Statutes on Logging Fatalities: Lessons from the Pacific Northwest." [Abstract]. Proceedings of the 47th Annual Meeting of the Industrial Relations Research Association, Washington, DC.

Havlovic, Stephen J. and Moore, William. (1994). "Works' Councils, Trade Unions, and Industrial Democracy in Poland." [Abstract]. Proceedings of the 4th Regional Conference of the International Industrial Relations Association, Helsinki, Finland.

Havlovic, Stephen J. (1994). "Improving Productivity and Competitiveness by Achieving Socio-technical Congruence in the Workplace." Invited paper presented at McMaster University Conference on Managing Human Resources/Labour Relations Diversity for Global Competitiveness, Hamilton, Ontario.

- Havlovic, Stephen J., Bushe, Gervase and Kroll, Philip R. (1993). "Union-Management Cooperation: A Process for Increasing Worker Autonomy and Improving Work Group Effectiveness?" In A. Smith (Ed.), Proceedings of the 30th Conference of the Canadian Industrial Relations Association, (105-116), Ottawa, Ontario.
- Havlovic, Stephen J. and Tung, Rosalie L. (1993). "Human Resource Management in Socialist and Former Socialist Economies." In A.M. Jaeger (Chair), Critical Issues in Human Resource Management in Developing Countries. Symposium conducted at the Academy of Management Annual Meeting, Atlanta, GA.
- Havlovic, Stephen J. and Pinfield, Lawrence T. (1993). "Scrap Rates and Occupational Injury Rates: A Causal Relationship." [Abstract]. Proceedings of the 45th Annual Meeting of the Industrial Relations Research Association, Anaheim, CA.
- Armstrong-Stassen, Marjorie and Havlovic, Stephen J. (1992). "Factors that Influence How Survivors Cope with Coworker Layoffs." Presented at the American Psychological Association and National Institute for Occupational Safety and Health Conference on Work Stress, Washington, DC.
- Feinauer, Dale and Havlovic, Stephen J. (1992). "Drug Testing as a Strategy to Reduce Occupational Accidents: A Longitudinal Analysis." [Abstract]. Proceedings of the 44th Annual Meeting of the Industrial Relations Research Association, New Orleans, LA.
- Havlovic, Stephen J. (1991). "Safety Committees and Safety Education in Reducing Risk of Death: The Experience of the British Columbia Logging Industry (1940-1989)". In D. Carter (Ed.), Proceedings of the 28th Conference of the Canadian Industrial Relations Association, (pp. 403-408), Kingston, Ontario.
- Havlovic, Stephen J. and Feinauer, Dale. (1990). "Worker Participation Groups and Safety Committees: Is There an Interaction Effect on OSHA Recordable Accidents?" [Abstract]. Proceedings of the 43rd Annual Meeting of the Industrial Relations Research Association (p. 514), Washington, DC.
- Havlovic, Stephen J. and Kroll, Philip R. (1990). "Worker Autonomy and QWL Initiatives: An Analysis of AFSCME Council 8" [Abstract]. Proceedings of the 43rd Annual Meeting of the Industrial Relations Research Association (p. 514-515), Washington, DC.
- Moore, William M. and Havlovic, Stephen J. (1990). "The Effects of Drug Testing on Absenteeism and Turnover." [Abstract]. Proceedings of the 30th Joint National Meeting of ORSA/TIMS (p. 151), Philadelphia, PA.
- Havlovic, Stephen J. and Keenan, John P. (1990). "Moderators of Role Conflict: A Longitudinal Analysis." Paper presented at the 3rd Annual Conference of The International Association for Conflict Management, Vancouver, British Columbia.
- Keenan, John P. and Havlovic, Stephen J. (1990). "Moderators of First-Level Manager Role Conflict and Work Satisfaction: A Replication and Comparative Analysis." [Abstract]. Proceedings of the 29th Joint National Meeting of TIMS/ORSA (p. 131), Las Vegas, NV.

- Havlovic, Stephen J. (1989). "Labor-Management Cooperation: An Opportunity for Improving Production Outcomes." Paper presented at the Midwest-Southern Regional Annual Conference of the University and College Labor Education Association, Nashville, TN.
- Havlovic, Stephen J. and Keenan, John P. (1989). "Coping with Role Conflict, Role Ambiguity, and Life Changes" [Abstract]. Proceedings of the 28th Joint National Meeting of ORSA/TIMS (p. 193), New York, NY.
- Havlovic, Stephen J. (1989). "Rights and Responsibility Issues Arising Out of Worker Participation Programs: A Case from the Public and Private Sectors." In R.C. Miljus (Chair), The Status of Employee Rights Within Highly Pluralistic Unionized Environments. Symposium conducted at the Annual Conference of the Council on Employee Responsibilities and Rights, Orlando, FL.
- Havlovic, Stephen J., Keenan, John P. and Joseph, Harold J. (1989). "Moderators of First Level Manager Role Conflict, Job Stress and Job Satisfaction: A New Model and Analysis" [Abstract]. Proceedings of the 27th Joint National Meeting of CORS/TIMS/ORSA (p. 312), Vancouver, British Columbia.
- Havlovic, Stephen J. (1988). "QWL and Human Resource Outcomes." In H. Copur (Ed.), The Association of Human Resources Management and Organizational Behavior National Conference Proceedings, Vol. I, (pp. 138-142), Long Beach, CA.
- Havlovic, Stephen J. and Kroll, Philip R. (1988). "The Impact of the Work Environment and Worker Participation Programs on Human Resource Outcomes" [Abstract]. Proceedings of the Annual Meeting of University and College Labor Education Association (pp. 39-40), Milwaukee, WI.
- Havlovic, Stephen J. (1987). "Role Conflict Among Supervisors of Former Peer Groups: A Brief Review of the Literature and Statement of Hypotheses for Future Research." In R. Grover (Ed.), Proceedings of the Thirtieth Annual Meeting of the Midwest Academy of Management (pp. 181-187). Bloomington, IN: Indiana University.

#### **OTHER PRESENTATIONS**

- Havlovic, Stephen J. and Moore, William. (1997). "Trade Unions and Employee Representation in the Czech Republic." Presented at the Simon Fraser University Looking at Labour Lecture Series in Burnaby, British Columbia.

#### **WORKING PAPERS & PROJECTS**

- Havlovic, Stephen J., Aldag, Ramon & Cary L. Cooper. "Determinants and Outcomes of Coping Activities among Healthcare Workers: A Meta-analysis."
- Dougan, William L. and Havlovic, Stephen J. "An Assessment of Airline Mergers and Acquisitions on Air Safety."

Havlovic, Stephen J., Besson, Dominique, and Haddadj, Slimane. "European Works Council Density: Some Surprising Results"

Havlovic, Stephen J. and Tung, Rosalie L. "Human Resource Practices in Poland: Changes Over the Past Decade"

### **RESEARCH GRANTS**

- 1996 Received a Small SSHRC grant (CDN\$4,998) to research "European Works Councils: Experiences of Canadian, American and French Owned Firms".
- 1996 Co-investigator (with Bonnie Roach) on a U.S.\$7,500 grant from the Canadian Embassy in Washington, D.C. to study sexual harassment in Canadian and U.S. workplaces.
- 1993 Co-investigator (with Rena van der Wal & France Bouthillette) on a CDN\$47,000 grant from the British Columbia Ministry of Health to study how health care workers cope with the closure of a teaching hospital (Shaughnessy).
- 1993 Principal investigator (with Steven McShane) on a CDN\$45,000 grant from the Workers' Compensation Board of British Columbia. The purpose of the grant is to identify characteristics of effective safety committees in forest product mills throughout the Province.
- 1993 Co-investigator (with Gervase Bushe) on a CDN\$9,900 grant from the Canadian Center for Management Development to study empowerment of work teams at British Columbia Telephone (BC Tel).
- 1992 Received a Small SSHRC grant (CDN\$4,900) to research Human Resource Management Practices in the Czech Republic.
- 1991 Received a Simon Fraser University President's Research Grant (CDN\$4,874) to research "Nursing Turnover and Career Change: Do Alternative Work Schedules Make a Difference?"
- 1990 Principal investigator (with Philip R. Kroll) on a U.S.\$27,150 grant from the Center for Labor Research in Columbus, Ohio to research "Union-Management Cooperation: A Process for Increasing Worker Autonomy and Improving Work Group Effectiveness?".
- 1988 A curriculum development grant was received from the University of Wisconsin Oshkosh to develop a "Concurrent Validation Simulation".
- 1988 Received a grant to conduct a "Faculty College" seminar on LISREL VI for the University of Wisconsin Oshkosh.

### **AWARDS RECEIVED**

- 1999 Best Paper Award for 1998 - Administrative Sciences Association of Canada.
- 1997 Anbar's Author Hall of Fame.
- 1994 Canada Trust Distinguished Teacher Award.
- 1993 Best Paper Prize for 1992 - Journal of Organizational Behavior.
- 1989 University of Wisconsin System Teaching Fellowship.

## **PROFESSIONAL SERVICE**

### **Journals**

- Editorial Review Board Member of the Employee Rights and Responsibilities Journal.
- Ad hoc reviewer for Academy of Management Journal.
- Ad hoc reviewer for Administrative Science Quarterly.
- Ad hoc reviewer for Anxiety, Stress and Coping.
- Ad hoc reviewer for Applied Behavioral Science Review.
- Ad hoc reviewer for Journal of Applied Social Psychology.
- Ad hoc reviewer for Canadian Journal of Administrative Science.
- Ad hoc reviewer for Group and Organization Studies.
- Ad hoc reviewer for Industrial Relations.
- Ad hoc reviewer for Journal of Applied Social Psychology.
- Ad hoc reviewer for Journal of Organizational Behavior.
- Ad hoc reviewer for the Journal of Social Behavior and Personality.
- Ad hoc reviewer for Labor Studies Journal.
- Ad hoc reviewer for Personnel Review.
- Ad hoc reviewer for Human Relations.
- Ad hoc reviewer for the Journal of World Business.

### **Research Grants**

- Grant Reviewer for the Social Sciences and Humanities Research Council of Canada.
- Grant Reviewer for La Formation de Chercheurs et l'Aide à la Recherche (Québec).

### **Conference Activities**

- 2003 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Seattle, WA.
- 2002 Chair and Discussant of an All Academy Symposium on Building Effective Transnational Product Development (IT) Networks at the Academy of Management Annual Meeting in Denver, CO.
- 2002 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Denver, CO.

- 2001 Chair of a Human Resources Paper Session at the Academy of Management Annual Meeting in Washington, DC.
- 2001 Facilitator of a Shared Interest Track Session on Industrial Relations at the Academy of Management Annual Meeting in Washington, DC.
- 2001 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Washington, DC.
- 2001 Reviewer for the Midwest Academy of Management Annual Meeting in Toledo, OH.
- 2000 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Toronto, Ontario.
- 2000 Discussant in an International Session of the Industrial Relations Research Association Annual Meeting in Boston, MA.
- 1998 Discussant in a Human Resource Management Session of the Western Academy of Management Annual Meeting in Portland, OR.
- 1997 Reviewer for the Western Academy of Management Annual Meeting in Portland, OR.
- 1997 Reviewer (Research Methods Division) for the Academy of Management Annual Meeting in Boston, MA.
- 1996 Discussant in a Research Methods session on Longitudinal Causal Models at the Academy of Management Annual Meeting in Cincinnati, OH.
- 1996 Reviewer (Human Resources and Research Methods Divisions) for the Academy of Management Annual Meeting in Cincinnati, OH.
- 1995 Reviewer for the Western Academy of Management Annual Meeting in Banff, Alberta.
- 1994 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Dallas, TX.
- 1993 Discussant in a Human Resources Session on Union Issues at the Academy of Management Annual Meeting in Atlanta, GA.
- 1993 Reviewer (Human Resources Division) for the Academy of Management Annual Meeting in Atlanta, GA.
- 1992 Reviewer for the Western Academy of Management Annual Meeting in San Jose, CA.

- 1992 Discussant in a Human Resource Staffing Session of the Western Academy of Management Annual Meeting in Spokane, WA.
- 1992 Discussant in the Human Resource Management Competitive Paper Session of the Industrial Relations Research Association Annual Meeting in New Orleans, LA.
- 1991 Reviewer for the Western Academy of Management Annual Meeting in Spokane, WA.
- 1991 Reviewer for the Human Resource Management Track of the Industrial Relations Research Association Annual Meeting in New Orleans, LA.
- 1991 Reviewer for the 4th Annual Conference of The International Association for Conflict Management.

**Professional Association Appointments**

- 2000-Present Poster Session Chair for the Industrial Relations Research Association Annual Meeting.
- 2002-2003 Site Selection Committee Chair for the Academy of Management.
- 2001-2003 Conference Coordinator for the Academy of Management.
- 2000-2003 Member of the Board of Directors of the Blackhawk Human Resource Association, Southern Wisconsin - Northern Illinois.
- 1996-2000 Member of the Board of the International Section of the Industrial Relations Research Association.
- 1998-2000 Proceedings Editor for the Academy of Management Annual Meeting.
- 1997 Chair of the Local Arrangements Task Force for the Academy of Management.
- 1996-1997 Member of the Academy of Management Teaching Committee.
- 1996 Member of the Site Selection Committee of the Academy of Management.
- 1996 Member (Past Chair) of the Local Arrangements Committee for the Annual Meeting of the Academy of Management in Cincinnati, OH.
- 1996 Human Resource Management Track Chair for the Annual Meeting of the Association of Employment Practices and Principles in San Diego, CA.
- 1995 Chair of the Local Arrangements Committee for the Annual Meeting of the Academy of Management in Vancouver, British Columbia.

- 1993 Human Resource Management Track Chair for the Annual Meeting of the Association of Employment Practices and Principles in San Diego, CA.
- 1994 Member (Chair Elect) of the Local Arrangements Committee for the Annual Meeting of the Academy of Management in Dallas, TX.
- 1990 Chair of the Industrial Relations Track at the Annual Conference of the Council on Employee Responsibilities and Rights in Orlando, FL.

**Faculty Committees and Positions**

- 8/03-Present Chair of the AACSB Accreditation Committee, School of Management, SUNY Institute of Technology at Utica/Rome.
- 8/03-Present Member of the Graduate Curriculum Committee, School of Management, SUNY Institute of Technology at Utica/Rome.
- 8/03-Present Member of the Student Services Committee, School of Management, SUNY Institute of Technology at Utica/Rome.
- 9/02-7/03 Management Department Representative to the Graduate Studies Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 9/02-7/03 Co-Chair of the Promotions Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 9/99-7/03 Co-advisor of the Society for Human Resource Management Student Chapter at the University of Wisconsin - Whitewater.
- 9/01-8/02 Management Department Representative to the Grievance Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 9/99-8/02 Alternate Management Department Representative to the Graduate Studies Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 9/00-8/01 Management Department Representative to the Research Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 9/99-8/00 Member of the Management Department Student Grievance Committee, College of Business & Economics, University of Wisconsin - Whitewater.
- 12/97-8/98 Member of the Finance Sector MBA Committee, Faculty of Business Administration, Simon Fraser University.
- 9/96-8/97 Member of the Planning and Priorities Committee, Faculty of Business Administration, Simon Fraser University.

- 9/96-8/97 Member of the Appointments Committee, Faculty of Business Administration, Simon Fraser University.
- 9/95-8/97 Human Resource Management Area Coordinator, Faculty of Business Administration, Simon Fraser University.
- 9/95-8/97 Dean's Advisory Committee, Faculty of Business Administration, Simon Fraser University.
- 9/94-8/95 Member of the Faculty Tenure Committee, Faculty of Business Administration, Simon Fraser University.
- 9/94-8/95 Member of the Undergraduate Curriculum Committee, Faculty of Business Administration, Simon Fraser University.
- 9/93-8/94 Member of the Research Committee, Faculty of Business Administration, Simon Fraser University.
- 9/91-5/93 Member of the Faculty Tenure Committee, Faculty of Business Administration, Simon Fraser University.
- 9/88-6/90 Secretary and Member of the College of Business Administration Faculty Development Committee at the University of Wisconsin - Oshkosh.
- 5/88-6/90 Faculty Advisor to the Student Chapter of the American Society of Personnel Administrators at the University of Wisconsin - Oshkosh.
- 9/87-8/89 Faculty Advisor and Secretary-Treasurer of Beta Gamma Sigma at the University of Wisconsin - Oshkosh.

### **University Committees**

- 8/03-Present Member of the Graduate Council, SUNY Institute of Technology at Utica/Rome.
- 8/03-Present Member of the Budget & Planning Committee, SUNY Institute of Technology at Utica/Rome.
- 8/03-Present Member of the Academic Systems Committee, SUNY Institute of Technology at Utica/Rome.
- 1/03-7/03 Member of the Public Policy and Administration Review Committee, University of Wisconsin - Whitewater.
- 9/02-7/03 Member of the Graduate Council, University of Wisconsin - Whitewater.
- 9/90-8/99 Member of the Labour Studies Advisory Committee at Simon Fraser University.

- 10/96-4/97 Member of the Search Committee for a Dean of Business Administration at Simon Fraser University.
- 10/94-5/97 Member of the Labour-Management Committee (LMC) at Simon Fraser University.
- 1/95-12/95 Member of the Simon Fraser University Negotiating Team with the Teaching Support Staff Union (TSSU).
- 9/88-6/90 University of Wisconsin - Oshkosh Research Grant Proposal Reviewer.
- 9/88-6/90 Participant in the University of Wisconsin - Oshkosh Faculty Minority Mentor Program.

### **OTHER WORK EXPERIENCE**

- 9/83-9/87 THE OHIO STATE UNIVERSITY, Columbus, Ohio  
Graduate Teaching Associate (1/87-6/87)  
 Taught "Introduction to Organizational Behavior" in the Department of Management and Human Resources. The course covered individual and group behavior in organizations; procedures for supporting and strengthening emergent behavior; examination of organizational interaction environments.
- Graduate Research Associate (9/84-12/86 & 6/87-9/87)  
 Involved in Quality of Work Life research for the Labor Education and Research Service. The research involved interviewing participants of the Ohio Quality of Work Project, administering a questionnaire to 2,530 AFSCME members, and data analysis. Taught courses on worker participation programs.
- Graduate Administrative Associate (9/83-9/84)  
 Coordinated all undergraduate and graduate recruiting schedules for the College of Business Placement Office. Responsible for the Placement Office Annual Report, distribution of recruiting literature, and assembly of résumé books.
- 7/79-9/83 OHIO EDISON COMPANY, Warren and Akron, Ohio  
Coordinator of Personnel Relations (9/80-9/83)  
 Responsible for all personnel relations activities involving 265 union and nonunion employees in the Warren Division and Niles Generating Plant. This position also involved the handling of all Warren Division claims including property damage, workers' compensation and employment discrimination cases.
- Personnel Representative (7/79-9/80)  
 This position involved management of Ohio Edison's 80 student Cooperative Education Program, teaching management development and career orientation seminars, and coordinating the summer employment program. The work duties also included research in human resource

planning, assembling the employee development budget, and special projects related to employee development.

