

Chuck Williams

Vita

EDUCATION

Ph.D. in Business Administration, 1990, Michigan State University, E. Lansing, MI
Major in Organizational Behavior
Minor in Industrial/Organizational Psychology Minor in Strategic Management

M.B.A., 1986, Michigan State University, E. Lansing, MI

B.S., 1981, Valparaiso University, Valparaiso, IN
Major in Psychology Minor in Business

EMPLOYMENT

Butler University (August 2008 to present)
College of Business Administration
Position: Dean

University of the Pacific (August 2006 to August 2008)
Eberhardt School of Business
Position: Dean

Texas Christian University (July 1991 to July 2006)
Neeley School of Business Department of Management
Position: Associate Dean for Undergraduate Studies (August 1999 to August 2002)
Position: Chair, Department of Management (June 1999 to May 2000)
Position: Associate Professor of Management with Tenure (1994 to 2006)
Position: Assistant Professor of Management (1991 to 1994)

Oklahoma State University (August 1986 to July 1991)
School of Business Department of Management
Position: Assistant Professor of Management (1986 to 1991)

ADMINISTRATIVE ACTIVITIES AS DEAN @PACIFIC'S EBERHARDT SCHOOL OF BUSINESS

Benchmarking and Mission, Vision, Values

- Armed with a 5-page survey, 10 Faculty visited 13 peer, competitor, and aspirant business schools from October 2006 to January 2007. The goal was to benchmark the Eberhardt School against those 13 schools, 10 of which were at private universities (6 of the 10 were Jesuit schools).
 - Faculty wrote the reports, sending them to the entire faculty and staff. The reports were not censored or reviewed by the dean's office prior to distribution. I read them when everyone else read them.
 - Two all-school meetings were held to discuss the results and produce a consensus summary, which was then shared for additional feedback.
 - These results have been shared with the provost, school advisory boards, and are a key input as we reassess the mission, vision, and value statements of the school in spring 2008.
 - A faculty member was selected to write an integrative summary of the school benchmark visit reports. This, too, was shared with all faculty and staff for comments and input.

- Began collecting EBI Benchmark Data
 - EBI Benchmark data use standard questionnaires and allow business schools to directly compare their results on standard questionnaires to the results obtained by other business schools that collect identical data via the same questionnaires.
 - In October 2006, we collected EBI survey data from the MBA Alumni, Undergrad Alumni, and the faculty. Those data will be collected every 5 years.
 - In spring 2007, we collected EBI exit survey data from graduating MBAs and graduate Undergraduates. These data will be collected annually.
 - Four all-school meetings were held to discuss the results and produce a consensus summary on what the results meant.
 - These results have been shared with the provost, school advisory boards, and are a key input as we reassess the mission, vision, and value statements of the school in spring 2008.
- Mission Process
 - After more than a year of gathering extensive benchmarking data, we have hired an academic consultant, formed a mission steering committee (consisting of a faculty chair, 4 elected faculty, 1 staff member, 3 alumni, and one advisory board member), held focus groups with faculty, staff, and MBA and undergraduate students, and are conducting interviews with academic leaders (president, provost, key vice presidents, other deans), alumni, and board members.
 - The process is iterative, inclusive, and will share results with all key stakeholders. Following interviews and focus groups, the mission steering committee will meet to write initial drafts of mission, vision, and values statements. That will be shared with stakeholders and feedback will be invited through meetings and online surveys. That feedback will be assessed and a second version of the mission, vision, and values statements will be shared for feedback.