- 10/78-7/79 THE FORD MOTOR COMPANY, Brook Park, Ohio  
Labor Relations Representative  
Responsible for labor problems in assigned assembly and machinery areas. This responsibility included labor disputes, Equal Employment Opportunity Commission investigations, grievances, and special projects. Taught courses on progressive discipline and grievance handling.
- 9/77-10/78 THE OHIO STATE UNIVERSITY, Columbus, Ohio  
Graduate Research Associate  
Involved in thesis research concerning hospital unionization. Responsible for checking references and obtaining research material for several professors.
- 8/71-9/77 Held a variety of summer and part-time positions.

### **CONSULTING ACTIVITIES**

- 1997-1999 STEPHEN J. HAVLOVIC, PH.D., LTD.  
Maple Ridge, British Columbia  
Human resource management and statistical consultation services.
- 1997-1998 OFFICE OF THE AUDITOR GENERAL  
PROVINCE OF BRITISH COLUMBIA  
Victoria, British Columbia  
Statistical Consultant on the Earthquake Preparedness Audit.
- 1995-1996 OFFICE OF THE AUDITOR GENERAL  
PROVINCE OF BRITISH COLUMBIA  
Victoria, British Columbia  
Statistical Consultant on the Trucking Safety Audit and Crown Corporation Study.
- 1994-1995 OFFICE OF THE AUDITOR GENERAL  
PROVINCE OF BRITISH COLUMBIA  
Victoria, British Columbia  
Statistical Consultant on the British Columbia Ferries Corporation Audit.
- 1992 DEPAUL UNIVERSITY - CERTIFICATE IN MANAGEMENT,  
Prague and Teplice, Czechoslovakia  
Taught two continuing education courses on Organization Design and Human Resource Management.
- 1992 DEPAUL UNIVERSITY - CERTIFICATE IN MANAGEMENT,  
LUBLIN BUSINESS SCHOOL  
Lublin, Poland  
Taught two continuing education courses on Human Resource Management.

- 1991-1992      OFFICE OF THE AUDITOR GENERAL  
PROVINCE OF BRITISH COLUMBIA  
Victoria, British Columbia  
Assisted in the Development of a Human Resource Management Survey.  
Involved in the Analysis of Survey Results.
- 1990            OHIO STATE AFL-CIO SUMMER SCHOOL  
Athens, Ohio  
Taught a non-credit course on Labor Law.
- 1988-1990      ONEIDA TRIBE OF INDIANS  
Oneida, Wisconsin  
Taught non-credit courses in Human Resource Management.

**PROFESSIONAL ASSOCIATION MEMBERSHIPS**

Academy of Management  
Mohawk Valley Human Resource Association  
Industrial Relations Research Association  
International Industrial Relations Association  
Society for Human Resource Management

**Personal Information**

Dual U.S. and Canadian Citizen

**References Provided Upon Request**

November 2003

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Curriculum Vitae

**Work:**

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**Education:**

Ph.D., Economics, University of Colorado, Boulder, Colorado, 1994  
Dissertation: "State Responses to Fiscal Stress"

M.A., Economics, University of Colorado, Boulder, Colorado, 1992

B.A., Economics, University of Washington, Seattle, Washington, 1987

**Appointments:**

Department Chair, University of Wisconsin-Whitewater (2003-present)  
Associate Professor of Economics, University of Wisconsin-Whitewater (2001- present)  
Assistant Professor of Economics, University of Wisconsin-Whitewater (1998-2001)  
Assistant Professor of Economics, Northern Illinois University (1994-1998)  
Fulbright Scholar, Nagoya City University and Nanzan University, Nagoya, Japan (1996-1997)  
Instructor, United States Air Force Academy (1993)

**Publications and Work in Progress:**

**Refereed Journal Articles:**

"Selection Bias and the Evaluation of Distance Classes: Comparing Traditional and On-Line Economics Course Outcomes" (with Jeffrey Anstine), forthcoming in Journal of Economic Education.

"School Finance Litigation, Tax and Expenditure Limitations, and Education Spending." (with William Blankenau), forthcoming (January 2004) in Contemporary Economic Policy.

"A Hedonic Price Model of Bed and Breakfasts in Southeast Wisconsin"(with Ben Monty), forthcoming in Journal of Travel Research.

"The Interrelatedness of Tax and Expenditure Limitations and Education Finance Reform" (with William Blankenau), Journal of Regional Analysis and Policy, Vol. 32, No. 1, 2002.

“Do Natural Disasters Promote Long-run Growth?” (with Hideki Toya), Economic Inquiry, Vol. 40, No. 4, 2002.

“Preserving Farmland Via Property Tax Assessment Policy and the Willingness to Pay for Farmland Preservation,” (with Russ Kashian) Economic Development Quarterly, Vol. 16, No.1, 2002.

"Risk, Natural Disasters, and Household Savings in a Life Cycle Model," Japan and the World Economy, Vol. 13, No. 1, 2001.

"Did Distortionary Sales Taxation Contribute to the Growth of the Service Sector?" (with David Merriman), National Tax Journal, Vol. LII, No. 1, 2000.

"Voting on Tax and Expenditure Limitation Measures" (with James Alm), Public Finance Review, Vol. 27, No. 5, 1999.

"Tax and Expenditure Limitations and the Fiscal Relationships Between State and Local Governments," Public Choice, Vol. 99, No. 1-2, 1999.

"Do Impact Fees Reduce Development?" (with Michael Peddle), Growth and Change, Vol. 29, No. 4, 1998.

"Property Tax Rate Changes and the Rate of Development" (with Jeffrey Zax), Journal of Urban Economics, Vol. 36, 314-332, 1994.

"Fiscal Stress, Tax Competition, and the Introduction of State Lotteries" (with James Alm and Michael McKee), National Tax Journal, Vol. 46, No. 4, 1993.

#### **Other Articles:**

“Natural Disasters and Long-run Economic Growth in Asia and Around the World” (with Hideki Toya), forthcoming in Economics and Politics of Asia, edited by Frank Columbus. New York: Nova Science Publishers.

“Convergence in State Government Health Care Spending and Fiscal Distress” (with David Merriman), in Proceedings of the Ninety-Fourth Annual Conference of the National Tax Association, 2002.

"The Effects of Changes in Demographic and Industrial Structure on State Sales Tax Revenues" (with David Merriman), in Proceedings of the Ninetieth Annual Conference of the National Tax Association, 1998.

"State Sales and Income Taxation in the United States: A Case Study of Illinois" (with David Merriman and Judy Temple), Oikonomica, Vol. 34, No. 1, 1997.

"Taxation in the United States: Recent Trends," Nanzan Management Review, Vol. 12, No. 1, 1997.

### **Papers with Request for Revisions:**

“Interstate Competition and the Limits of State Lottery Revenues” (with Mehmet Tosun) revised and submitted to National Tax Journal.

“Do Motor Fuel Sales-Below-Cost Laws Lower Prices?” (with James Alm and James Peltier) revisions requested at Southern Economic Journal.

### **Working Papers and Reports:**

“Why Are Estimates of Human Capital’s Contribution to Economic Growth So Small?”

“Convergence in Government Spending: Theory and Cross-Country Evidence”

Urban Institute Report: “How to Track Health Care Spending with Census Data”

Urban Institute Report: “Convergence in State Government Health Care Spending: Implications for Fiscal Health”

Report Prepared for the Petroleum Marketers Association of Wisconsin: “A National Study of the Effects of Minimum Mark-up Laws on Gasoline Markets.”

### **Papers in Preparation:**

“Are State Government Expenditures Converging?”

“The Effects of Economic Development on the Impacts of Natural Disasters”

“Education Finance Reform and the Imposition of New Tax and Expenditure Limitations”

“The Relationship Between Local Government Activity and the Formation of Neighborhood Associations”

“Retail Price Reactions to Motor Fuel Taxes in Gasoline Markets”

“Motor Fuel Sales-Below-Cost Laws, Supply Chains and Gasoline Pricing”

“Examining the Possibility of Comprehensive Natural Disaster Insurance in the United States”

“Dual Selection Bias and the Effects of Tax and Expenditure Limits”

### **Teaching Experience:**

Department of Economics, University of Wisconsin, Whitewater, Wisconsin  
Business Conditions Analysis (graduate), Economic Foundations (graduate), Mathematical Foundations (graduate), Managerial Economics (graduate Internet course), Macroeconomics, Microeconomics, Statistics, Urban and Regional Economics (1998-Present)

Department of Economics, Northern Illinois University, DeKalb, Illinois  
Macroeconomics, Microeconomics, Public Finance, State and Local Public Finance,  
Graduate Public Finance: Taxation, Graduate Seminar in Public Economics (1994-1998)

Fulbright Scholar, Nagoya City University and Nanzan University, Nagoya, Japan  
Human Resource Management, Labor and Industrial Relations, Labor Economics, Public  
Sector Economics (1996-1997)

Instructor, Department of Economics, University of Colorado, Boulder, Colorado  
Macroeconomics, Microeconomics (1992-1994)

Instructor, Department of Economics and Geography, United States Air Force Academy, Colorado  
Springs, Colorado Microeconomics (1993)

Teaching Assistant, Economics Institute, Boulder, Colorado  
Intermediate Macroeconomics, Intermediate Microeconomics, Introduction to Calculus,  
Mathematics for Economists (1992)

Teaching Assistant, Department of Economics, University of Colorado, Boulder  
Macroeconomics, Microeconomics, Labor and Industrial Relations (1989-1992)

### **Other Experience and Employment:**

Consultant for the Petroleum Marketers Association of Wisconsin  
Evaluated the routes by which sales-below-cost laws reduce gasoline prices (2003).

Consultant for Fort Atkinson Memorial Atkinson Memorial Health Services (2003)  
Evaluated the economic impact of the health organization on the regional economy using  
input-output analysis.

Co-Principal Investigator: Urban Institute Grant  
Evaluated state government health care spending across the states. (\$16, 596).

Consultant for the Attorney General's Office for the State of Wisconsin  
Evaluated the effects of minimum mark-up pricing laws and gasoline prices. The report was  
used in federal court case regarding the constitutionality of Wisconsin's Unfair Sales Act  
(2001). The court dismissed the complaint, an outcome favorable to the Attorney General's  
Office of the State of Wisconsin.

Consultant for the Petroleum Marketers Association of Wisconsin  
Evaluating the effects of minimum mark-up pricing laws and gasoline prices. The report  
played an important role in the State of Wisconsin Legislature's decision in 2001 not to  
repeal the Unfair Sales Act (2001).

Consultant for the Lake Geneva Chamber of Commerce  
Estimated annual tourist revenues generated in the City of Lake Geneva, Wisconsin. Also  
examined the effects of tourism on the fiscal health of the city government (1999).

Consultant for Lab Safety Supply

Examined regional growth trends across the U.S. states. Findings used to identify relatively high growth regions in order to maximize marketing strategy (1999).

Consultant for the Town of Crested Butte, Colorado

Estimated per household revenues and costs of providing public services for the Town of Crested Butte. These estimates are used to determine the fiscal feasibility of annexation proposals (1993).

Consultant at the University of Colorado, Boulder, Colorado

Working with Professor Zax, we evaluated the impact of changes in property tax rates on property development in Douglas County, Colorado. Results were used in a lawsuit between municipality and bondholders over payment on bonds (1992).

Research Assistant, University of Colorado, Boulder, Colorado

Data collection, management, analysis of tax and expenditure limitation laws (1991).

Quantitative Skills Lab Director, University of Colorado Student Housing

Directed mathematics tutoring lab. Supervised tutors and assisted students with mathematics problems (1990-1991).

Methods Analyst, Boeing Commercial Airplane, Everett, Washington

Organized information and presented potential problems and solutions in the production process to management. Required extensive computer application. Stepped in as emergency team leader; the team completed the project, saving Boeing approximately \$1 million (1987-1989).

## **Professional Activities:**

### **Referee:**

Contemporary Economic Policy, Economic Development and Cultural Change, Growth and Change, Economic Inquiry, Journal of Regional Analysis and Policy, National Tax Journal

### **Honors/Awards/Activities:**

Selected for inclusion in the 57<sup>th</sup> edition of *Who's Who in America*, 2003

President, Mid-continent Regional Science Association, 2003

College of Business and Economics Research Award, UW-Whitewater College of Business and Economics, 2002

College of Business and Economics Teaching Award, UW-Whitewater College of Business and Economics, 2001

Urban Institute Grant: Examined Medicaid spending across the states, 2001 (funded, \$16,596)

Program Committee Chair, Mid-continent Regional Science Association, 2001, 2002, 2003 annual meetings

Selected by students for inclusion in the sixth edition of *Who's Who Among America's Teachers, 2000*

Initiated as a faculty member into the Honor Society of Phi Kappa Phi, 2000

Teaching Award: Mortar Board National Senior Honor Society, 1997-1998. Certificate of Excellence in Recognition of Outstanding Contribution to Education at Northern Illinois University

Fulbright Scholar, 1996-1997

Graduate School Summer Research Grant, 1995 and 1996, Northern Illinois University, DeKalb, Illinois

Campbell Dissertation Fellowship, 1993, University of Colorado, Boulder, Colorado

Cooperative Research Grant, 1991, University of Colorado, Boulder, Colorado

### **Conferences/Presentations:**

“Interstate Competition and Lottery Revenues,” Macalester College November 2002; Ninety-Fifth Annual Conference of the National Tax Association, November 2002

“Do Motor Fuels Sales-Below Cost Laws Lower Prices?” University of Wisconsin-Milwaukee, Mid-continent Regional Science Association Annual Meeting, May 2002

“Assessing the Effectiveness of Distance Classes: Comparing Traditional and On-line Economics Course Outcomes Controlling for Sample Selection Bias,” Mid-continent Regional Science Association Annual Meeting, May 2002

“Convergence in State Government Health Care Spending and Fiscal Distress,” Ninety-Fourth Annual Conference of the National Tax Association, November 2001

“An Assessment of Wisconsin’s Unfair Sales Act,” Wisconsin Economic Association Biennial Meeting, October 2001

“The Interrelatedness of Education Finance Reform and Tax and Expenditure Limitations,” Mid-continent Regional Science Association Annual Meeting, June 2001

“A Hedonic Price Model of Bed and Breakfasts in Southeast Wisconsin,” Mid-continent Regional Science Association Annual Meeting, June 2001

“School Finance Litigation, Tax and Expenditure Limitations, Education Spending,” Wisconsin Economic Association Bi-Annual Meeting, October, 1999; Western Economic Association Annual Meeting, July, 2000; Midwest Economics Association Annual Meeting,

March 2001

“Preserving Farmland Via Property Tax Assessment Policy and the Willingness to Pay for Farmland Preservation,” Mid-continent Regional Science Association Annual Meeting, May 2000

Two Television appearances on the UWWTV Charter Cable Network as panelist to discuss “Current Economic Issues,” Spring 2000

“Natural Disasters, Investment, and Economic Growth,” Midwest Economic Association Annual Meeting, March 1999, Macalester College, October 2000, University of Wisconsin-Whitewater McNair Scholars Program

"The Effects of Changes in Demographic and Industrial Structure on State Sales Tax Revenues," Ninetieth Annual Conference of the National Tax Association, November 1997

"Risk, Natural Disasters, and Household Savings," Central Research Institute of the Electric Power Company of Japan, February 1997; Osaka University, May 1997; Nagoya City University, June 1997; Nanzan University, June 1997

"Recent Trends in United States Taxation," Tohoku American Studies Association Seminar, March 1997

"The Effects of Tax and Expenditure Limitations on the Components of Local Government Spending: Operating Versus Capital Expenditures," Nagoya University, January 1997; Chukyo University June 1997

"Tax and Expenditure Limitations and the Fiscal Relationships Between State and Local Governments," Midwest Economic Association Annual Meeting in Chicago, Illinois, March 1996

"The Effects of Tax and Expenditure Limitations on Local Government Capital Investment," Western Economic Association Annual Meeting in San Francisco, California, June 1996

"An Analysis of Costs and Revenues Associated with Residential Development: Crested Butte Colorado," The Association for Budgeting and Financial Management Annual Meeting in Washington, D.C., October 1994

"Fiscal Stress, Tax Competition, and State Lottery Inception," University of Colorado Graduate Seminar Series, Boulder, Colorado, April 1992; Southern Economic Association Annual Meeting, Nashville, Tennessee, October 1991

**Affiliations:**

American Economic Association, Mid-continent Regional Science Association, National Tax Association, Western Economic Association

## RESUME

### PERSONAL INFORMATION

Name: **Bambi L. Statz, Ph.D.**  
Address: 7050 Lavina Road  
Dane, WI 53529  
(608) 849-5602

### EDUCATIONAL BACKGROUND

University of Wisconsin – Madison, Madison, WI, Ph.D. in Educational Administration received August 1999. Department of Educational Administration.

University of Wisconsin – Whitewater, Whitewater, WI, M.S.Ed. and School Business Manager Certification received May 1978. Department of School Business Management.

University of Wisconsin – Whitewater, Whitewater, WI, B.A. received 1973; Major: English; Minor: Music.

### PROFESSIONAL EXPERIENCE

**Associate Professor and Coordinator of the School of Business Management Graduate Program**, College of Business and Economics, University of Wisconsin – Whitewater, Whitewater, WI, Present.

Activities include coordinating the graduate program for certifying school business managers, teaching graduate level courses in school business management and business communication and undergraduate business communication classes, conducting research, and providing service to the field.

**President, Waunakee Community School District Board of Education**, Waunakee, WI, June 1998 – Present.

**Independent Education Consultant**, August 1995 to Present.

Activities include providing professional advice to school district and CESA administrators and professional associations throughout Wisconsin. Clients have included the largest school district in the state as well as small and medium school districts. Consultative services include financial analysis, budget preparation, revenue limits and school aid projections, statutory interpretations, and management consulting in a variety of areas. A unique project in which I have been involved has been the establishment of a uniform school district accounting and reporting system for the country of Barbados in the South Caribbean. In addition, I have served as statistical consultant and expert witness for the Association for Equity in Funding and have been invited to provide numerous presentations and write a number of papers in the areas of school finance, tax policy, and Wisconsin's educational climate.

**Assistant State Superintendent, Wisconsin Department of Public Instruction, Division for School Financial Resources and Management Services, Madison, WI, August 1990 to August 1995.** Supervisor: Dr. Bert Grover, followed by John Benson, State Superintendents.

Responsibilities included: 1) Direction of the payment of all state and federal aids and grants to 427 Wisconsin school districts, 12 Cooperative Educational Service Agencies (CESAs), 6 County Handicapped Education Boards (CHCEBs) and several hundred food service authorities and private schools, and both public and private postsecondary institutions, totaling several billion dollars; 2) Coordination of consultative services in the areas of pupil transportation, facilities, nutrition programs, school district boundaries, pupil residency, budgeting, accounting, borrowing, investing, auditing, open meetings, requirements, school board elections, pending legislation, school aid eligibility, tax levy certification, state reporting requirements, private schools, and home based private education; 3) Supervision of the Wisconsin Educational Opportunities Programs for disadvantaged and minority youth and the Office of Urban Education in Milwaukee, WI; 4) Direction of the analysis, reporting and communication concerning the impact of pending legislation; 5) Provision of testimony before legislative committees; and 6) Advocate for equal educational opportunities for all Wisconsin school children.

**Director of Finance, Sun Prairie Area School District, Sun Prairie, WI, November 1988 to August 1990.** Supervisor: Allen Rosenthal, District Administrator, Sun Prairie Area School District.

Responsibilities included: 1) Direction of transportation, food service, purchasing, payroll, accounting, auditing, reporting, maintenance and operations, and data processing; 2) Budget preparation and administration; 3) Personnel administration and contract negotiations; 4) Risk management; 5) Investing and borrowing of district funds; and 6) Other administrative duties such as public relations and acting superintendent in the absence of the district administrator.

**Section Chief, Wisconsin Department of Public Instruction State Aids and Audit Section, Bureau for State School Aids Administration and Consultation, Division for School Financial Resources and Management Services, Madison, WI, October 1987 to November 1988.** Supervisor: Roger Sunby, Director, Bureau for State School Aids Administration and Consultation, Wisconsin Department of Public Instruction.

Responsibilities included: 1) Coordination of school finance consultant and audit staff to provide ongoing assistance to school districts in areas of school finance; 2) Provision of workshops for school district personnel on issues related to school finance; and 3) Personnel management including the implementation of Department policy.

**School Administration Consultant, Wisconsin Department of Public Instruction, State Aids and Audit Section**, Bureau for State School Aids Administration and Consultation, Division for School Financial Resources and Management Services, Madison, WI, October 1983 to October 1987. Supervisor: Roger Sunby, Chief, State Aids and Audit Section, Wisconsin Department of Public Instruction.

Responsibilities included: 1) Provision of financial consultation to school districts; 2) Consultation to school districts in the use of microcomputer technologies in administrative applications; and 3) Provision for the updating and continuing support of the Wisconsin Elementary and Secondary School Accounting System (WESSAS) for local school districts and public processing sites.

**Assistant Business Manager, Middleton-Cross Plains Area School District**, Middleton, WI, July 1983 to October 1983. Supervisor: Marvin Wagner, Business Manager, and Gene Thieleke, Superintendent, Middleton-Cross Plains Area School District.

Responsibilities included: 1) budget preparation and management, accounting, data processing, reporting, and accounts payable.

**Business Manager, School District of Lodi**, Lodi, WI, September 1978 to June 1983. Supervisor: John Sauerberg, Superintendent, School District of Lodi.

Responsibilities included: 1) budget preparation and administration; 2) Payroll; 3) Accounts payable; 4) Risk management; 5) Maintenance; 6) Negotiations, 7) Purchasing; 8) Food service; 9) Federal and state reporting; 10) Energy conservation; and 11) Other administrative duties including personnel management, public speaking, policy interpretation, and procedure development.

**Financial/Program Manager, Trace Research and Development Center for the Communicatively Handicapped**, University of Wisconsin – Madison, Madison, WI, June 1977 to September 1978. Supervisor: Gregg C. Vanderheiden, Director, Trace Research and Development Center.

Responsibilities included the development and implementation of financial management systems, grant management, personnel management, and new program development.

**Administrative Assistant/Business Coordinator, Madison Alternative for Zero Exclusion (MAZE)**, Madison Metropolitan School District, Madison, WI, July 1974 to June 1977. Supervisor: T. Timothy Crowner, Ph.D., Coordinator, Specialized Educational Services, Madison Metropolitan School District.

Responsibilities included grant management and the application and reporting of federal and state funds for providing public school services to handicapped students.

**Department Manager, Forbes-Meagher Music Company**, Madison, WI, April 1973 to July 1974. Supervisor: Harold Frye, President.

Responsibilities included sales, purchasing, inventory, and personnel management.

## PROFESSIONAL ORGANIZATIONS

Association at School Business Officials (ASBO)  
Wisconsin Association of School Business Officials (WASBO), Former Board Member  
Government Finance Officers Association (GFOA)  
Wisconsin Rural Development Partnership  
Wisconsin Parent Teachers Association (WIPTA)  
American Education Finance Association (AEFA)

## PRESENTATIONS

*“Private Foundations: An Increasing Revenue Source for American Schools,”* Oxford Round Table, Administrators K-12, St. Anthony’s College, Oxford, England, July 19, 2002.

*“A Model for Strategic Budgeting Designed to Guide Annual Decision Making,”* ASBO International’s 88<sup>th</sup> Annual Meeting (Association of School Business Officials of the U.S. and Canada), Phoenix, AZ, October 17, 2002.

*“School Community Relations for Practicing Administrators,”* Practicing School Administrators Workshop, sponsored by CESA #12 and UW-Whitewater, a two-day workshop for one continuing education/UWW credit, held in Ashland, WI on May 24-25, 2002.

*“Philosophy Matters: Educational Philosophies as Expresses in Online Teaching,”* panel presentation at *Virtual Pedagogy: A Conference on Web-based Teaching and Learning*, Park Plaza Hotel & Conference Center, Oshkosh, WI, July 18, 2001.

*“Wisconsin School Finance Workshop”* a workshop for School District Administrators and School Board Members in CESA #8, Kelly Lake, WI, May 23, 2001.

*“Tips for Managing On-line Classrooms: How to Assess and Maintain Records on Student Participation,”* paper presented at the Allied Academies International Conference, Nashville, TN, April 5, 2001.

*“Issues Affecting Local Education”* Community Leadership Alliance of Southwest Wisconsin sponsored by UW-Platteville in Fennimore, WI, March 28, 2001. A Presentation was provided as part of a two-day workshop designed to develop leaders for local communities. Analysis of school finance issues/data and their impact of the specific communities represented was provided.

*“The Business Affairs of Schools: Perspectives and Challenges for Educational Leaders”* *Educational Leadership in the New Millennium: A Symposium* hosted by the Department of Educational Administration, University of Wisconsin – Madison in honor of Dr. B. Dean Bowles, Dr. Lloyd E. Frohreich, and Dr. George Kliminski, Fluno Center, Madison, WI, April 19, 2000.

*“Creating Resources with Innovative Management and Avoiding the Pitfalls that Accompany New Revenue Sources,”* ASBO International 85<sup>th</sup> Annual Meeting and Exhibit, Orlando, FL, October 17, 1999.

*“Examining Your Policies and Philosophies: Why are your students generating income? How is it being spent?”* Keynote address at the AWSA/WASBO School Activity Account Conference, Mead Inn, Wisconsin Rapids, WI, October 6, 1999.

*“Funding Alternatives and Revenue Enhancement for Rural Small Schools,”* presentation to the AASA Rural/Small Schools Conference, Hilton Head, South Carolina, July 14-17, 1996.

*“Money Matters . . . and So Do Our Children”* presentation at the WASDA Winter Finance Seminar, Concourse Hotel, Madison, WI, December 12, 1995

*“Wisconsin School Financial Aid Formula, How it works and Current Issues,”* Annual presentation before 200 people at the Joint State Convention co-sponsored by WASB, WASDA, and WASBO in January of each year from 1990 through 1996, Milwaukee, WI.

Numerous presentations on school finance, pending legislation, school choice, equal educational opportunities, tax policies, and school law before such groups as Wisconsin Parent Teachers Association, the Wisconsin School Public Relations Association, the Wisconsin Education Association Council, the Phi Delta Kappa, the Institute for Wisconsin’s Future, Wisconsin Association for Equity in Funding, the Wisconsin Taxpayers Alliance, the Wisconsin Federation of Taxpayer Associations, the Wisconsin Federation of Teachers, the Wisconsin Association of University Women, the WASB, the WASDA, the WASBO, the Association of Wisconsin School Administrators (AWSA), the Urban Superintendents Association, and many other state, regional and local groups. In addition, several appearances on television and radio news broadcasts on the subjects mentioned above.

Frequent testimony before the Joint Committee on Finance, the Senate Education Committee, the Assembly Education Committee, and various other legislative committees and Legislative Council Studies on a wide range of school management and educational fiscal issues.

Featured speaker for numerous building dedications throughout Wisconsin as well as for student and professional groups during banquets and awards ceremonies.

*“Wisconsin Model for Microcomputer Usage: Selection, implementation, and Maintenance.”* A presentation at the 71st Annual Meeting of the Association of School Business Officials (ASBO), Las Vegas, Nevada, October 1, 1985.

## **PUBLICATIONS**

Statz, B. and Price, Roger, *“Knowledge, Skills and Dispositions: University of Wisconsin-Whitewater School Business Management Licensure Program School Business Affairs, the Monthly Journal of the Association of School Business Officials International (ASBO), Volume 69, Number 10, November 2003.*

Statz, B., *“Tips for Managing On-line Classrooms: How to Assess and Maintain Records on Student Participation,” Academy for Educational Leadership Journal, Allied Academies, Volume 5, Number 2, 2001, ISSN 1095-6328.*

Statz, B. and Lamote, Shannon, “*Overcoming User Fees to ensure Student Access to Extracurricular Activities*” Business Education Forum, the Monthly Journal of the National Business Education Association (NBEA), October 2001.

Statz, B., “*Tips for Managing On-line Classrooms: How to Assess and Maintain Records on Student Participation*,” Allied Academies, Abstract published in Allied Academies International Conference Proceedings, April 4-7, 2001.

Statz, B., “*Escalating Student Fees: Do They Treat Students and Taxpayers Equitably?*” School Business Affairs, the Monthly Journal of the Association of School Business Officials International (ASBO), Volume 66, Number 8, August 2000.

Statz, B., Gray, Todd and Sampson, Dr. Howard, “*Handbook for Evaluation and Improvement of Business Office/Support Services Functions*” Wisconsin Association of School Business Officials and the Wisconsin Department of Public Instruction completed July 2000.

This publication contains 26 chapters each containing a literatures review and a narrative with background and suggestions about each subject as well as checklists to use in local evaluation. The handbook serves as a textbook in SBM programs as well as being valuable to practitioners in the field.

Statz, B., “*The Relationship Between Revenue Limits on Wisconsin Schools and Student Fees*,” Doctoral Dissertation, University of Wisconsin – Madison, July 1999.

Statz, B., Expert Witness Supplementary Affidavit filed on behalf of the Plaintiffs in William J. Vincent, et al v. Jack Voight (the State of Wisconsin), in the Wisconsin School Funding Equity Lawsuit, April 7, 1997.

Statz, B., Expert Witness Affidavit filed on behalf of the Plaintiffs in William J. Vincent, et al v. Jack Voight (the State of Wisconsin), in the Wisconsin School Funding Equity Lawsuit, February 23, 1997.

This 125-page affidavit describes the findings resulting from a year’s worth of research on the impact of school funding over two decades in Wisconsin and was cited in oral arguments made before the Wisconsin Supreme Court.

Statz, B., Public School Finance in Wisconsin. “*Economic Indicators*.” Economic Report, 4<sup>th</sup> Quarter 1995 published by the Central Wisconsin Economic Research Bureau (CWERB) at the Division of Business and Economics, UW-Stevens Point, January 1996.

This publication was reviewed by Randy F. Cray, Ph.D., Chair and Director of CWERB and Jin Wang, Ph.D., Research Associate.

Statz, B., “*Windfall for the Wealthy: The Impact of the 1995 Property Tax Relief Legislation on Wisconsin Households*,” The Institute for Wisconsin’s Future (IWF), December 1996.

This publication summarizes the findings of a statistical analysis of the impact of Wis. Act 27 on all WI school districts and demonstrates that those communities with greater wealth (tax base) benefited more from the tax shifts that took place as a result of this 1995 major change in school finance policy in Wisconsin. The IWF was established in 1994 by a coalition of concerned academics, community and religious leaders, labor organizations, and business professionals to produce and disseminate analysis of key public policy issues to help citizens statewide make informed choices in policy debates.

Statz, B., Public School Finance in Wisconsin. “*The Wisconsin State Aid Formula: How it Works and the Disqualifiers that Exist*,” Wisconsin Department of Public Instruction. Once each year from 1990 through 1995.

## **AWARDS**

2003 nominated for the *Roseman Teaching Award* in the College of Business and Economics

2002 Nominated for the *Hermsen Teaching Award* in the College of Business and Economics.

Community Involved Woman, The Waunakee Area Lioness Club, for local service on the Waunakee Community School District Board of Education, April 28, 2002, Waunakee, WI.

2001 Nominated for the *Teaching and Research Awards* in the College of Business and Economics.

Research Award from Allied Academies for article entitled, *Managing On-Line Classrooms: Suggestions for Assessing Student Participation and Providing Timely and Meaningful Feedback*, published in the Academy for Educational Leadership Journal, International Internet Conference, July 16 – 30, 2001.

2000 WMEA Distinguished School Board Member Award, presented by the Wisconsin School Music Education Association at the 2000 State Music Conference, October 27, 2000 at the Monona Terrace in Madison, WI.

1999 Nominated for the Alumni Faculty/Staff Recognition Award by College of Business alumni.

1996 WASDA Award for Special Recognition for Service to Wisconsin, nominated to receive by the membership (local school district administrators).

1992 Department of Public Instruction Employee of the Year Award, nominated to receive by the field.

## Scott R. Swanson

### Home Address:

4828 Brentwood Drive  
Milton, WI 53563  
Tel: (608) 741-0468

### Business Address:

University of Wisconsin - Whitewater College of Business and Economics Department of Marketing  
Whitewater, WI 53190-1790  
Tel: (262) 472-5472  
Fax: (262) 472-4863  
E-Mail: swansons@mail.UWW.edu

### **EDUCATION**

**Ph.D.** University of Kentucky, Lexington, KY., 1997. Summa Cum Laude

**Major:** Marketing

**Minor:** Research Methods

**Dissertation:** The Art of Service Recovery: Attributions and Consequences

**M.B.A.** University of Wisconsin-Oshkosh, Oshkosh, WI., 1992.  
Magna Cum Laude

**B.S.** University of Wisconsin-River Falls, River Falls, WI., 1984. Cum Laude

Dual Major: Business Administration! Art

### **ACADEMIC EXPERIENCE**

**Assistant Professor** (1999 to present)  
University of Wisconsin - Whitewater  
College of Business and Economics: Department of Marketing

(1996 to 1999) East Carolina University College of Business:  
Department of Marketing Greenville, NC.

**Graduate Teaching: and Research Assistant** (1993-1996)  
University of Kentucky, Lexington, KY.  
College of Business: Department of Marketing

**NON-ACADEMIC** Superior Specialties Incorporated (1984-1993) Appleton, WI.  
New Product Development (1991-1993)  
Purchasing Manager (1988-1993)  
Sales Associate (1984-1988)

**CONSULTING** City of Whitewater Economic Planning (2001)  
Marine Pros II (2001)  
Philadelphia Eagles of the National Football League (2000 - 2001)  
University of Wisconsin - Whitewater Athletic Department (2000)  
Spectrum Business Communications (2000)  
East Carolina University Athletic Department (1998-1999)  
Perkins Family Restaurants (1998)  
New East Communications: WCZI-FM 98.3 and WGPM-FM 94.3  
(1997)

### **REFEREED JOURNAL PUBLICATIONS**

J. Charlene Davis and Scott R Swanson (2001), "Navigating Satisfactory and Dissatisfactory Classroom Incidents," *Journal of Education for Business*, 76 (May/June), 245-250.

Swanson, Scott R and Scott W. Kelley (2001), "Service Recovery Attributions and Word-of-Mouth Intentions," *European Journal of Marketing*, 35 (1/2), 194-211.

Swanson, Scott R and J. Charlene Davis (2000), "A View from the Aisle: Classroom Successes, Failures, and Recovery Strategies," *Marketing Education Review*, 10 (Summer), 17..25.

Swanson, Scott R (1999) "Reexamination of Assertiveness and Aggressiveness as Potential Moderators of Verbal Intentions," *Psychological Reports*, 84 (June), 1111-1114.

Michael J. Dorsch, Scott R Swanson, and Scott W. Kelley (1998), "The Role of Relationship Quality in the Stratification of Vendors as Perceived by Customers," *Journal of the Academy of Marketing Science*, 26 (Spring), 128-142.

Swanson, Scott R and Roger P. McIntyre (1998), "Assertiveness and Aggressiveness as Potential Moderators of Consumers' Verbal Behavior Following a Failure of Service," *Psychological Reports*, 82, 1239-1247.

Swanson, Scott R, Scott W. Kelley, and Michael J. Dorsch (1997), "InterOrganizational Ethical Perceptions and Buyer-Seller Relationships," *Journal of Business-to-Business Marketing*, 4(2), 3-31.

Gross, James R, J. Kim DeDee, and Scott R Swanson (1993), "Customer Attributes and Their Effect on Service and Product Quality Perceptions: An Empirical Study," *International Journal of Quality and Reliability Management*, 10, 14-24.