Fund Raising

- Established a \$1.45 million student investment fund in January 2007
 - Initial \$1 million gift from in November 2006 (\$500,000) and January 2007 (\$1,000,000).
 - In October 2006, sent faculty to benchmark and learn from the TCU Student Investment Fund, 2nd oldest such fund in U.S.
 - Established a board for the student investment fund, consisting of 6 investment professionals. First board meeting in April 2006, and annually at same time thereafter.
 - 20% growth in fund in calendar year during 2007.
 - In October 2007, obtained an additional \$250,000 from the University's Regents Investment committee, with additional \$750k likely within the next year. Students will now report to the Regents Investment Committee 2 times a year, just like the University's professional fund managers do.
 - Fall 2007, 21 students applying for 7 positions in spring 2008.
- As Dean during the last 14 months of Pacific's 7.5 year campaign, which concluded October 2007:
 - Raised \$1.4 million during that time, representing 9% of the business school's goal of \$15 million, and 17.8% of the cash gifts received toward that goal.
- Advisory Board
 - Our spring 2008 meeting will focus on the board's role in fund raising, including annual contributions to the school, board member participation in identification and cultivation of prospects, and board member co-participation in fund raising asks.

Branding and Marketing

- Upgraded the school's marketing director position and hired a new marketing director.

- Formed a Strategic Marketing Advisory Board (see Advisory Boards below).
- Strategic branding effort and plan will follow once mission is completed in April 2007.
- New web site.
 - 6 months of benchmarking and planning resulted in new content and structure for the school's web site.
 - New professional look from the university's new content management system.
 - Shot student and alumni testimonial videos in December 2007. These will appear in January as individual testimonials by program. By Feb. 1st, we will have developed a narrative and story to produce an overall video for the school, tying these together.
- Complete redesign of Strictly Business, our biannual school magazine. Went to a slightly larger print size (easier to identify in a stack of mail), increased the page count by 25%, and completely redesigned the look and feel of the magazine.
- New Eberhardt Recruiting Events in LA, SO, East Bay, and Sacramento in Feb. 2008
 - Students, faculty, staff, administration,
 - Alumni and parents of current students,
 - Student inquiries and applicants invited by us and alumni and current parents

Academic Changes and Differentiators

- WSJ Partner program starting January 2007.
 - 1 of only 3 in California, 1 of 65 nationwide.
 - Every undergraduate reads the WSJ for 4 years. Every MBA for 18 months. Result, professors, who get free subscriptions, make extensive use of the WSJ as a teaching tool.
- Fall 2007, replaced 9-month MBA program with new 18-month MBA. New program was approved October 2006.
 - New required corporate internship.
 - New, integrated, innovative 20-credit 4.5-month first semester.
 - Integrated case projects at the end of each semester (x3 during the MBA program).
 - Emotional/social intelligence leadership development process built into the program, piloting this year (see MBA leadership development below).
 - From a 70% reliance on our students in the 9-month MBA program to a student base with broad geographic appeal outside of California.
 - From a focus on lectures and PPTs to a focus on cases and experiential, group, and integrated learning.
 - Have sent 65% of MBA faculty to Harvard for training on how to teach cases.
- Development of an off-site MBA for Fall 2009
 - Formed an academic committee to develop options for an off-site MBA, a traditional evening program, a Saturday program, or an EMBA program meeting every other Friday and Saturday.
 - Formed an ad-hoc committee to gather and analyze data for choosing the location of our offsite MBA (Sacramento, East Bay, or San Francisco).
 - Program format and location decisions will be made together, after sharing options, data, and analysis with faculty, staff, the school's board, and the provost and president.
 - Site selection will occur by May 2008 and advertising will begin summer 2008 for a fall 2009 kickoff class.
- New MBA Leadership Development Program
 - Leadership development is a new focus of the Eberhardt MBA program.
 - Students self assess their individual competencies, gather similar 360-degree feedback from classmates, and former and current bosses and co-workers.

- Following each coaching session, students create personal development plans that specify the goals, steps, and experiences that will help them improve as a leader.
 - Students go through this entire process (self-assessment, 360-degree feedback, coaching, personal development plans) three times during the 18-month MBA program:
 - At the beginning of the first semester.
 - The start of the second semester.
 - Following the required corporate internship.
- Career Services
 - Placement is consistently ranked as the #2 factor in MBA program success, behind, naturally, the MBA faculty/courses, so I "doubled down" on our in-school career center by hiring an assistant director, paid for out of business school funds.
 - Forming a new Career Services Advisory Board (see Advisory Boards below).
- \$1.40 million Student Investment Fund (see Fund Raising above).
- New summer study abroad program, Leadership London.
 - First class was summer 2007 in central London (11 1h year I've taught this course, but 151 at Pacific).
 - Goal, add 2 more study abroad programs over next 4 years, one in Asia and one in the Americas so as to increase the percentage of business UGs who study abroad to 40% from 5%.
 - University already discounts study abroad tuition by 50%. Am working with alumni to raise money to discount program costs by 50%, too.
- Experiential Learning Course: Managing a web business.
 - Similar to the new \$1.4 million student investment fund, students will real world responsibility for running an online business. This isn't a business simulation, or a hypothetical business planning competition, or a one-shot one-semester project, it's a chance to learn by running and growing an ongoing \$100,000 web business.
 - Students enrolled in Applied Entrepreneurship: Growing a Niche Brand Business will take responsibility for actually running most components of the on-line business, SUbject to the input of their instructor, a designated advisory board and final approval of the company with respect to any significant development projects performed each semester. Students will be responsible for running the operational, day-to-day aspects of the on-line business. However, they will also lead, manage, and focus on new initiatives to grow the business in the long-term.
 - 1st class is spring 2008.
- New business minor for non-business majors. Approved December 2007, implementation begins fall 2008.

Advisory Boards

- Reinvigorated school advisory board.
 - Meeting attendance has tripled compared to the last five years.
 - 7 new board members, with more to be added.
 - Goal is to increase board members from mid-20s to 40.
 - Board members all have subscriptions to BizEd, AACSB's 6x a year magazine. This will make them more knowledgeable and effective advisors for the school.
- New Strategic Marketing Advisory Board.
 - 12 members, 1/2 from Fortune 500 firms.
 - Meet 2x a year, 1st meeting was November 2007.
 - Role is to advise and guide the Eberhardt School's marketing efforts, particularly brand development, following development of the new school mission statement. Other roles will include review and feedback on web site, print materials, view books, and advertising.

- Career Management Center Advisory Board.
 - To be established spring 2008.
 - The Eberhardt School has a Director and Assistant Director of Career Services for our students. They teach required Career courses for UGs and MBAs and assist our students in finding internships and placement (which averages 96% for 3 months after graduation).
 - The next step in the evolution of Career Services is to fully professionalize our center with a corporate office (interview rooms, reception area, staff offices, etc.), more staff, and even more career services. These steps can't be reached without the support and guidance of an advisory board for the Career Management Center.

Alumni Outreach

- Each month during the academic year, I send a monthly letter via email to the 3,500+ alumni and friends of the Eberhardt School. Though simple, this is, by far, the most effective method of keeping our alumni informed and excited about what's happening in the school.
 - I receive more comments about this emailed letter than anything else we do in terms, of marketing and communication.
 - The best part of the emailed letter is that 20-25 people email back each month, allowing me to form new relationships, to re-engage alumni who haven't participated with the school or university in some time, or to make contacts that lead to active involvement and development opportunities.
 - See <http://web.pacific.edu/x6550.xml> for examples. The key thing is that alumni and friends save this in their inbox and actually read it. A newsletter or a longer email would not be read each month. But in this format, it's read by most of our subscribers every month. This has been a key part of building our boards, building excitement, and, as I've been told, simply keeping alumni and friends informed about the school.
- Alumni Events and Participation
 - 7 Meet the Dean events throughout California in 2006 and 2007
 - 4 Recruiting/Meet the Dean events in 2008
 - Increased alumni participation in school boards, providing internships, hiring graduates, speaking in classes, and other alumni events