## CONFERENCE PROCEEDINGS AND ABSTRACTS

- Swanson, Scott R., Kevin Gwinner, and Brian Larson (2001), "Take Me Out to the Ball Game: What Motivates Fan Game Attendance and Word-of-Mouth Behavior?" in *AMA Summer Educators' Conference: A Marketing Odyssey*, Stephen J. Grove and Greg W. Marshall (eds), American Marketing Association, 176-177.
- John, Eaton, Kevin Gwinner, Brian Larson and Scott Swanson (2001), "The Role of Spectators" Attitudes Towards Commercialization on the Effectiveness of Corporate Sponsorship of Sporting Events," in *Developments in Marketing Science Volume 26*, Melissa Moore and Robert Moore (eds), Academy of Marketing Science.
- Swanson, Scott R. and Kevin Gwinner (2000), "A Model of Fan Identification and Sponsorship Success," abstract in *AMA Summer Educators' Conference: Enhancing Knowledge Development in Marketing*, Gregory T. Gundlach and Patrick E. Murphy (eds), American Marketing Association, 147.
- Swanson, Scott R. and J. Charlene Davis (2000), "A Typology of Classroom Failures and Recovery Strategies: The Marketing Students Perspective," abstract in *AMA Summer Educators' Conference: Enhancing Knowledge Development in Marketing*, Gregory T. Gundlach and Patrick E. Murphy (eds), American Marketing Association, 93-94.
- Swanson, Scott R. and Charlene Davis (1999), "A Focus on Locus: An Exploratory Study of the Relationship of Differential Loci with Consumer Perceptions and Behavioral Intentions," in *SERVSIG Services Research Conference: Jazzing in to the New Millennium*, Ray Fisk and Liam Glynn (eds.), American Marketing Association and the University of New Orleans.
- Swanson, Scott R. and Charlene Davis (1997), "Assertive and Aggressive Consumers: An Investigation of Post-Service Recovery Perceptions and Intentions," abstract in *Frontiers in Services*, Roland T. Rust and Richard L. Oliver (eds), American Marketing Association and the Center for Service Marketing at Vanderbilt University.
- Swanson, Scott R., Scott W. Kelley, and Michael J. Dorsch (1995), "Consumer Orientation, Ethical Profiles, and Buyer/Seller Relationships," abstract in *AMA Winter Educators' Conference: Marketing Theory and Applications, Vol. 6*, D.W. Stewart and N.J. Vitell (eds.), American Marketing Association, 372-373. Honorable mention for Best Paper in the Organizational Marketing Track. Honorable mention for Best Paper authored by a doctoral student.

## CONFERENCE PROCEEDINGS AND ABSTRACTS (continued)

Swanson, Scott R. (1994), "Hedonic Atmospherics: Eliciting Fantasy for Competitive Advantage," in *Retailing: Theories and Practices for Today and Tomorrow*, Vol. 7, Robert I. King (ed.), Academy of Marketing Science, 22-24.

### CONFERENCE PRESENTATIONS

(August 13, 2001), "Take Me Out to the Ball Game: What Motivates Fan Game Attendance and Word-of-Mouth Behavior?" presented at the *AMA Summer Educators' Conference: A Marketing Odyssey*, sponsored by the American Marketing Association.

(June 2, 2001), "The Role of Spectators" Attitudes Towards Commercialization on the Effectiveness of Corporate Sponsorship of Sporting Events," presented at the *Academy of Marketing Science Annual Conference: New Meanings for Marketing in a New Millennium*, sponsored by the Academy of Marketing Science.

(August 7, 2000), "A Model of Fan Identification and Sponsorship Success," presented at the *AMA Summer Educators' Conference: Enhancing Knowledge Development in Marketing*, sponsored by the American Marketing Association.

(August 6, 2000), "A Typology of Classroom Failures and Recovery Strategies: The Marketing Students Perspective," presented at the *AMA Summer Educators' Conference: Enhancing Knowledge Development in Marketing*, sponsored by the American Marketing Association.

(April 12, 1999), "A Focus on Locus: An Exploratory Study of the Relationship of Differential Loci with Consumer Perceptions and Behavioral Intentions," presented at the *SERVSIG Services Research Conference: Jazzing in to the New Millennium*, sponsored by the American Marketing Association and the University of New Orleans.

(October 4, 1997), "Assertive and Aggressive Consumers: An Investigation of PostService Recovery Perceptions and Intentions," presented at the *Frontiers in Services conference*, sponsored by the American Marketing Association and the Center for Service Marketing at Vanderbilt University.

(February 14, 1995), "Consumer Orientation, Ethical Profiles, and Buyer/Seller Relationships," presented at the *AMA Winter Educators' Conference: Marketing Theory and Applications*, sponsored by the American Marketing Association.

(October 22, 1994), "Hedonic Atmospherics: Eliciting Fantasy for Competitive Advantage," presented at the *Retailing: Theories and Practices for Today and Tomorrow Conference*, sponsored by the Academy of Marketing Science

## **BOOKS**

Swanson, Scott R. (2000), "Understanding 'The Message' in Ads," in *Great Ideas for Teaching Marketing 5th Edition*, Charles W. Lamb, Joseph F. Hair and Carl McDaniel (eds.), Cincinnati, OH: South- Western College Publishing.

## **MANUSCRIPTS ACCEPTED**

Swanson, Scott R. and Robert Frankel (empirical), "View from the Podium: Professor Perspectives of Classroom Failures and Recoveries," *Marketing Education Review*.

## **MANUSCRIPTS UNDER REVIEW**

Swanson, Scott R. and Scott W. Kelley (empirical), "Service Recovery Attributions: An Empirical Investigation of Perceptions and Intentions," *Journal of Marketing Theory and Practice*, under second review.

Swanson, Scott R. and Kevin Gwinner (empirical), "A Model of Team Identification: Antecedents and Sponsorship Outcomes," *Journal of Services Marketing*, under second review.

Swanson, Scott R. and Robert Frankel (empirical), "The Impact of Critical Classroom Incidents on Teaching Behaviors: An Investigation of Student Orientation and Adaptive Teaching," *Journal of Marketing Education*.

Swanson, Scott R. and Charlene Davis (empirical), "The Relationship of Differential Loci with Perceived Quality and Behavioral Intentions: An Exploratory Focus on Locus," *Marketing Letters*.

## **WORK IN PROGRESS**

Swanson, Scott R., Kevin Gwinner, and Brian Larson, "Motivating Fan Attendance and Word-of-Mouth Behavior: The Role of Gender," data analysis completed and manuscript in progress for possible submission to the *Journal of Advertising Research*.

John, Eaton, Kevin Gwinner, Brian Larson and Scott Swanson (empirical) "The Role of Spectators" Attitudes Towards Commercialization on the Effectiveness of Corporate Sponsorship of Sporting Events," data analysis completed and manuscript in progress for possible submission to the *Journal DISports Marketing*.

**WORK IN PROGRESS (continued)**

Swanson, Scott R. (empirical), "Attributions of Critical Service Failures and Recoveries: A Reexamination and Extension," data analysis completed and manuscript in progress for possible submission to the *Journal of Retailing*.

Swanson, Scott R. and Kevin Gwinner (empirical), "Market Mavens and Opinion Leaders: Who is Talking and Why?," data collection completed. Possible submission to the *Journal of the Academy of Marketing Science*.

Swanson, Scott R. and Kevin Gwinner (empirical), "Image Transference and Fan Identification," data collection completed. Possible submission to the *Journal of Sports Marketing*.

Scott R. Swanson (empirical), "Building Customer Relationships After Service Failure," data collection completed. Possible submission to the *Journal of Services Marketing*.

**COURSES  
TAUGHT**

Services Marketing, Marketing Research, Consumer and Buyer Behavior, Marketing Management, Marketing Principles.

**RESEARCH  
INTERESTS**

Service Recovery Issues, Sports and Sponsorship Marketing, Impact of Attributions and Personality Traits on Service Perceptions, and Pedagogy.

**PROFESSIONAL  
ASSOCIATIONS**

American Marketing Association  
Academy of Marketing Science  
Beta Gamma Sigma

**SERVICE**

Committees

**Department:**

Department of Marketing Search and Screen Committee:  
2000-2001;2001-2002

Department of Marketing Grade Appeal Committee: 2000  
2001

Department of Marketing Departmental Meetings

**College of Business and Economics:**

College of Business and Economics Teaching  
Enhancement Committee: 2001 to present

College of Business and Economics Scholarship and  
Awards Committee: 1999 – 2001

Kemper Scholarship Committee: 1999 - 2001

College of Business and Economics Faculty Grievance  
Committee: 2000 – 2001

**University:**

Graduate Studies Committee: 2001 to present  
Undergraduate Curriculum Committee Alternate: 2000  
2001  
School of Business Library Representative: 1996-1999  
(East Carolina University)

*Student Organization Involvement*

Co-Advisor to Creative Marketing Group (CMU) 2001 to  
present  
Co-Advisor to American Marketing Association (AMA)  
2001 to present  
Advisor to Beta Gamma Sigma 2001 to present

**Manuscript Reviewing**

Reviewer - 2002 American Marketing Educators'  
Conference February 22-25, 2002, Teaching Track.  
Reviewer - 2001 American Marketing Educators'  
Conference August 11-14, 2001, Services  
Marketing Track.  
Reviewer - 2001 American Marketing Educators'  
Conference February 16-19, 2001, Teaching Track.  
Reviewer - 2000 Academy of Marketing Science  
Conference May 24-27, 2000, Services Marketing  
Track.  
Track Chair and Reviewer - 1999 SERVSIG Services  
Research Conference April 10-12, 1999, Services  
Research Track.  
Reviewer - 1998 Annual Southern Marketing Association  
Conference November 4-7, 1998, Marketing  
Research, Models and Theory Track.  
Reviewer - 1998 AMA Summer Marketing Educators'  
Conference August 15-18, 1998, Services  
Marketing Track.

**CURRICULUM VITAE**

January, 2004

**John Brennan Washbush**

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Madison, WI 53711  
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**PRESENT POSITION**

Professor of Management, University of Wisconsin-Whitewater, Whitewater, WI 53190

**DEGREES AND PROFESSIONAL CERTIFICATION**

<b>PhD</b>	Marquette University	1975	Educational Administration
<b>MS</b>	University of Wisconsin-Madison	1989	Finance
<b>MBA</b>	Marquette University	1972	Business Administration
<b>MA</b>	University of Wisconsin-Madison	1964	History
<b>BA</b>	University of Wisconsin-Madison	1963	History
<b>CPIM</b>	American Production and Inventory Control Society	1995	Certified in Production and Inventory Management

**Additional Study, non-degree**

University of Wisconsin-Madison, 1984-86  
Higher Educational Administration, Educational Policy Studies, American History  
Marquette University, 1984-85  
Educational Leadership Institute  
University of West Florida, 1980-81  
Organizational and Industrial Psychology  
University of Wisconsin-Platteville, 1976  
Computer Science  
U.S. Naval Nuclear Power Program, 1964-65  
Theory and operation of nuclear power reactors and nuclear propulsion systems

**PRIOR ACADEMIC EXPERIENCE**

- Associate Professor of Management, University of Wisconsin-Whitewater, 2000-2003
- Assistant Professor of Management, University of Wisconsin-Whitewater, 1994-2000
- Lecturer, Management Department, University of Wisconsin-Whitewater, 1989-1994

- Associate Professor of Naval Science, University of Wisconsin-Madison, 1982-89 (Assistant Chair, 1982-86, 1988-89; Acting Chair, June-September 1985)
- Adjunct Faculty, Management, Upper Iowa University, Madison, WI Center, 1987-89
- Lecturer, Business, Edgewood College, Madison, WI, 1986-88
- Adjunct Faculty, Business Administration and General Studies, Madison Business College, Madison, Wisconsin, 1987-88
- Director of Naval ROTC Curriculum, Headquarters, Naval Education and Training Command, Pensacola, Florida, 1980-82
- Adjunct Instructor, Business Administration, Pensacola Junior College, 1980-81
- Ad Hoc Instructor, Business and Management, University of Wisconsin-Extension, 1979-81
- Adjunct Instructor, Business Administration, Troy State University (Florida Region), 1980
- Assistant Professor of Business Administration, University of Wisconsin-Platteville, 1975-80 (Co-Director, Extended Degree in Business, 1976-78)
- Assistant to the Dean (Acting Director, MBA Program), College of Business Administration, Marquette University, 1974-75
- Graduate Research Assistant, School of Education, Marquette University, 1972-74
- Assistant Professor of Naval Science, Marquette University, 1969-72

### **Teaching Experience**

- University of Wisconsin-Whitewater, 1989-date
  - Administrative Policy
  - Strategic Decision Making (graduate, formerly Business Policy)
  - Introduction to Information Systems
  - Leadership in Management
  - Management Decision Analysis (formerly Operations Research)
  - Management of Service Operations
  - Operations Management (undergraduate; formerly Production Concepts)
  - Operations Management (graduate)
  - Organizational Behavior
  - Organization and Management (formerly Management Concepts)
- Upper Iowa University, 1987-89
  - Management Principles
  - Marketing Research
  - Small Business Management
- Madison Business College, 1987-88
  - Management Principles
- Edgewood College, 1986-88
  - Organizational Behavior (graduate)
  - Quantitative Decision Making (graduate)
  - Production Management and Operations Analysis (graduate)
  - Personal Finance
  - Principles of Finance

- University of Wisconsin-Madison, 1982-89
  - Naval Leadership and Management
  - Naval Weapons Systems
  - Seapower & Maritime Affairs (U.S. naval history)
- University of Wisconsin-Extension, 1979-81
  - Organization and Management (course author and instructor)
- Pensacola Junior College, 1980-81
  - Marketing
  - Personnel Management
  - Principles of Management
- Troy State University (Florida Region), 1980
  - Production Management
- University of Wisconsin-Platteville, 1975-80
  - Administrative Policy
  - Business Research
  - Computer Concepts and Programming
  - Introduction to Business
  - Operations Management (Production Management)
  - Organization and Management (Management Principles)
  - Organizational Theory and Process
  - Quantitative Analysis for Decision Making
- Marquette University, 1969-72
  - American Military Affairs (U.S. military history)
  - Naval Ships Systems
  - Principles of Organization and Management
  - Seminar in Seapower and Maritime Affairs

## **MILITARY EXPERIENCE**

Executive Officer, NROTC Unit, University of Wisconsin, 1988-89 and 1982-86

- Acting Commanding Officer, June-September 1985 Various naval commands, afloat and ashore, from commissioning in 1964 to 1989.
- Commander, U.S. Naval Reserve, Retired.

## **RESEARCH, PUBLICATIONS AND PAPERS**

### **Current Research**

- On-going studies examining learning effects and personality and group-dynamics factors that influence group and individual total enterprise simulation performance and individual learning in pedagogical environments using total-enterprise simulation games.
- Development and implementation of theoretical arguments and rationales for redefining and teaching leadership and followership in organizations.

### **Other Research**

- An Analysis of Computerization in the Business Curricula of Edgewood College: Needs, Potential, and Recommendations. Edgewood College, 1987. Report of a Study of the Edgewood College MBA Program. Edgewood College, 1986.
- Leadership Perceptions of Post-Secondary Educational Chief Executive Officers. University of Wisconsin-Madison, 1986.
- The Campus and the Navy in WWII: Naval Training at the University of Wisconsin, 1939-46. Department of Naval Science, University of Wisconsin-Madison, 1986.
- The Relationship Between Attitudes Toward the Organization and Administration of Parish Education Programs and the Presence of Parish Boards of Education. Doctoral dissertation, Marquette University, 1975.
- The Beginnings of the National Banking System, 1861-1865. Master's thesis, University of Wisconsin-Madison, 1964.

### **Scholarly Books and Correspondence Courses**

- Rausch, Erwin and Washbush, John B. *High Quality Leadership: Practical Guidelines to becoming a more effective manager*. Milwaukee, WI: ASQ Quality Press, 1998.
- Washbush, John B. and Sherlock, Barbara J., Editors, *To Get the Job Done: Readings in Leadership and Management*, 2nd ed. Annapolis, MD: U.S. Naval Institute Press, 1981.
- Washbush, John B., *Business and Management 233: Organization and Management, a College Course*. Madison, WI: University of Wisconsin-Extension, 1979, 1981.

### **Published Articles**

- Tourigny, Louise, Dougan, William L., Washbush, John, Clements, Christine. Explaining executive Management. *Encyclopedia of Business and Industry*, 2003, in press.
- Washbush, John B. Management Theory. *Encyclopedia of Business and Industry*, 2003, in press.
- Washbush, John B. Total Quality Management. *Encyclopedia of Business and Industry*, 2003, in press.
- Washbush, John B. Deming: a new philosophy or another voice. *Management Decision: Focus on Management History*, 2002, Vol. 40, No. 10, 1029-1036.
- Rausch, Erwin, Sherman, Herbert, and Washbush, John B. Defining and assessing competencies for competency-based, outcome-focused management development. *Journal of Management Development*, 2002, Vol. 21, No. 3, 184-200.
- Washbush, John and Gosen, Jerry. An exploration of game-derived learning in total enterprise simulations. *Simulation and Gaming, an International Journal*, 2001, Vol. 32, No. 3, 281-296.
- Rausch, Erwin, Halfhill, Susan, Sherman, Herbert and Washbush, John B. Practical leadership-in-management education for effective strategies in a rapidly changing world. *Journal of Management Development*, 2001, Vol. 20, No. 3, 245-257.

- Clements, Christine and Washbush, John B. The two faces of leadership: Considering the dark side of leader-follower dynamics, *Journal of Workplace Learning*, 1999, Vol. 10, Issues 5 and 6, 170-175.
- Gosen, Jerry and Washbush, John. As teachers and researchers, where do we go from here? *Simulation and Gaming, an International Journal*, 1999, Vol. 30 No. 3, 292-303.
- Washbush, John B. and Clements, Christine. The two faces of leadership, *Career Development International*, 1999, Vol. 4, No. 3, 146-148.
- Washbush, John B. Teaching leadership as a non-positional phenomenon, *Journal of Workplace Learning*, 1998, Vol. 10, Issue 6/7, 337-339.
- Washbush, John B. and Gosen, Jerry. Total enterprise simulation performance and participant learning. *Journal of Workplace Learning*, 1998, Vol. 10, Issue 6/7, 314-319.
- Washbush, John B. From where will the leaders come? revisited, *Journal of Education for Business*, March/April, 1998, pp 251-253.
- Gosenpud, Jerry G. and Washbush, John B. Total Enterprise Simulation Performance as a Function of Myers-Briggs Personality Type, *Simulation and Gaming: an International Journal*, June. 1996, Vol. 27 No. 2, 184-205.
- Washbush, John B. and Clements, Christine. From Where Will the Leaders Come? *Journal of Education for Business*, March/April, 1994, 240-244.
- Washbush, John. Skirmishes at 'Radio Madison.' *Wisconsin Alumnus*, July/August, 1987, 14-17.
- Washbush, John B. NROTC Curriculum: New Vitality. *U.S. Naval Institute Proceedings*, October, 1984, 165-167.
- Washbush, John B. Why Do Engineers Pursue the MBA? *Engineering Education*, January, 1976, 310-313.
- Washington, Roosevelt Jr., Washbush, John B., and Mattek, Patricia. A Survey of Outdoor Recreational Interests/Needs of Students in an Urban Co-educational University. *Marquette University Education Review*, Spring, 1974, 2-14.
- Washbush, John B. and Hess, Lee R. The Officer Educational Specialist--A Proposal. *U.S. Naval Institute Proceedings*, July, 1972, 116-118.
- Hess, Lee R. and Washbush, John B. Team Teaching in College. *College Student Journal*, November-December, 1971, 33-35.
- Larson, LaVern W., Hess, Lee R. and Washbush, John B. Team Teaching in the ROTC. *Military Review*, July, 1971, 67-71.