ADMINISTRATIVE ACTIVITIES @TCU'S NEELEY SCHOOL OF BUSINESS

Associate Dean for Undergraduate Studies

- Responsible for the undergraduate program, technology, and buildings.
- Supervised
 - Director and staff of Neeley Student Resource Center, which advised 1,700 undergraduate business majors.
 - Director of technology and his assistant.
 - Director of buildings.
 - Director of Center for Professional Communication.
- Chair, Neeley Undergraduate Curriculum Committee.
- Chair, Neeley School Web Committee. Responsible for 2 complete makeovers of the Neeley School's web site.
- Monday@TCU, Business School Presentations to prospective students and their parents.
- Business School Freshmen Orientation Sessions for incoming students and their parents.
- Facilitated the Technology Task Force committee for TCU's Commission on the Future, which was a campus-wide strategic planning process. After working with a large group

of students, faculty, staff, alumni, and business partners for four months, I drafted the university's strategic technology plan.

Chair, Department of Management

- Responsible for a unit of 14 faculty and hired five new faculty.
- Administered a travel budget, scheduled classes, determined faculty raises and performance evaluations, and hired adjunct faculty.
- Chaired Job Searches in which 5 faculty were hired, filling all open positions in entrepreneurship/strategy and eBusiness.

Starting and Growing Innovative Programs and Facilities

- Helped start the new entrepreneurial management major which is now ranked as a top 20 program by U.S. News & World Report and Entrepreneur Magazine. The entrepreneurial management major, which is now the largest in the school, replaced an outdated management major which was the smallest.
- Instrumental in starting the Ryffel Center for Entrepreneurial Studies, which has been recognized by the NASDAQ Center of Entrepreneurial Excellence. The Ryffel Center:
 - Supports the CEO club (ranked 1st in the nation in 2003).
 - Works with local entrepreneurs.
 - Encourages and supports high quality entrepreneurship research.
- Helped start and design a 4-course Leadership Emphasis, as well as a Leadership Center both within the business school, which will have dedicated staff, professors of professional practice, and eventually an endowed research professor. (This is now the BNSF Next Generation Leadership Program).
- Worked directly with Dow Jones to create the very first Wall Street Journal Academic Partnership Program, in which, for a nominal student fee, every business school student (and professor) had print and online subscriptions to the Wall Street Journal. The Wall Street Journal Academic Partnership Program has been a core component of the students' education for seven years now. Today, 65 other business schools have become Wall Street Journal Academic Partners.
- Steering Committee for designing the new Sara and Steve Smith Entrepreneurs Hall.
 - With state-of-the-art classrooms, student team rooms, interviewing rooms, a cafe, a commons area for eating and studying, complete wireless access, and conference facilities, Smith Entrepreneurs Hall was designed to promote more quality interaction between students, professors, and staff.
 - Throughout the planning process, I facilitated and arranged numerous meetings so that faculty, staff, and students could share their views and reactions with the architectural and planning teams. We even had furniture and office mockups constructed and invited people to indicate their preferences.
 - As a result of this new building, the Princeton Review now ranks the Neeley School as having the 2nd best business school facilities in the nation.
- Chair, Neeley School Undergraduate Community Service Project. Neeley School Community Service Day -planned and obtained sponsorship for the first, annual Neeley School Community Service Day in which 200 students, faculty, and staff contributed a day of their time to help six local charities.

Leading Change

- Implemented an admissions process similar to the corporate world, in which, in addition to fulfilling academic requirements, sophomores must also formally apply for admission to the business school by writing a cover letter, submitting a professional resume', and participating in a professional interview with two Neeley School alumni. This spring, more than 280 sophomores will interview with 125 alumni for admission into the Neeley School.

- Initiated the use of the Microsoft Office User Specialist tests for Microsoft Word, Excel, and PowerPoint. The MOUS tests, in which students demonstrate mastery of specific tasks while using these software programs, freed professors to use technology to teach business (rather than teach technology), and guaranteed to employers that all our graduates possessed these core technological capabilities.
- In terms of technology, after several iterative rounds of detailed input from faculty, staff, and students, we converted our class rooms to reliable, easy-to-use, touch screen systems that seamlessly allow professors to control lighting, screens, and data feed switches (between computers, videos, DVDs, document cameras, video conferencing, etc.) with one push of a button. Today, even the most technology challenged professors gladly and painlessly use these systems.
- As a result of these changes and many others by Neeley School faculty and staff, Neeley's AACSB re-accreditation team concluded two years ago that the undergraduate program had developed into a "top 50" program. The Neeley Undergraduate program has been recognized as a top 40 program by Business Week for 3 straight years.

Graduate Programs and Executive Education

- When the Neeley School began planning its EMBA program seven years ago, as Associate Dean I participated in early planning (i.e., marketing budget, class size, location, design, cost/revenue sharing with the university), worked with the EMBA director to recruit applicants for that all important first class, helped plan the first international trips, and have participated and taught in the week long EMBA "boot camp" each year.
- Over my last 3 years at TCU, we improved and doubled the size of the night time MBA program, successfully fighting off direct attacks from SMU among others. Similarly, over the last 5 years, the Neeley School improved its daytime MBA program and is now ranked by the Wall Street Journal as the 6th best regional program in the nation. I was a contributor to early turnaround plans, participated as a faculty member, and helped recruit students in both programs. Furthermore, as a result of my time in the Dean's office, I'm intimately familiar with the resource, recruitment, staffing, budgeting, marketing, career center, alumni and university funding issues that are required to improve MBA programs. .
- Worked with the Charles Tandy American Enterprise Center (similar to RSB's Management Institute) and its various directors for 15 years, courting potential clients, putting together proposals, and developing and delivering executive programs and classes.

International Experience

- Developed and delivered international programs in Germany (2 years), Scotland (2 years), and London (9 years).
- Course manager for Leadership London, an interdisciplinary study abroad program for TCU students, which I've team taught with Dr. Carol Thompson, who is a sociologist.
 - Recruited students for program. Managed \$50,000 program budget, including arranging for housing, securing appointments and tour guides for all of our activities in London, and living (with my family) in the same apartments as the students.
- Have taken 350 TCU students overseas.

Cross-Disciplinary Experience

- Business school and management department liaison to the TCU Honors Program for 13 years, participating in student Honors retreats, teaching the honors section of Management, and speaking to Honors students about ethics and social responsibility in business.

- Last 2 years as Chair of the Honors Council, the Honors Program's academic committee whose members come from every school and major program at TCU. I'm the first business school professor to chair the Honors Council.
- For 9 years, team taught Leadership London study abroad program with Dr. Carol Thompson, who is a sociology and criminal justice professor.
- Served on and chaired numerous university level committees. See university service below.

RESEARCH ACTIVITIES

Publications

Williams, C.R. (2004). Transfer of Learning. The Blackwell Encyclopedic Dictionary of Human Resources, L. Peters, C.R. Greer, and S. Youngblood (Eds.).

Youngblood, SA, & Williams, CR. (2004). Turnover. The Blackwell Dictionary of Organizational Behavior, N. Nicholson, R. Schuler, & A. Van de Ven (Eds.).

Williams, C.R. Reward contingency, unemployment, and functional turnover. Human Resource Management Review, 9(4),2000,549-576.

Williams, C.R., & Peters, L.H. (1998). Correcting turnover correlations: A critique. Organizational Research Methods, January, Vol. 1 No.1, pp, 88-103.

Jawahar, J., & Williams, C.R. (1997). Where all the Children are Above Average: A Meta analysis of the Performance Appraisal Purpose Affect. Personnel Psychology, Winter 1997, Vol. 50, Issue 4.

Williams, C.R. (1995). Transfer of Learning. The Blackwell Encyclopedic Dictionary of Human Resources, L. Peters, C.R. Greer, and S. Youngblood (Eds.).

Youngblood, SA, & Williams, C.R. (1994). Turnover. The Blackwell Dictionary of Organizational Behavior, N. Nicholson, R. Schuler, & A. Van de Ven (Eds.).

Williams, CR., and Livingstone, L.P. (1994). Another look at the relationship between performance and voluntary turnover. Academy of Management Journal, 37, 269-298.