### **Published Book Reviews**

- Doug Guthrie, Dragon in a Three-Piece Suit: The Emergence of Capitalism in China. *The Journal of Global Business*, Vol. 13, No. 25, 2002, 81-82.
- Paul DiMaggio (ed.), The Twenty-First-Century Firm: Changing Economic Organization in International Perspective. *The Journal of Global Business*, Vol. 13, No. 25, 2002, 83-84.
- Robert Gilpin, The Challenge of Global Capitalism: The World Economy in the 21st Century. *The Journal of Global Business*, Vol. 13, No. 25, 2002, 79-80.
- Keith Patching, Management and Organisation Development. *The Journal of Management Development*, Vol. 20, No. 3, 2001, 275-277.

- Peter Thompson, Persuading Aristotle: A Master Class in the Timeless Art of Strategic Persuasion. *The Journal of Management Development*, Vol. 19, No. 4, 2000, 335-340.

**Papers** (published in proceedings unless otherwise noted)

- The Case Brief: A Model for Case Analysis, Writing and Discussion. Association for Business Simulation and Experiential Learning Conference, Las Vegas, NV, March, 2004.
- Simulation Performance and Forecast Accuracy—Is That All? Association for Business Simulation and Experiential Learning Conference, Baltimore, MD, March, 2003.
- Learning in the Business Policy Course. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, Pensacola Beach, FL, March, 2002.
- A Validity Investigation of a Test Assessing Total Enterprise Simulation Learning. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, Pensacola Beach, FL, March, 2002.
- An Initial Validity Investigation of a Test Investigating Total Enterprise Simulation Learning. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, San Diego, CA, March, 2001.
- Initial Data on a Test Bank Assessing Total Enterprise Simulation Learning. With Jerry Gosen and Tim Scott. Association for Business Simulation and Experiential Learning Conference, Savannah, GA, March, 2000.
- Simulations and Learning: Dialog and Directions. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, Savannah, GA, March, 2000. Discussion session, no proceedings.
- My Perspectives as an S&G Reviewer. Association for Business Simulation and Experiential Learning Conference, Savannah, GA, March, 2000.
- Deming: A New Philosophy or Another Voice? Midwest Business Administration Association Annual Meeting, Chicago, IL, March, 2000. Distinguished Paper Award, North American Management Society.
- A Testbank For Measuring Total Enterprise Simulation Learning. With Jerry Gosen, Alan Patz, Tim Scott, Joseph Wolfe, and Dick Cotters. Association for Business Simulation and Experiential Learning Conference, Philadelphia, PA, March, 1999.
- Perceptions of Learning in TE Simulations. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, Philadelphia, PA, March, 1999.
- The Two Faces of Leadership: Considering the Dark Side of Leader-Follower Dynamics. With Christine Clements. Midwest Business Administration Association Annual Meeting, Chicago, IL, March, 1999.
- The Two Faces of Leadership. With Christine Clements. Leadership in Management Internet Conference. September-October, 1998.
- Non-Prescriptive Guidelines for More Effective Learning about High Quality Leadership in Management Education and Development. With Erwin Rausch. Fifth

- Educational Innovation in Economics and Business (EDINEB) Conference, Cleveland, OH, September, 1998.
- A New Pedagogical and Management/Leadership Model--and Research Opportunities. With Erwin Rausch. Midwest Business Administration Association Annual Meeting, Chicago, IL, March, 1998
- Antecedents of Learning in Simulations: A Replication. With Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, Maui, HI, January, 1998.
- Teaching Leadership as a Non-Positional Phenomenon. New Approaches to Management Education and Development (NAMED) Internet Conference, September-November, 1997.
- Total Enterprise Simulation Performance and Participant Learning. New Approaches to Management Education and Development (NAMED) Internet Conference, September-November, 1997.
- Learning to Differentiate Leadership From Managerial Position. Association for Business Simulation and Experiential Learning Conference, New Orleans, LA, March 1997.
- Antecedents of Learning In Simulations, with Jerry Gosen. Association for Business Simulation and Experiential Learning Conference, New Orleans, LA, March 1997.
- Enhancing Teaching/Learning Effectiveness for Management/Leadership Skills with Non-Prescriptive Guidelines and a Progressive Learning Process. With Erwin Rausch. 20<sup>th</sup> National Conference on Teaching Public Administration, Richmond, VA, March, 1997.
- Non-Prescriptive Guidelines for Management/Leadership Decision Making and Planning: Bridges from OB theory to Practical Application. With Erwin Rausch. Western Organization and Management Teaching Conference, San Francisco, CA, March, 1997.
- Leadership Instruction For Undergraduates. 7th Annual/Business/Economics Teaching Conference, Chicago, IL, November, 1996.
- A New Pedagogical and Management/Leadership Model--and Research Opportunities. With Erwin Rausch. Institute of Behavioral and Applied Management Conference, Portland, OR, Oct, 1996.
- Correlates of Learning in Simulations. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Orlando, FL, March, 1996.
- Goal Setting Over Time in Simulations. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Orlando, FL, March 1996.
- Total Enterprise Simulation Performance and Learning. With Jerry Gosenpud. 6th Annual Business/Economics Teaching Conference, Chicago, IL, November, 1995.
- Leadership Perceptions of Post-Secondary Educational Chief Executives. 125th Annual Conference of the Wisconsin Academy of Sciences, Arts and Letters, Madison, WI, April, 1995. No proceedings.
- Simulation Performance, Learning, and Struggle. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, San Antonio, TX, March, 1995.
- A Comparison of a Stand Alone Version of a Simulation With the Traditional Competitive Version. With Jerry Gosenpud and Timothy Scott. Association for Business Simulation and Experiential Learning Conference, San Antonio, TX, March, 1995.

- Clarence Dykstra's Navy: Naval Training at the University of Wisconsin, 1942-1946. 124th Annual Conference of the Wisconsin Academy of Sciences, Arts and Letters, Waukesha, WI, April, 1994. No proceedings.
- Simulation Performance and Learning Revisited. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, San Diego, CA, March, 1994.
- What Simulation Users Think Players Should Be Learning From Simulations. Association for Business Simulation and Experiential Learning Conference, San Diego, CA, March, 1994.
- Computer Skills Exercises and a Personal Finance Project for Integrating Learning in the Introduction to Data Systems Course. Midwest Business Administration Association Annual Meeting, Chicago, IL, March, 1994.
- Comparing the Simulation with the Case Approach. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Savannah, GA, March, 1993.
- The Relationship Between Total Enterprise Simulation Performance and Learning. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Savannah, GA, March, 1993.
- Making the Introduction to Data Systems Course Interesting (and Perhaps Even Useful and Fun): Practical Exercises in Teaching Data Systems. Midwest Business Teaching Conference, Bloomington, MN, May, 1992.
- Personality Characteristics and Group Performance in Total Enterprise Simulations. Association for Business Simulation and Experiential Learning Conference, Las Vegas, NV, March, 1992.
- The Influence of Myers-Briggs Type and Group Dynamics Factors on Total Enterprise Performance. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Las Vegas, NV, March, 1992.
- Non-Positional Leadership: The Need for a New Paradigm. With Christine Clements. Midwest Business Administration Association Annual Meeting, Chicago, IL, March, 1992.
- Designing the Business Policy Course--Ending the Well-Educated Manager Myth. Midwest Business Teaching Conference, Bloomington, MN, April, 1991.
- Student Attitudes About Policy Course Simulations. Association for Business Simulation and Experiential Learning Conference, Nashville, TN, April, 1991.
- Predicting Simulation Performance: Differences Between Groups and Individuals. With Jerry Gosenpud. Association for Business Simulation and Experiential Learning Conference, Nashville, TN, April, 1991.
- What We Have Here is a Leadership Problem! or Leadership: Fact or Myth? Midwest Business Administration Association Annual Meeting, Chicago, IL, April, 1991.
- From Blackhawk Garage to Naval Armory: Naval Training on the Campus in WWII. University of Wisconsin-Madison Roundtable, March, 1986. No proceedings.
- The Naval Reserve Officers Training Corps (NROTC): Professional Competency Assessment. 26th Annual Conference of the Military Testing Association, Munich, Federal Republic of Germany, November, 1984.

Leadership Instruction and Officer Candidates: Some Unholy Thoughts. 9th Psychology in the DOD Symposium, U.S. Air Force Academy, Colorado Springs, Colorado, April, 1984.

The NROTC Instructors' Seminar: Preparing Officers for College Teaching. 24th Annual Conference of the Military Testing Association, San Antonio, Texas, November, 1982.

The Officer Candidate Preparatory School: An Intense Program that Doubles as a Personnel Assessment Center. 23rd Annual Conference of the Military Testing Association, Alexandria, Virginia, October, 1981.

### **PROFESSIONAL MEMBERSHIPS**

Academy of Management

American Production and Inventory Control Society (APICS)

American Psychological Society (APS)

Association for Business Simulation and Experiential Learning (ABSEL)

Phi Delta Kappa (professional educational society)

Society for Industrial and Organizational Psychology

Wisconsin Academy of Sciences, Arts and Letters

### **UWW CAMPUS SERVICE**

- General Management Area Coordinator, Management Department, 1997-date
- Member, College of Business & Economics Undergraduate Curriculum Committee, 1995-2001
- Member, Management Department Merit Committee, 1998-2001
- College of Business & Economics Retreat Planning Committee, 1998
- Developed with James Sisak, a comprehensive revision to the Production/Operations Management major, 1998
- Member, General Education Review Committee, 1996-98
- Member, University Curriculum Committee, 1997-98, 2000-01
- Member, Academic Staff Professional Development Committee, 1992-1994
- Member, University Committee on Advising, 1996
- Developed 250369, Leadership in Management, with Christine Clements
- Assistant Advisor, UWW APICS Student Chapter, 1995-1997
- Co-presenter of two UWW College of Business & Economics faculty seminars
- Production Concepts (250306) Course Coordinator, 1992-1996
- Developed and taught 250788, Strategic Decision Making, as a web based course in the UW-Whitewater MBA Program, 2000

### **PROFESSIONAL SERVICE**

- Associate Editor, *Simulation & Gaming: An International Journal*
- Assistant editor, ABSEL newsletter, 1999 to date
- Contributory book reviewer, *Journal of Management Development*

**JON M. WERNER**

Professor of Management  
College of Business & Economics  
University of Wisconsin-Whitewater  
Whitewater, WI 53190  
(262) 472-2007  
wernerj@uww.edu

**EDUCATION**

Ph.D., 1992, Michigan State University

Major: Organizational Behavior/Human Resource Management

Minor: Industrial/Organizational Psychology

Minor: Labor/Industrial Relations

Dissertation Title: *Influences of Information Acquisition and Method of Rating, and In-Role versus Extra-Role Behaviors on Rater Accuracy, Halo, Type and Amount of Search* (John Hollenbeck, Chair).

**ACADEMIC EMPLOYMENT HISTORY**

Professor, Human Resource Management, July, 2002-present. University of Wisconsin-Whitewater Department of Management. Teaching a variety of undergraduate and masters-level courses in human resource management. Taught masters courses on staffing and performance appraisal (on-line, Fall, 2002), strategic HRM (on-line, Fall, 2003), and labor relations (Fall, 2003), as well as undergraduate courses on staffing, training, and labor relations. Teaching a graduate course on compensation and benefits (Spring, 2004).

Associate Professor, Human Resource Management, January, 1998-June, 2002. University of Wisconsin-Whitewater Department of Management. Taught a variety of undergraduate and masters-level courses in human resource management and labor relations. Taught masters seminars on staffing and performance appraisal (Fall, 1998; Fall, 2001), compensation and benefits (Spring, 1998), management and labor relations (Spring, 1999), and strategic HRM (Fall, 2000; Spring, 2002), as well as undergraduate courses on strategic HRM and training (Fall, 1999-Spring, 2002). Tenure granted: July, 2000.

Assistant Professor, Organizational Behavior, August, 1991-December, 1997, University of South Carolina Department of Management. Taught masters and undergraduate level Human Resource Management courses, as well as the core Staffing course for the Masters in Human Resources Program. Doctoral-level readings courses offered Summer, 1992 (human resource management) and Summer, 1994 (organizational citizenship behavior). Televised Professional MBA course taught Fall, 1993. Master's level International HRM course taught Spring, 1994. Directed MBA Field Study team, Summer, 1995. Taught a masters-level seminar on human resource development, Fall, 1996 and Fall, 1997.

Instructor, Organization and Administration, Summer, 1991. Michigan State University Department of Management. Full responsibility for 55 juniors and seniors.

## GRANTS

University of Wisconsin System Curricular Redesign Grant awarded to Winship, J., Tores, J., & Werner, J., "Ground Zero Learning: Creating technologically enhanced case studies and course materials related to Latinos in Wisconsin," Summer 2001-Summer, 2002. Total grant award: \$29,997.

Riegel & Emory Human Resource Center Faculty Research Grant awarded to Werner, J.M., "Testing a discretionary effort/team process model of team effectiveness," Summer, 1996 (University of South Carolina).

## PUBLICATIONS

### **Books and Book Chapters:**

DeSimone, R.L., Werner, J.M., & Harris, D.M. (2002). *Human resource development, 3rd Edition*. Forth Worth: Harcourt College Publishers (appeared August, 2001).

*Reviewed by Pavur, E.J., Jr., in Personnel Psychology, 2004, 57(1).*

*Reviewed by Reio, T.G., Jr., in Human Resource Development Quarterly, 2002, 13(2), 231-235.*

*Instructors' Resource CD (compiled by DeSimone & Werner), appeared May, 2002.*

Werner, J.M. (2002). Public policy and the changing legal context of career development. In Feldman, D. C. (Ed.), *Work careers: A developmental perspective*. San Francisco: Jossey-Bass (Chapter 9, pp. 245-273).

Werner, J.M. (2001). Building employee commitment to the organization. In *Attracting and retaining high-quality employees: New strategies for credit unions*. Madison, WI: Filene Research Institute (pp. 21-37).

Werner, J.M. (1999). Management, In Kuiper, S. (Ed.), *Transition into business*, pp. 61-71. Upper Saddle River, NJ: Prentice-Hall.

### **Refereed Journal Publications:**

Tham, C.M., & Werner, J.M. (in press). Designing and evaluating E-learning in higher education: A review and recommendations. *Current Issues in Management*.

Werner, J.M., & Lester, S.W. (2001). Applying a team effectiveness framework to the performance of student case teams. *Human Resource Development Quarterly, 12*, 385-402.

- Schramm, R.M., Wagner, R.J., & Werner, J.M. (2001). Student perceptions of the effectiveness of web-based courses. *NABTE Review*, 27, 57-62.
- Barksdale, K., & Werner, J.M. (2001). Managerial ratings of in-role behaviors, organizational citizenship behaviors, and overall performance: testing different models of their relationship. *Journal of Business Research*, 51, 145-155.
- Werner, J. M. (2000). Implications of OCB and contextual performance for human resource management. *Human Resource Management Review*, 10(1), 3-24.
- Werner, J. M. (1998). Employment discrimination cases in U.S. Courts of Appeals: A brief commentary on Mollica. *Employee Rights and Employment Policy Journal*, 1(2), 255-265.
- Whitener, E.M., Brodt, S.E., Korsgaard, M.A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, 23, 513-530.
- Tompson, H.B., & Werner, J.M. (1997). The Family and Medical Leave Act: Assessing the costs and benefits of use. *Employee Rights and Employment Policy Journal*, 1(1), 125-151.
- Gosselin, A., Werner, J.M., & Hallé, N. (1997). Ratee preferences concerning performance management and appraisal. *Human Resource Development Quarterly*, 8, 315-333.
- Werner, J.M., & Simon, S.J. (1997). Les méthodes de formation: meme attrait pour les participants mais de résultats fort différents pour les entreprises (Similar reactions from trainees, but very different organizational results), *Gestion*, 22(3), 145-152.
- Tompson, H.B., & Werner, J.M. (1997). The impact of role conflict/facilitation on core and discretionary behaviors: Testing a mediated model. *Journal of Management*, 23, 583-601.
- Werner, J.M., & Bolino, M.C. (1997). Explaining U.S. Courts of Appeals decisions involving performance appraisal: Accuracy, fairness, and validation. *Personnel Psychology*, 50, 1-24.
- Simon, S.J., & Werner, J.M. (1996). Computer training via behavior modeling, self-paced, and instructional approaches: A field experiment. *Journal of Applied Psychology*, 81, 648-659.
- Werner, J.M. (1994). Dimensions that make a difference: Examining the impact of in-role and extrarole behaviors on supervisory ratings, *Journal of Applied Psychology*, 79, 98-107.
- Werner, J.M., O'Leary-Kelly, A.M., Baldwin, T.T., & Wexley, K.N. (1994). Augmenting behavior modeling training: Testing the effects of pre- and post-training interventions, *Human Resource Development Quarterly*, 5, 169-183.

Werner, J.M. (1994). Que sait-on de la rétroaction à 360 degrés? (What do we know about 360 degree feedback?), *Gestion*, 19(3), 69-77.

*Reprinted in A. Gosselin & S. St-Onge (Eds.), Gérer la performance au travail: Tendances et conditions de succès. Montreal, CA: Revue Gestion, 2001.*

**Refereed Proceedings:**

Tham, C.M., & Werner, J.M. (2002). Designing and evaluating E-learning in higher education: A review and recommendations. *Electronic Proceedings*, Midwest Academy of Management, April.

Schramm, R.M., Wagner, R.J., & Werner, J.M. (2001). Student perceptions of the effectiveness of on-line courses: Does faculty experience make a difference? *Electronic Proceedings*, Midwest Academy of Management, April.

Werner, J.M. (1997). Measuring the performance of student case teams: A team audit instrument. In L.N. Dosier & J.B. Keys (Eds.), *Best Paper Proceedings*, Academy of Management, 215-219.

*Audit Instrument reproduced in Hellriegel, D., Slocum, J.W., Jr., & Woodman, R.W. (2001). Organizational Behavior, 9<sup>th</sup> edition, Ch. 8, Group and Team Behavior (pp. 257-258).*

Werner, J.M., Bolino, M.C., Lester, S.W., & Turnley, W.H. (1996). Predicting case team performance: A team-level analysis. In M. Schnake (Ed.), *Proceedings*, Southern Management Association, 129-133.

Simon, S.J., & Werner, J.M. (1996). Testing the effects of three computer training techniques on multiple outcome measures. *Academy of Management Electronic Proceedings*, Human Resources Folder.

Barksdale, K., & Werner, J.M. (1995). Managerial ratings of in-role, extra-role, and overall performance: Testing different models of their relationship. In M. Schnake (Ed.), *Proceedings*, Southern Management Association, pp. 221-223.

Imbrogno, L.R., & Werner, J.M. (1995). Legal and managerial implications of electronic employee monitoring. In M. Schnake (Ed.), *Proceedings*, Southern Management Association, pp. 314-319.

Gosselin, A., Werner, J.M., & Hallé, N. (1993). So why don't we just ask them? A survey of rater preferences concerning performance appraisal. In M. Schnake (Ed.), *Proceedings*, Southern Management Association, pp. 304-308.

Werner, J.M., & Crampton, S.M. (1992). The impact of behavior modeling training on measures of learning, behavior, and results: A meta-analytic review. In M. Schnake (Ed.), *Proceedings*, Southern Management Association, pp. 279-284.

**Non-Refereed Publications:**

Schramm, R.M., Wagner, R.J., & Werner, J.M. (2000). Student perceptions of the effectiveness of web-based courses. *Distance Education Report*, 4(18), September 15, 1-3.

Schramm, R.M., & Werner, J.M. (1998). The challenges (and prospects) of presenting a seminar in business communications course on-line. *Proceedings*, Academy of Managerial Communications.

Van Buren, M.E., & Werner, J.M. (1996). High performance work systems. *Business & Economic Review*, 43(1), Oct., 15-23.

*Reprinted in S.J. Havlovic & H.C. Jain (Eds.), Human resource management: Readings and Exercises. Toronto, CA: Pearson Education Canada, 2002 (CD-ROM).*

Werner, J.M. (1995). Managing the multicultural team. *Business & Economic Review*, 41(2), Jan., 15-18.

Thomas, D.C., & Werner, J.M. (1993). Local adaptation versus internal consistency in international human resource management: An analytical framework. In R.D. Weikle & M.L. Menefee (Eds.), *Proceedings*, Fourteenth Annual Southern Industrial Relations and Human Resources Conference, October, 1993, pp. 70-72.

**PROFESSIONAL PAPER PRESENTATIONS**

Werner, J.M., & Thau, S. (2003). Dispositional variables, personal ethics, and OCB: Coming to terms with the “good” in the Good Soldier Syndrome. In “New frontiers for OCB research: An examination of four new research directions” symposium, Midwest Academy of Management, St. Louis, April.

Wagner, R.J., Werner, J.M., & Schramm, R.M. (2002). An evaluation of student satisfaction with distance learning courses. Distance Teaching and Learning Conference, Madison, WI, August.

Tham, C.M., & Werner, J.M. (2002). Designing and evaluating E-learning in higher education: A review and recommendations. Midwest Academy of Management Conference, Indianapolis, April.

- Schramm, R.M., Wagner, R.J., & Werner, J.M. (2001). Student perceptions of the effectiveness of on-line courses: Does faculty experience make a difference? Midwest Academy of Management Conference, Toledo, OH, April.
- Schramm, R.M., Wagner, R.J., & Werner, J.M. (2000). Student perceptions of the effectiveness of web-based courses. Midwest Computer Conference, Whitewater, WI, March.
- Werner, J.M., & Imbrogno, L.R. (1999). Some legal and psychological implications of electronic employee monitoring. Part of a symposium, "Legal studies in I/O psychology: Multiple linkages between law and science," Society for Industrial and Organizational Psychology, Atlanta, May.
- Schramm, R.M., & Werner, J.M. (1998). The challenges (and prospects) of presenting a seminar in business communications course on-line. Allied Academies International Conference (Managerial Communications), Las Vegas, November.
- Moesel, D., Dass, P., Werner, J.M., & Fouts, P.A. (1998). Team process and effectiveness in interuniversity virtual teams. Part of a symposium on the Internet in the Classroom, Academy of Management, San Diego, August.
- Werner, J.M. (1997). An exploration of individual and organizational performance and their interrelationship in high performance work systems. Academy of Management, Boston, August.
- Werner, J.M. (1997). Measuring the performance of student case teams: A team audit instrument. Academy of Management, Boston, August.
- Werner, J.M., Bolino, M.C., Lester, S.W., & Turnley, W.H. (1996). Predicting case team performance: A team-level analysis. Southern Management Association, New Orleans, November.
- Simon, S.J., & Werner, J.M. (1996). Testing the effects of three computer training techniques on multiple outcome measures. Academy of Management, Cincinnati, August.
- Tompson, H.B., & Werner, J.M. (1996). The Family and Medical Leave Act: Antecedents of Use. Academy of Management, Cincinnati, August.
- Werner, J.M. (1996). Linking core and discretionary behaviors to team and organizational-level performance outcomes. High Performance Work Systems workshop, American Society for Training and Development, Washington, D.C, February.
- Tompson, H.B., & Werner, J.M. (1995). The impact of multiple life roles on discretionary behaviors: Tests of a mediated model. Academy of Management, Vancouver, August.

- Barksdale, K., & Werner, J.M. (1995). Managerial ratings of in-role, extra-role, and overall performance: Testing different models of their relationship. Southern Management Association, Orlando, November.
- Imbrogno, L.R., & Werner, J.M. (1995). Legal and managerial implications of electronic employee monitoring. Southern Management Association, Orlando, November.
- Gosselin, A., Werner, J.M., & Hallé, N. (1993). So why don't we just ask them? A survey of rater preferences concerning performance appraisal. Southern Management Association, Atlanta, November.
- Thomas, D.C., & Werner, J.M. (1993). Local adaptation versus internal consistency in international human resource management: An analytical framework. Southern Industrial Relations/Human Resources Conference, Myrtle Beach, S.C., October.
- Album, M.J., Larson, D., Werner, J.M., Zelek, M., & Zimmerman, J. (1993). What the international business lawyer needs to know about overseas employment operations: A case study on Russia. Symposium on international employment law at the American Bar Association, New York, August.
- Werner, J.M. (1993). The influence of rating by dimension on halo and accuracy: Another look. Society for Industrial and Organizational Psychology, San Francisco, May.
- Werner, J.M., & Crampton, S.M. (1992). The impact of behavior modeling training on measures of learning, behavior, and results: A meta-analytic review. Southern Management Association, New Orleans, November.
- Werner, J.M., & Thomas, D.C. (1992). Job satisfaction and performance revisited: Testing for the mediating effects of two types of organizational commitment. Academy of Management, Las Vegas, August.
- Werner, J.M. (1992). Practical human resource considerations for U.S. multinational businesses operating abroad. American Bar Association, San Francisco, symposium on employee benefit issues in Europe.
- Werner, J.M. (1990). Predicting U.S. Courts of Appeals decisions involving performance appraisal in the 1980s. Academy of Management, San Francisco, August.
- Wexley, K.N., O'Leary, A.M., & Werner, J.M. (1987). The utility of pre- and post-training interventions for improving positive transfer: An empirical test. Academy of Management, New Orleans, August.

## **OTHER RESEARCH**

Imbrogno, L.R., & Werner, J.M. (2004). Legal and managerial implications of electronic employee monitoring. Under revision at *Employee Responsibilities and Rights Journal*.

Moesel, D., Dass, P., Werner, J.M., & Fouts, P.A. (2004). Team process and effectiveness in interuniversity virtual teams. Work in progress.

Werner, J.M. (1992). The influences of rating scale and particular performance dimensions on the appraisal ratings of experienced raters. Technical Report to the Administrative-Professional Supervisors Association of Michigan State University.

## **PROFESSIONAL MEMBERSHIPS**

Academy of Management (member of Human Resources, Organizational Behavior, and Management Education and Development Divisions).

Society for Human Resource Management

American Society for Training and Development

## **PROFESSIONAL HONORS AND ACTIVITIES**

### **Honors and Awards:**

Nominated by the Management Department for the 2001 College of Business & Economics Service Award, University of Wisconsin-Whitewater, November, 2001.

Certificate of Appreciation as a mentor for the UW-Whitewater Undergraduate Research Program, March, 2001.

Inducted (faculty nominee) into UW-Whitewater chapter of Phi Kappa Phi, April, 1999.

Nominated by graduates as “having made a positive difference in their lives at UW-Whitewater,” Blue Key National Honor Fraternity Faculty/Staff Appreciation Reception, April, 1999 and April, 2000.

Nominated by the Management Department for the 1998 College of Business & Economics Research Award, University of Wisconsin-Whitewater, March, 1999.

Selected by a student athlete as their “favorite faculty/academic staff member,” October, 1998 (Dana Van Zeeland, volleyball), February, 1999 (Ginger Giencke, gymnastics), December, 2001 (Cindy Hilbrich, basketball).

ANBAR Citations of Excellence, Highest Quality Rating, awarded to Gosselin et al. (1997), as well as to Tompson & Werner (1997).

Werner (1997), "Measuring the performance of student case teams: A team audit instrument," Honors, nominated for best Management Education Paper award, Academy of Management, Boston.

Outstanding Reviewer Award, Management Education & Development Division, for manuscripts reviewed for the 1997 Academy of Management meetings.

Richard A. Swanson Award for Excellence in HRD Research awarded to Werner et al. (1994), "Augmenting behavior modeling training: Testing the effects of pre- and post-training interventions," as the outstanding article in *Human Resource Development Quarterly*, Vol. 5.

Simon & Werner (1996), "Testing the effects of three computer training techniques on multiple outcome measures," one of five papers nominated for best paper award, Human Resources Division, Academy of Management, Cincinnati.

Sigma Iota Epsilon (Management honorary), inducted into Michigan State University chapter, Fall, 1988. Chapter president, 1990-1991.

### **Professional Service:**

Member, Editorial Board, *Journal of Management*, January, 2002-present. Six reviews completed in 2002 (January, March, April, July, August, and November); Seven reviews completed in 2003 (January, March, April, May, June, August, October, and November). Reviews completed in 2004: January.

Associate Editor, *The Student Research Journal*, UW-Whitewater, Summer, 2000-present.

Member, Case Review Board, *Entrepreneurship Theory and Practice*, Winter, 1999-present. Manuscripts reviews completed on October, 2000, April, 2001, November, 2001, June, 2002, August, 2002, October, 2002, November, 2002, and March, 2003.

External Examiner, Ph.D. thesis for Rosemarie Lloyd, MacQuarie University, Sydney, Australia, August, 2003.

Reviewer (Ad Hoc), *Personnel Psychology*, October, 1998, April, 2000, April 2001, May, 2001, and July, 2002.

Reviewer, *Human Resource Development Quarterly*, February, 1994-present (26 reviews).

Reviewer (Ad Hoc), *Human Resource Management Journal*, August, 2001, and July, 2003.

Reviewer (Ad Hoc), *Entrepreneurship Theory & Practice*, February, 2003, and December, 2003.

Reviewer (Ad Hoc), *Journal of Applied Social Psychology*, May, 2002, October, 2002, and December, 2002.

Reviewer (Ad Hoc), *Journal of Business Research*, August, 2002.

Reviewer (Ad Hoc), *Academy of Management Journal*, November, 1993, November, 1994, March, 1995, June, 1995, March, 1996, June, 1997, March, 1998, May, 1998, June, 1998, September, 1998, and March, 2003.

Reviewer (Ad Hoc), *Journal of Applied Psychology*, September, 1997, February, 1998, March, 1999, May, 1999, and November, 2001.

Reviewer (Ad Hoc), *Journal of Management*, December, 1999, March, 2000, May, 2000, June, 2000, July, 2000, April, 2001, and September, 2001.

Track Chair, Human Resources & Careers Track, Midwest Academy of Management, April, 2001.

Reviewer (Ad Hoc), *International Journal of Human Resource Management Education*, Special Issue on Distance Education, May, 2001.

Reviewer (Ad Hoc), *Employee Responsibilities & Rights Journal*, October, 2000, and March, 2001.

Reviewer (Ad Hoc), *Entrepreneurship Theory & Practice*, case manuscript, April, 1999.

Reviewer (Ad Hoc), *Organizational Behavior and Human Decision Processes*, October, 1996.

Reviewer (Ad Hoc), *Academy of Management Review*, September, 1995.

Reviewer, Organizational Behavior/Organizational Theory Track, Midwest Academy of Management, 2004.

Reviewer, Human Resources Division, Academy of Management, 1995-1998, 2000-2003.

Reviewer, Gender and Diversity in Organizations Division, Academy of Management, 2000, 2002.

Reviewer, Management Education and Development Division, Academy of Management, 1995, 1997, and 1999.

Reviewer, Organizational Behavior Division, Academy of Management, 1993, 2004.

Reviewer, Organizational Behavior/Organizational Theory Track, Decision Sciences Institute, 2000.

Reviewer, HR Track, Southern Management Association, 1993-1997.

Reviewer, International Business Track, Southern Management Association, 1995-1997.

Reviewer, Organizational Behavior Track, Southern Management Association, 1996-1997.

Member, Placement Committee, Academy of Management, 1997-1999.

Member, Research Committee of the American Society for Training and Development, February, 1994-October, 1995.

Reviewer, Donald Bullock Dissertation Award, American Society for Training and Development, August, 1994.

Chair, Session on "Issues in employment interviewing," Academy of Management, August, 2002.

Chair, Session on "The persistence of discrimination in employment systems around the globe," Academy of Management, August, 2000.

Chair, Session on "The Effectiveness of HR Programs: Contingency Approaches," Academy of Management, August, 1998.

Chair, Session on "Factors Affecting Applicant's Reactions to Recruitment," Academy of Management, August, 1997.

Chair, Session on "Managerial Entrepreneurship Characteristics," Southern Management Association, New Orleans, November, 1996.

Chair, Session on International Human Resource Management, Southern Industrial Relations and Human Resource Conference, Myrtle Beach, October, 1993.

**Discussant, Session on "International HRM" (HR Division), Academy of Management, Washington, D.C., August, 2001.**

Discussant, Session on "Motivation: Equity and Extra Effort," Southern Management Association, New Orleans, November, 1996.

Discussant, Session on "Unions in Human Resource Management," Southern Management Association, New Orleans, November, 1996.

Discussant, Session on "Performance Appraisal Sources and Methods," Southern Management Association, Orlando, November, 1995.

Discussant, Session on "Performance Appraisal Issues" (HR Division), Academy of Management, Vancouver, August, 1995.

Discussant, Session on "Management Education Transformations" (MED Division), Academy of Management, Vancouver, August, 1995.

Discussant, Session on "Antecedents and Outcomes of Pay Levels," Southern Management Association, New Orleans, November, 1994.

Discussant, Session on "Motivation and Evaluation in Management Education," Southern Management Association, Atlanta, November, 1993.

### **Book Reviews:**

Reviewer, Post, S.G., Underwood, L.G., Schloss, J.P., & Hurlbut, W.B. (Eds.). *Altruism and altruistic love: Science, philosophy, and religion in dialogue*. New York: Oxford, 2002. Review appeared in *Personnel Psychology*, 2003, 56(2), 559-563.

Reviewer, Mayo, A. *The human value of the enterprise: Valuing people as assets – Monitoring, measuring, managing*. London: Nicholas Brealey, 2001. Review appeared in *Personnel Psychology*, 2002, 55(4), 1053-1056.

Reviewer, Coens, T., & Jenkins, M. *Abolishing performance appraisals: Why they backfire and what to do instead*. San Francisco, CA: Berrett-Koehler, 2000. Review appeared in *Personnel Psychology*, 2001, 54(4), 1030-1034.

Reviewer, Tesoro, F. & Tootson, J. *Implementing Global Performance Measurement Systems: A Cookbook Approach*. San Francisco, CA: Jossey-Bass/Pfeiffer, 2000. Review appeared in *Personnel Psychology*, 2000, 53(4), 1037-1040.

Reviewer, Ferris, G.R. (Ed.). *Research in personnel and human resource management*, Vol. 17. Stamford, CT: JAI Press, 1999. Review appeared in *Personnel Psychology*, 2000, 53(2), 517-522.

Reviewer, Gilley, J.W., Boughton, N.W., & Maycunich, A. *The performance challenge: Developing management systems to make employees your organization's greatest asset*. Reading, MA: Perseus Books, 1999. Review appeared in *Personnel Psychology*, 1999, 52(4), 1073-1078.

Reviewer, Mello, J.A., *Strategic human resource management*, June, 2003 (pre-review for 2<sup>nd</sup> edition, chapters 8-14).

Reviewer, Rothwell, W.J., *Developing human resources*, October, 1997 and October, 1999.

Reviewer, Gatewood, R.D., & Feild, H.S., *Human resource selection*, 4th edition, June, 1996.

Reviewer, Sherman, A.W., Jr., Bohlander, G.W., & Snell, S.A., *Managing human resources*, 10th edition, February, 1994 (chapters 1-3), April, 1994 (international HRM chapter), and July, 1996 (pre-review for 11th edition).

Reviewer, Schuler, R.S., & Huber, V.L., *Personnel and human resource management*, pre-review for the 6th edition (chapters 7-8, Performance Appraisal), May, 1994.

Reviewer, O. Shenkar (ed.), *Global perspectives of human resource management* (Macmillan, 1995), October, 1993.

### **University Service:**

Presenter/Discussion leader, session on using the case study method in the classroom, LEARN Center faculty workshop, UW-Whitewater, August, 2000.

### **Assisting Student Organizations:**

Faculty Co-Advisor, University of Wisconsin-Whitewater Society for Human Resource Management (SHRM), Student Chapter, Fall, 1998-present.