Williams, C.R. (1994). Food Lion: A structured crisis management experience for the undergraduate student. Case published in Business Ethics, by L.R. Barton.

Williams, C.R., Labig, C., & Stone, T. (1993). Employee recruiting sources and post-hire outcomes for job applicants and new hires: A test of two hypotheses. Journal of Applied Psychology, 78, 163-172.

Williams, C.R. (1990). Deciding when, how, and if to correct turnover correlations. Journal of Applied Psychology, 75,732-737.

Hollenbeck, JR., Williams, C.R., and Klein, H.J. (1989). An empirical examination of the antecedents of commitment to difficult goals. Journal of Applied Psychology, 74, 18-23.

Hollenbeck, JR., and Williams, C.R. (1987). Goal importance, self-focus and the goal setting process. Journal of Applied Psychology, 72, 204-211.

Hollenbeck, J.R., and Williams, C.R. (1986). Turnover functionality versus turnover frequency: A note on work attitudes and organizational effectiveness. Journal of Applied Psychology. 71, 606-611.

Books

Williams, C.R. MGMT (1 st Edition). Cincinnati, OH: Cengage (Southwestern Publishing), 2008.

Williams, C.R. Management (5th Edition). Cincinnati, OH: Cengage (Southwestern Publishing, 2008).

Williams, C.R. Management (4th Edition). Cincinnati, OH: Southwestern Publishing, 2006.

Williams, C.R. Management (3rd Edition). Cincinnati, OH: Southwestern Publishing, 2004.

Williams, C.R. Management (2nd Edition). Cincinnati, OH: Southwestern Publishing, 2002.

Williams, C.R. Management. Cincinnati, OH: Southwestern Publishing, 2000.

Williams, C.R., & Ramey, G. Instructor's Manual: Management. Cincinnati, OH: Southwestern Publishing, 2000.

Williams, C.R. Effective Management: A Multimedia Approach (3rd Edition). Cincinnati, OH: Southwestern Publishing, 2005.

Williams, C.R. Effective Management: A Multimedia Approach (2nd Edition). Cincinnati, OH: Southwestern Publishing, 2005.

Williams, C.R. Effective Management: A Multimedia Approach. Cincinnati, OH: Southwestern Publishing, 2001.

Presentations

Presenter and Panelist, "Captivating and effective teaching," Academy of Management Meeting, Washington D.C., August 2001, for the Junior Faculty Consortium of the Human Resource Division.

Panelist, "Electronic Media: It's Impact on Teaching, Research, and the Academy," National Academy of Management Meeting, San Diego, 1998.

Jawahar, J., & Williams, C.R. (1997). Where all the Children are Above Average: A Meta analysis of the Performance Appraisal Purpose Affect. Southwest Academy of Management Meeting, March 1997.

Williams, CR. (1995). How to excel simultaneously in Teaching and Research. Non-Tenured Faculty Workshop at the National Academy of Management Meeting, in Vancouver, B.C., Canada.

Williams, C.R. (1995). Ask the Experts II: Advanced data analytic techniques and Survey Scales. Research Methods Division Preconference Workshop at the National Academy of Management Meeting, in Vancouver, B.C., Canada.

Williams, C.R. (1995). A paradigm shift: From Prediction to Practical Experiments. Presented at the National Academy of Management Meeting, in Vancouver, B.C., Canada.

Williams, C.R. (1995). Paper discussant of the Sage Memorial Best Doctoral Student Paper Award. Research Methods Division at the National Academy of Management Meeting in Vancouver, B.C., Canada.

Russell, C., & Williams, C.R. (1994). Meta-basics: How to read, do, and review a meta-analysis. A seminar presented at the Southern Academy of Management meeting, New Orleans, for the Research Methods Division of the Academy of Management.

Williams, C.R. (1993). A structured crisis management experience for undergraduates. Presented at the Risk and Crisis Management Conference.