Faculty Advisor, University of South Carolina Society for Human Resource Management, Student Chapter, 1992-1997.

Dissertation Committee Membership (University of South Carolina):

Cheryl Van Deusen, Organizational learning in acquisitions within the hospitality industry, May, 1997.

George H. Tompson, Overcoming strategic inertia: Modeling top management team escalation of commitment, May, 1995.

Carolyn B. Mueller, Top management teams of international joint ventures: The effects of heterogeneity on group processes and goal attainment, May, 1995.

Steven J. Simon, The relationship of information system training methods and cognitive ability to end user satisfaction, comprehension, and skill transfer: A field experiment, August, 1994.

Holly B. Tompson, Utilization of an expectancy approach to predict the consequences of multiple role incumbency, August, 1994.

**Consulting/Training/Community Service:**

Presenter, "Ethics and business acumen." Presented modules on staffing and performance management to the Leadership Development Academy, Janesville, WI, December 4-5, 2003.

Consultant, Spacesaver Corporation, Fort Atkinson, Administered attitude surveys to over 300 employees, and fed back results to management, December, 1998-January, 1999, December, 2000-January, 2001, and January, 2003.

Presenter, "Problem-solving skills for individuals, groups, and organizations," World Affairs Seminar, University of Wisconsin-Whitewater, June 12, 2002.

Presenter, "How leaders approach the gap between the "haves" and "have nots," World Affairs Seminar, University of Wisconsin-Whitewater, June 12, 2001.

Instructor, Human Resources Program, sessions on "Privacy, confidentiality, harassment, and violence" and "Employee orientation and training," UW-Whitewater Small Business Development Center, Janesville, WI, March 24 and 31, 2000.

Instructor, Business of Caring for Kids Conference, session on "Why employee policies are important," UW-Whitewater Small Business Development Center, Madison, WI, March 27, 1999.

Trainer, "Facilitating High Performance Work Teams," Daniel Management Center Workshop, October, 1994; January, May and September, 1995; April and September, 1996; January, May, and September, 1997.

Trainer (with Peter Topping), "Assessing and Improving Team Performance," Daniel Management Center workshop, September, 1995, and March, 1996.

Trainer, "Performance Appraisal," Daniel Management Center session for Holopack Corporation, March, 1997.

Trainer, "Business for Russia," USC Institute of Public Affairs, Human Resource Management for Russian Entrepreneurs, November, 1996.

Discussion leader, behavior modeling update, at "Practical Research Updates" session, American Society for Training and Development International Conference, Orlando, June 4, 1996.

Presenter, "Teams and Team Spirit," South Carolina State Budget and Control Board, Executive Training Institute (part of one-day training program), April, 1995.

Presenter, "Getting along... and getting ahead," South Carolina Department of Corrections  
Employee Teleconference, segment on performance evaluation, April 5, 1994.

Vita  
**Li-Chung Roger Yin**

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E-mail: [yinl@uww.edu](mailto:yinl@uww.edu)  
Web Address: <http://facstaff.uww.edu/yinl>

## **EDUCATION**

Ph.D., Instructional Systems Technology (1998), School of Education, Indiana, University, Bloomington, Indiana.

M.S., Instructional Systems Technology (1990), School of Education, Indiana, University, Bloomington, Indiana.

B.S., Environmental Engineering (1985), College of Engineering, National Chung-Hsin University, Taichung, Taiwan.

## **PROFESSIONAL EXPERIENCE**

8/00-present Associate Professor, Dept. of Information Technology and Business Education, College of Business and Economics, Univ. of Wisconsin-Whitewater.

- Tenure granted through College of Business and Economics, July 1, 2003
- Program Coordinator, 2000-2003, Computer End-user Technology Major.
- Member of Graduate Faculty, UW-Whitewater.
- Research Fellow, LEARN Center, UW-Whitewater.  
Conduct pedagogical research in integrating technology to improve teaching and learning.
- Visiting Teaching Professor, Faculty of Medicine, Chinese University of Hong Kong (May 29 to July 24, 2001; June 17 to July 16, 2002)

7/99-7/00 Director of Educational Technology, LEARN Center, backed by tenure and Associate Professor of Educational Technology, Graduate Studies and Continuing Education, UW-Whitewater.

- Provide leadership in integrating technologies into an enriched teaching and learning environment both on-campus and on-line.
- Serve as the faculty development coordinator for the \$1.75M Title

III federal grant awarded to UWW.

- Promote and administer WCB and WebCT, the campus Web-based course management solutions.
- Oversee the LEARN Center: a state-of-the-art Technology lab.
- Administer Windows NT 4.0 and Linux-based LAN and Web servers.

1/94-6/99

Coordinator, Multimedia Development and Distance Education, tenure track, Assistant Professor rank (promoted to the Associate rank with tenure, starting 7/1/99). Technology and Information Resources, Univ. of Wisconsin-Whitewater.

- Plan and lead faculty and staff development and training in using multimedia authoring and presentation tools on both Macintosh and Windows environments.
- Consult with faculty on using multimedia in classroom teaching and Web-based course design and implementation.
- Coordinate design, development and research of multimedia projects.
- Participate the University Web Development Team as an active member.
- Oversee the daily operation of the Multimedia Development Center.
- Administer Windows NT 4.0 and Linux-based LAN and Web servers. Supervise one administrative staff and student assistants.
- Evaluate and recommend new media solutions to enhance teaching and learning.
- Moderate Multimedia Lecture Series which involves faculty in sharing work-in-progress development infusing technologies in teaching.

8/93-12/93

Instructional Computing Specialist, University Computing Services, Indiana University, Bloomington.

- Administer instructional & learning resources in Novell 3.11 file servers and Electronic Classrooms in VAXes.
- Coordinate instructional development projects of and hands-on training on using multimedia authoring tools on both Macintosh and Windows platforms.
- Evaluate courseware authoring, gradebook, test generation, and presentation software tools.
- Provide campus-wide technical support to faculty who wish to use computing technologies to enhance teaching.

1/93-12/93

Associate Instructor, Teacher Education Program, School of Education, Indiana University, Bloomington.

6/88-6/93

Assistant Network Administrator, Education Technology Services, School of Education, Indiana University, Bloomington.

- Perform prompt technical troubleshooting and maintenance of school-wide Novell 3.11 LAN's (including four file servers and 400+ PC or Macintosh workstations) administrative computing services.

- Provide direct consultation and prepare job aids to solve faculty/staff's hardware/software problems.

## **AWARDS AND HONORS**

*Outstanding Paper Award.* Yin, L.R. (2000). Dynamic Learning Patterns: Temporal characteristics demonstrated by the learner. Paper was presented at the ED-MEDIA 2000, World Conference on Multimedia, Hypermedia, and Telecommunications, Montreal, Canada, June 2000.

Recognized by Blue Key National Honor Fraternity for *Teaching Excellence*, 2000.

*CINDY Silver Award* (Oscar equivalent in Interactive Video), 1989, with the interactive video program *Instructional Clarity* (School of Education, Indiana University). Participated in the project development team as a programmer and data analyst.

## **PROFESSIONAL AFFILIATIONS**

- Member, Association for Computing Machinery (ACM), 2003 - present
- Member, National Business Education Association, 2003 - present
- Member, Organizational Systems Research Association (OSRA), 2000 - present
- Member, American Educational Research Association (AERA), 1997 - present
- Member, Association for Advanced Computing in Education (AACE), 1996 - present
- Member, Association for Educational Communication and Technology, 1992 - present

## **TEACHING**

FACULTY & PROGRAM COORDINATOR, COMPUTER END-USER TECHNOLOGY,  
COLLEGE OF BUSINESS & ECONOMICS, UW-WHITEWATER

### **Undergraduate Level**

- 220-255: Computer End-user Information Technologies
- 220-354: Administrative Communication & Web Development
- 220-347: Computer Network Administration
- 220-454: Computer End-user Systems Management
- 220-457: Implementing Internet Applications for e-Business

### **Graduate/MBA Level**

- 220-740: Business & Professional Communication
- 220-778: Computer Network Administration
- 220-772: Business Technologies & E-Commerce – both classroom-based and

### **Online MBA versions**

- 220-798: Individual Studies in Computer End-user Technology

FACULTY & CURRICULUM DEVELOPER, E-BUSINESS CERTIFICATION PROGRAM, COLLEGE OF BUSINESS & ECONOMICS, UW-WHITewater

- Module 5 (in Basic Certificate): Creating an Effective Web Presence
- Module 2 (in Advanced Certificate): Advanced Web Connectivity: Server-Side Scripting with Php/MySQL
- Module 4 (in Advanced Certificate): Multilingual and Cross-cultural Web Development

## RESEARCH

### PUBLICATIONS:

- Yin, L.R. (2003). Rethinking Organizational and End-user Information Systems Curriculum and Research: Issues, Challenges, and Opportunities. *Information Technology, Learning, and Performance Journal* (under review).
- Yin, L. R. and Prostavkova, A. (2003). Top Ten Human Errors in Electronic Information Security. *Business Education Forum*. 58(1), 51-53.
- Kumta, S.M., Tong, W.C., and Yin, L.R. (2002). Defining Learning Objectives in Orthopaedic Training: A Primer for Trainers. *Hong Kong Journal of Orthopaedic Surgery*, 6(1), 6-12.
- Yin, L.R., Urven, L., Shramm, R.M., and Friedman, S.J. (2002). Assessing the Consequences of Online Learning: Issues, Problems, and Opportunities at the University of Wisconsin-Whitewater. *Assessment Update: Progress, Trends, and Practices in Higher Education*, 14 (2), 4-5, 13.
- Yin, L.R. (2001). Dynamic Learning Patterns: Temporal characteristics demonstrated by the learner. *Journal of Educational Multimedia and Hypermedia* 10 (3), 273-284.
- McGuire, T.A. and Yin, L.R. (2001), The University of Wisconsin-Whitewater: A Promotional Website with Interactive Content and Streaming Video. *Proceedings of American Marketing Association's Symposium for the Marketing of Higher Education*, Denver, Colorado, November 2001.
- Urven, L.E., Yin, L.R., Eshelman, B.D. and Bak, J.D. (2000). Presenting Science in a Video-Delivered, Web-Based Format. *Journal of College Science Teaching*, 30 (3), 172-176.
- Yin, L.R. (2000). Dynamic Learning Patterns: Temporal characteristics demonstrated by the learner. *Proceedings of ED-MEDIA 2000 International Conference of multimedia, hypermedia, and telecommunication*, Montreal, Canada, June 2000.

Urven, L.E., Yin, L.R., Eshelman, B.D. and Bak, J.D. (2000). Integration of live video and Web delivery systems to teach University level science, technology, and society in high schools. (ERIC Document Reproduction Service No. ED 422 880).

Lien, H.N., Jeng, I. and Yin, L.R. (1998). The paradox of the World Wide Web in education: An investigation of the links between power, knowledge, and human interest of inquiry. (ERIC Document Reproduction Service No. ED 437 019).

Yin, L.R. (1998). Dynamic Learning Patterns during Individualized Instruction. Doctoral dissertation, School of Education, Indiana University, Bloomington, October 1998.

Urven, L.E., Yin, L.R., and Bak, J.D. (1998). Integration of live video and WWW delivery systems to teach University level science, technology, and society in high schools. Proceedings of Distance Learning 98, Madison, Wisconsin, August 1998.

Yin, L.R. and Norris, D. (1997). Adaptive computer literacy: An action-based approach. Proceedings of ED-MEDIA 97 International Conference of Educational Multimedia and Technology, Calgary, Alberta, Canada, June 1997.

Pan, A.C. and Yin, L.R. (1996). Planning and implementing effective computer inservice workshop. Technology and Teacher Education Annual 1996 (Proceedings of SITE 96; Society for Information Technology and Teacher Education 7th International Conference, Phoenix, Arizona, March 1996.)

Yin, L.R. and Krentz, R.F. (1995). Birth of a Proactive Instructional Technology Center: A case of system change. T.H.E. (Technological Horizons in Education) Journal, November, 23(4), 86-88.

#### **MAJOR PRESENTATIONS:**

Chao, C.A. and Yin, L.R., From Workplace Learning to Knowledge Management: Implications for Organizational Advancement. Paper was presented at the annual conference of the Organizational Systems Research Association, Las Vegas, Nevada, February 2003.

Yin, L.R., Kumta, S.M., Web-enhanced Formative Assessment as a Tool to Foster Critical Thinking in Medical Education. Paper was presented at the annual conference of the Assessment Institute, IUPUI, Indianapolis, Indiana, November 2002.

Norris, D. and Yin, L.R., Preparing the Modern Workforce: Computer Competency Defined for 2000 and Beyond. Paper was presented at the annual conference of the Organizational Systems Research Association, St. Louis, Missouri, February 2002.

- McGuire, T.A. and Yin, L.R., A Promotion Website with Interactive Content and Streaming Video. Paper was presented at the American Marketing Conference, Denver, Colorado, November 2001.
- Yin, L.R. and Norris, D., Adaptive Technology Literacy in a Computer End-user Technology Curriculum. Paper was presented at the annual conference of the Organizational Systems Research Association, Cleveland, Ohio, February 2001.
- Yin, L.R., Friedman, S., Urven, L.E., and Schramm, R., Assessing the consequences of technology in education: Issues, problems, and opportunities. Paper was presented at the annual conference of the Assessment Institute, IUPUI, Indianapolis, Indiana, November 2000.
- McGuire, T. and Yin, L.R., Our CD-ROM experience: A “triple-crown” event. Paper was presented at the ACT 15th annual Enrollment Planners Conference, Chicago, Illinois, July 2000.
- Yin, L.R., Dynamic Learning Patterns: Temporal characteristics demonstrated by the learner. Paper was presented at the ED-MEDIA 2000, world conference on multimedia, hypermedia, and telecommunication, Montreal, Canada, July 2000.
- Yin, L.R. & Schramm R., Creating an Online MBA Program. Paper was presented at the ED-MEDIA 2000, world conference on multimedia, hypermedia, and telecommunication, Montreal, Canada, July 2000.
- Urven, L.E., Yin, L.R., and Bak, J.D., Integration of live video and WWW delivery systems to teach University level science, technology, and society in high schools. Paper was presented at the 14th annual conference on Distance Teaching and Learning, Madison, Wisconsin, August 1998.
- Lien, H.N., Jen, I. & Yin, L.R. The paradox of the World Wide Web in education: An investigation of the links between power, knowledge, and human interest of inquiry. Paper was presented at the American Educational Research Association (AERA) annual conference, San Diego, California, April 1998.
- Yin, L.R. & Norris, D., Adaptive computer literacy in higher education: An action-based approach. Paper was presented at the ED-MEDIA=97 International Conference of Educational Multimedia and Technology, Calgary, Alberta, Canada, June 1997.
- Norris, D. & Yin, L.R., Adaptive Computer Literacy: a holistic approach to modern systems. Paper was presented at the Association for Educational Communications and Technology (AECT) annual conference, Albuquerque, New Mexico, February 1997.
- Pan, A.C. & Yin, L.R., Planning and implementing effective computer inservice workshop. Paper was presented at the Society for Information Technology and Teacher Education (SITE) 7th International Conference, Phoenix, Arizona, March 1996.

Yin, L.R. and Pan, A.C., Enhancing computer literacy curriculum through student creating WWW home pages: An action-based approach. Paper was presented at the Association for Educational Communications and Technology (AECT) annual conference, Indianapolis, Indiana, February 1996.

Ross, H., Shao, H., Cottle, C., & Yin, L.R., Reengineering a Learner-centered Curriculum: New Mindsets for Improving General Education through Technology. Paper was presented at EDUCOM '95, Portland, Oregon, November 1995.

Krentz, R.F., Yin, L.R. & Norris, D., Creating a Multimedia Information Center/Kiosk for the libraries. Project was presented at the American Library Association (ALA) annual conference, Chicago, Illinois, June 1995.

Krentz, R.F. and Yin, L.R., Birth of an proactive Instructional Technology Center: A case of system change. Paper was presented at the Association for Educational Communications and Technology conference, Anaheim, California, February 1995.

Cottle, C., Krentz, R., Ross, H., Shao, H. & Yin, L.R., Creating a new infrastructure for learning: The integration of instructional technology with a new core curriculum. Paper was presented at EDUCOM '94, San Antonio, Texas, November 1994.

Yin, L.R. and Krentz, R., Multimedia presentation in the information age. Paper was presented at the Wisconsin Library Association (WLA) annual conference, Oshkosh, Wisconsin, October 1994.

Yin, L.R. and Sugar, W.A., Instructing information-age learner: Development of an online search heuristic. Paper was presented at the Association for Educational Communication and Technology conference, Nashville, Tennessee, February 1994.

Sugar, W.A. and Yin, L.R., Bridging the information gap: Identifying online needs of undergraduates. Paper was presented at the Association for Educational Communication and Technology conference, Nashville, Tennessee, February 1994.

Yin, L. R., Educational technology vs. educational systems design: a two-way empowering process. Paper was presented at the Association for Educational Communication and Technology conference, New Orleans, Louisiana, January 1993.

Lien, N. & Yin, L.R., Training vs. education in future schools. Paper was presented at the Association for Educational Communication and Technology (AECT) annual conference, New Orleans, Louisiana, January 1993.

**GRANT PROPOSALS:**

Co-author, A UW-Whitewater Promotion Website with Streaming Video—"A Day in a Life of a UWW Student," 2003 Edition. Proposal submitted to UW-Whitewater Excellence Fund, 2003-2004. Result: accepted. Grant total: \$9,500

Project Researcher, Establishing an e-Business Certification Program: A Project by the Global Business Resource Center at UW-Whitewater. Proposal submitted to U.S. Department of Education International Business Education Development Grant, 2002-2004. Result: accepted. Grant total: \$98,000

Co-author, A UW-Whitewater Promotion Website with Streaming Video—"A Day in a Life of a UWW Student." Proposal submitted to UW-Whitewater Excellence Fund, 2000-2001. Result: accepted. Grant total: \$15,000

Yin, L.R., Dynamic Learning Patterns. Proposal submitted to UW-Whitewater Faculty Development Grant, 2000-01. Result: accepted. Grant total: \$4,200

Co-author, A CD-Launched Web-based Course on Student Exceptionalities. Proposal submitted to UW System Undergraduate Initiative Grant, 1999-2000. Result: accepted. Grant total: \$25,175

Co-author, Creating a Web-enhanced CD-ROM for contextual factors in social work practice. Proposal submitted to UW System Undergraduate Initiative Grant, 1999-2000. Result: accepted. Grant total: \$15,400

Yin, L.R., UWW Faculty Multimedia Courseware Projects. Proposal submitted to UW-Whitewater Excellence Fund, 1997-98. Result: accepted. Grant total: \$15,000

Co-author, Creating a UW-Whitewater interactive student information CD-ROM. Proposal submitted to UW-Whitewater Excellence Fund, 1997-98. Result: accepted. Grant total: \$14,500

Co-author, UWW CD-ROM Yearbook Project. Proposal submitted to UW-Whitewater Excellence Fund. Result: accepted. Grant total: \$15,000

Yin, L.R., Granting 200 user site licenses of Astound for both Windows and Macintosh to UW-Whitewater. Proposal submitted to Astound, Inc., October, 1996. Result: accepted. Grant total (market value): \$12,000

Co-author, Proactive recruiting for the Excellence of the 21st Century: Creating a UW-Whitewater promotional interactive CD-ROM. Proposal submitted to UW-Whitewater Excellence Fund, 1996-1997. Result: accepted. Grant total: \$14,570

Yin, L.R., Integrating UW System Campus faculty training and development programs: from train the trainers to network the trainers. Proposal submitted to UW System

Undergraduate Teaching Improvement Council Follow-up Grant, 1996-1997. Result: accepted. Grant total: \$2,000

**REPORT:**

Co-author, Web-based Medical Education in Hong Kong: A University Grant Committee Teaching Development Grant Project Report, 1999-2001.

Co-author, UW-Whitewater Instructional Technology Strategic Plan, 1994-99.

Co-author, UW-Whitewater Instructional Technology Classroom Report, 1994-97.

**REFEREED JOURNAL REVIEWER:**

Information Technology, Learning, and Performance Journal, 2003 to present.

**SERVICE**

**NATIONAL ORGANIZATION LEVEL**

Member, National Model Curriculum Revision Committee, Organizational Systems Research Association, 2/02 to present.

**UNIVERSITY OF WISCONSIN SYSTEM LEVEL**

Founding member, Learning Technology Development Council, UW System, 1/97 to present. Member-at-large of the Executive Committee, 1/97 to 5/99.

**UNIVERSITY OF WISCONSIN-WHITewater LEVEL**

Co-chair, Academic Development Committee, 9/99 to 5/00 (member 9/96 to 5/00)  
Chair, Technology and Learning Advisory Committee, LEARN Center, 3/00 to 8/00  
Member, University Technology Committee, 7/00 to present  
Member, Faculty Senate, 9/97 to 5/00  
Member, Search & Screen Committee for the Chancellor, 12/98 to 3/99  
Member, Search & Screen Committee for the Provost, 9/97 to 4/98  
Member, University World Wide Web Development Team, 9/95 to 8/00

**COLLEGE LEVEL**

- Member, College AACSB Long-range Planning Committee, May/03 to present
- Member, College Research Committee, 7/02 to present
- Member, College Grievance Committee, 7/00 to present
- Member, Departmental Personnel and Grievance Committee, 7/01 to present
- Member, Instructional Technology Classroom Committee, 2/94 to 5/97
- Member, Instructional Technology Task Force, 2/94 to 6/96

## STUDENT ORGANIZATION LEVEL

- Faculty Advisor, Information Tech. Association, UWW Chapter, 9/00 to present.  
<http://www.infotecha.com/>

## CREATIVE ACTIVITIES

### PROFESSIONAL CONSULTANCY (INFORMATION TECHNOLOGY IN TRAINING, EDUCATION, AND PROFESSIONAL DEVELOPMENT)

Consultant and Visiting Teaching Professor, Web-based Formative Assessment Case Studies (June 17 to July 16, 2002).

This is a Teaching Development Grant project funded by the University Grant Committee of the Hong Kong SAR Government, 2000-2002. Advise interactive Web-based program design, conduct pedagogical workshops and provide consultation meetings for the Faculties of Medicine at Chinese University and University of Hong Kong.

Consultant and Visiting Teaching Professor, Web-based Medical Education in Hong Kong (May 29 to July 24, 2001).

This is a Teaching Development Grant project funded by the University Grant Committee of the Hong Kong SAR Government, 1999-2001. Conduct pedagogical workshops and provide consultation meetings for the Faculties of Medicine at Chinese University and University of Hong Kong.

Consultant, Active Learning and Active Teaching (March 23 to April 2).

This is a consultancy invited by the Teaching Development Unit of the Chinese University of Hong Kong. Conduct pedagogical workshops and provide consultation meetings for the faculty and teaching staff at Chinese University and University of Hong Kong.

Consultant, Pedagogy and Instructional Design Strategies for e-Learning.

This is part of the IT Empowerment Programme supported by the IT Strategic Committee of Hong Kong Institute of Education. Conduct workshops and seminars on Web, Multimedia, and Course Development and Assessing the Consequences of Implementing IT in Higher Education (November 24-30, 2000) for 200+ faculty and staff at Hong Kong Institute of Education, Baptist University, University of Science and Technology, and Chinese University.

Consultant, Integrating Information Technology and Teaching Development.

This is a project funded by the University Grant Council of Hong Kong. Advise 5 major institutions in Hong Kong (Hong Kong Institute of Education, University of Science and Technology, City University, Baptist University, and Lingnan University) on integrating information technology into classroom teaching, and

conduct workshops on Technology Enhanced Solutions for Teaching Improvement (May 24-28, 1999, at Hong Kong Institute of Education) for 300+ faculty and staff from the aforementioned institutions.

## **BUSINESS MANAGEMENT CONSULTING**

E-Business Consultant, Sunrise Records, Ltd., Taipei, Taiwan.

Advise the design and development of the content, consult the e-business strategies for the future growth, and administer the corporate Website for the record company who specializes in Chinese and Taiwanese classical and folk music:

<http://www.sunrise-records.com>

Cross-cultural Management Consultant, EPIC Resins, Division of EPIC Corporation.

Advise the adequate and sensitive translation of the bilingual business information (both English to Chinese and Chinese to English), consult the cross-cultural business information management strategies reflected on the corporate Website:

<http://www.epicresin.com>

## **TRAINING WORKSHOPS**

Faculty, Wireless Technology Design and Deployment. Pre-conference workshop at 22nd annual Organizational Systems Research Association conference, Las Vegas, Nevada, February 20, 2003

Faculty, Centra: Creating Web-based Course Portals with Videoconferencing in Medical Education. Faculty development workshop at University of Hong Kong, Hong Kong, July 15, 2002.

Faculty, Problem-based Learning in Medical Education. Faculty development workshop at Chinese University Hong Kong, Hong Kong, July 12, 2002.

Faculty, Designing Web-enhanced Courses in Medicine. Faculty development workshop at University of Hong Kong, Hong Kong, July 19, 2001.

Faculty, Active Learning in Medical Education. Faculty development workshop at Chinese University Hong Kong, Hong Kong, July 9, 2001.

Faculty, Active Teaching, Active Learning, and Information Technology. Two-day faculty development workshop at Chinese University Hong Kong, Hong Kong, March 26-27, 2001.

Faculty, Instructional Design Strategies for e-Learning. Faculty development workshop at Hong Kong Institute of Education, Hong Kong, November 24-25, 2000

Faculty, Web-enhanced Teaching with Blackboard. Two-week faculty development workshop as part of the Title III grant project at UW-Whitewater, July 10-21, 2000

Co-director, UW History Network Faculty Multimedia Workshop, University of Wisconsin System (January 14-16, 1998, at UW-Whitewater). Plan and coordinate a two-day multimedia and Internet/Web authoring workshop funded by Office of Information Technology, UW System. 22 participants from 8 UW campuses were present.

Faculty, Applied Multimedia for Educators and Information Professionals: Astound Presentations, Web Authoring, and beyond. Half-day preconference workshop at ED-MEDIA 97 conference in Calgary, Alberta, Canada, June 15, 1997.

Coordinator, Learning Technology Development Council conference, University of Wisconsin System. (January 6-7, 1997) Conference sponsored by UW System Undergraduate Teaching Improvement Council Follow-up Grant. 42 participants from 9 UW campuses were present.

Faculty, World Wide Web Publishing for Educators and Information Professionals. Half-day preconference workshop at ED-MEDIA 96 international conference in Boston, Massachusetts, June 18, 1996.

Faculty, Applied Multimedia for Educators and Information Professionals: Astound Presentations, Web Authoring, and beyond. Full-day preconference workshop at NECC 96 national conference in Minneapolis, Minnesota, June 10, 1996.

Co-director, Regional Faculty Multimedia Workshop, University of Wisconsin System. (January 9-10, 1996, at UW-Whitewater) Plan and coordinate a two-day multimedia design and Web authoring workshop funded by Office of Information Technology, UW System. 45 participants from 7 UW campuses were present.

Faculty, Applied Multimedia for Educators and Information Professionals: Astound Presentations, Web Authoring, and beyond, University of Wisconsin-Madison. (September 19-20, 1995) Sponsored by the Continuing Education Program of the School of Library and Information Science at UW-Madison.

Faculty, Applied Multimedia for Educators: Astound Presentations, Web Authoring, and beyond, Dixie College, Utah. (September 7-8, 1995) Invited to conduct workshops at Dixie College, located in southwestern Utah, who received a Title III federal grant to leverage faculty involvement in using instructional technology in classroom teaching.

Co-director, Courseware Authoring Workshop, University of Wisconsin-Whitewater. (July 11-22, 1994) Plan, co-direct and serve as the chief faculty in the two-week multimedia design and development workshop funded by UW-System Undergraduate Teaching Improvement Council Grant.

## **INSTRUCTIONAL DESIGN & DEVELOPMENT**

Project Co-director, UWW Promotion Website, Editions 2003. Oversee the full-cycle project development, design the interactive content, prepare the digital streaming video segments, coordinate the development team, and identify Web-based promotion strategies for active recruitment. <http://www.uww.edu/visit>

Project Co-director, UWW Promotion Website, Editions 2001. Oversee the full-cycle project development, design the interactive content, prepare the digital streaming video segments, coordinate the development team, and identify Web-based promotion strategies for active recruitment. There have been over 30,000 visits and 400,000 page hits between October 2001 and August 2002. This Website could be a factor of the 10% enrollment increase with higher ACT average in the incoming freshmen. <http://www.uww.edu/visit>

Project Co-director, UWW Promotion CD-ROM, Editions 1997, 98, 99 and 2000. Oversee the full-cycle project development, design the interactive content, record the UWW Student Jazz Symposium music tracks, edit the digital video segments, program and debug, master the CD-ROM in house, coordinate the development team, and provide distribution strategies of the 5,500 CD-ROMs each year for active recruitment.

Project Co-director, UWW CD-ROM Yearbook, Edition 98. Oversee the project development timeline, design the interactive content, program and debug, master the CD-ROM in house, and coordinate the development team members.

Producer, Designer, and Narrator, UWW Jumpstart Instructions Computer Training Video Series (May, 1995 to September, 1996). An installment of five instructional videotapes were produced to aid faculty, staff, and students to learn (1) Surfing the Internet/WWW from Microsoft Windows; (2) Surfing the Internet/WWW from Macintosh; (3) Workstation-based E-mail using Eudora; (4) E-mail solutions for DOS; (5) Astound for Windows; and (6) World Wide Web publishing.

Project Manager, Ed1000 - Student Services Project (January, 1993 to May, 1994). An information/database system repackaging and organization change project to improve staff productivity and service quality in Student Services, School of Education, IUB. Client: Dr. David Kinman, Director, Student Services, School of Education, IUB.

Instructional Designer/Programmer, Q200 CAI Lessons (November, 1991 to August, 1992) A series of computer-based instruction of science lessons funded by National Science Foundation under a national science education project Q.U.E.S.T. Client: Dr. Dorothy Gabel, Chairperson, Department of Science Education, School of Education, Indiana University, Bloomington.

Instructional Designer/Programmer, Instructional Clarity (July, 1988 to August, 1989). A CINDY Silver Award-winning interactive video program, funded by AT&T, designed to

aid pre-service teachers the concepts related to instructional clarity. Client: Dr. Michelle LeBrasseur, Education Technology Services, School of Education, IU, Bloomington.

### **CORPORATE TRAINING MATERIAL DEVELOPMENT**

Instructional Designer/Programmer, BULLET! (September, 1990 to April, 1991). A computer-based interactive training lesson designed for training dealers & salespersons the proper use of BULLET! -- a herbicide manufactured by Monsanto, Inc. Client: Marilyn Horshoe, Vice President, AgriBusiness, Indianapolis, Indiana.

**Appendix IV**  
**Promotion and Tenure Standards**

## Appendix IV

### COLLEGE OF BUSINESS AND ECONOMICS

#### PROMOTION AND TENURE STANDARDS

Promotion and tenure have long-term implications for the Department, College and University. It is therefore the responsibility of the department to be involved with each new tenure track faculty at each step of this process. This is done each year via the purple book, and through the goal setting process as articulated in the Document of Expectations.

**Promotion and Tenure:** - These must be based on the Teacher-scholar model accepted by the University.

- Candidates must provide a narrative tying their contributions in teaching, research and service to the mission of the University, College and Department.
- Departments must provide a narrative tying the faculty members teaching, research and service specifically to the mission and standards of the Department, College and University. The department must assess indicators of quality in all three areas.
- Assessment for Promotion and Tenure will be based on the minimum standards set forth in the accompanying table\* along with qualitative assessment as set forth below in each area. . Merely meeting minimum quantitative standards does not guarantee either promotion or tenure, without qualitative support.

**All activities should be documented and be available in the faculty member's department.**

**TEACHING** - Teaching, including advising, is the primary responsibility of a faculty member. Hence, teaching contributions should include the following:

- Student evaluations and peer review of teaching are required
- Curriculum developments efforts, including (but not limited to) involvement in online courses, development of travel study courses. Required at the Professor level
- Evidence of student interactions –providing feedback and development of opportunities (research, internships) for students
- Teaching enhancement and innovation efforts. Required at the Professor level
- Advising
- Assessment outcomes of teaching
- Any other item showing attempts to improve the curriculum and student learning

#### **RESEARCH**

The teacher-scholar model reflects the importance of research in the continuing development of the university professor. The research criteria for tenure and promotion likewise underscore the need for scholarly contributions that not only meet numeric standards but also represent true contributions to the knowledge base of business disciplines. In writing the narrative supporting a request for promotion/tenure, a candidate should develop a convincing argument for the importance of his/her scholarship. The value of this work to his/her discipline should be demonstrated by “objective” ways, such as:

- Citations in national and international professional literatures
- Specific advances (attributed to them directly) that have resulted in improvements in business practices or public policy

- Have contributed to the reputation of the University of Wisconsin at Whitewater in other ways (through various honors and recognitions).
- Are viewed highly in terms of quality and quantity of research output by colleagues in the individual faculty member's field of interest, as reflected in written and/or evaluative feedback
- Have a major organizing role for a journals special issue(s)
- A candidate may demonstrate the value of his/her work by offering a list of other published works that have cited it, or by identifying other ways, for example – requests for reprinting, inclusion in anthologies, etc. – that demonstrate scholarly acknowledgement of the research
- A candidate may request persons with knowledge of his/her field to review his/her research output. The “outside” reviewer should be mutually- agreed upon by both the candidate and his/her department, should have expertise in the candidate’s research area, and have no professional ties – such as mentor, faculty colleague, or co-author -- with the candidate

**SERVICE** - Professional service related to one's academic field and service to the university, college, and department are to be considered for promotion and tenure. Time spent on service activities and the significance of the service contributions are to be considered.

Service to the **university** community needs to be substantive.

**Professional service** must be related to the academic field of study and includes service to professional associations and journals. In order for the quality of professional service contributions to be assessed, leadership positions and service activities need to be documented.

**Promotion to Associate Professor** requires meaningful service to the university community and/or academic community.

**Promotion to Professor** requires service contributions that have made a recognized contribution to the betterment of the university community and/or academic community.

(Revised 09/03)

**UNIVERSITY OF WISCONSIN-WHITWATER  
COLLEGE OF BUSINESS AND ECONOMICS  
Minimum Requirements for Promotion**

			RESEARCH Publications			AND	PUBLICATIONS	
							Applied Scholarship	Instructional Development
Rank*	Service**	Teaching Evaluation	Refereed Single or Co-author	Refereed >=3 Authors	Scholarly Book		The application, transfer and interpretation of knowledge to improve management practice and teaching.	The enhancement of the educational value of instructional efforts of the institution or discipline.
To: Associate Professor	3 of last 4 years outstanding or excellent	3 of last 4 years outstanding or excellent	2	3	1	AND	Three intellectual contributions (activities) (see list below)	
			Any of the above satisfies the publication requirement					
To: Professor	Last 3 years or 2/3 of time outstanding or excellent	Last 3 years or 2/3 of time outstanding or excellent	3	4	1	AND	Five intellectual contributions (activities) (see list below)	
<p>1. Two publications in refereed journals by more than two authors can be considered equivalent to one single or co-authored refereed journal article.</p> <p>2. For promotion to Full Professor:</p> <p>a. three “intellectual contributions” beyond the minimum required for promotion to Full Professor rank (5) can be substituted for a maximum of 1 single or co-authored refereed journal article.</p> <p>b. evidence of an outstanding recognition in at least one of the following areas: teaching, research, or in professional service to the university, profession, and public.</p> <p>c. evidence that record of professional research activity was at both a national level and state or regional level. This record should include evidence that the faculty member has achieved significant professional recognition in the individual’s discipline through scholarly publications, papers, or presentations presented at professional meetings.</p> <p>d. evidence that demonstrates a record of service to the profession, the university community, and to the public through various activities.</p> <p>* For time in rank refer to University handbook</p> <p>** Under our current Merit Evaluation Document, see items 7,8,10,11,12,13,14,15,16,17.</p>						<p>Professional paper presentation#</p> <p>Published proceedings#</p> <p>Public/Trade journal article</p> <p>In-house journal article</p> <p>Book review</p> <p>Faculty workshop presentation</p> <p>Externally funded grant##</p> <p>Chapter in an edited scholarly book</p> <p>Research monograph</p> <p>Textbook</p> <p>Publication in pedagogical journal</p> <p>Written cases with instructional materials</p> <p>Study guide for textbook</p> <p>Instructional software (copyrighted)</p> <p>Externally funded grant##</p> <p>#may not be double-counted</p> <p>##the grant and its result (e.g.paper presentation) count as a single activity</p>		