Williams, C.R. (1990). Turnover correlations don't need correction. Presented at the National Academy of Management Meeting, Research Methods Division.

Williams, C.R. (1990). Reward Contingency and Functional Turnover. Accepted for presentation at the Southern Management Association Meeting, Organizational Behavior Division.

Williams, C.R., and Livingstone, L.P. (1989). Both good and poor performers leave: A second look at the effect of variance restriction on point biserial correlations in turnover research. Presented at the Southern Management Association Meeting, Organizational Behavior Division.

Hollenbeck, J.R., Williams, C.R., and Klein, H.J. (1987). An empirical examination of the antecedents of commitment to difficult goals. Presented at the National Academy of Management Meeting, Organizational Behavior Division.

Williams, C.R., and Van Sell, M. (1985). How generalizable is the relationship between first job experiences and later career outcomes? Presented at the National Academy of Management Meeting, Careers Division.

Van Sell, M., and Williams, C.R. (1983). Job Satisfaction Among Part-Time and Full-Time Workers. Proceedings of the National Academy of Informational and Decision Sciences Meeting, October.

Williams, C.R. (1983). Some Implications of Self-Efficacy Theory for Organizational Choice and Realistic Job Previews. Proceedings of the Midwest Academy of Management Meeting, October.

Williams, C.R., Malik, D., Norris, J., and Hoornstra, R. (1982). Locus of Control and Organizational Commitment as Moderators of Acceptance of an Organizational Policy Change. Presented at the National Industrial Psychology and Organizational Behavior Student Convention, April.

Reviewing and Professional Service

- Memberships in professional organizations:
 - Academy of Management
 - American Psychological Association
- Formerly, Editorial Board, Journal of Management.
- Ad Hoc Reviewer, Journal of Applied Psychology.
- Ad Hoc Reviewer, Academy of Management Journal.
- Ad Hoc Reviewer, Personnel Psychology.
- Reviewer of Papers Submitted to Professional Conferences: National Academy of Management, and Southern Division of Academy of Management.
- Session Chairperson/Discussant at Professional Conferences: National Academy of Management, and Southern Division of Academy of Management.
- I was the webmaster for RM Web (<http://www.aom.pace.edu/rmd>), which is the web page for the Research Methods Division of the Academy of Management.

SERVICE ACTIVITIES

University of the Pacific Service

- 2006 to present, Council of Deans
- 2007 to present, Institutional Planning Committee (Budget review recommendations for the entire university)
- 2008, Search Committee for Director of Admissions
- 2007-2008, Eberhardt Mission Steering Committee

TCU University Service

- 2003-2004, member of University Council.
- 2003-2004, Member of the Chancellor's Strategic Planning Committee.
- 2003-2006, Chair, Honors Council (for the TCU Honors Program).
- 2002, Honors Council.
- 2001-2003, TCU Community Scholar Mentor Program.
- 2001, Chair TCU UCR Committee, to redesign university core curriculum.
- 1999 -2000, Facilitator and Internal Chair of the Technology Taskforce for the Commission on the Future of TCU (External chair was a local Intel Corp. manager).
- 1998 to 2000. At-large member of the Faculty Senate. Member of Committee on Committees.
- 1998 -2000, New Faculty Teaching Workshops for Full-time Faculty and Adjunct Faculty.
- Fall 1998 -2004, Honors Program Retreat
- Spring 1998, Presentation to Parent's Council during sibling weekend, "The Future of Education: High Contact Learning."
- Spring 1998, Presentation to honors students, Pizza with the Professors, "Is Greed Good? Profits and Social Responsibility in the 90s?"
- Summer 1998. Frog Camp.
- 1997 to 1998. TCU Internal Marketing Committee.
- 1997 to 1998. 15t Year Experience Committee, which studied ways to improve students' first year at TCU.
- 1996 to 1998. 3-year term on the Undergraduate Council.
- Fall 1996, 1997. Served on the university-wide committee for selecting and awarding student membership to Who's Who.
- 1995, 1996, 1997, 1998. University Parking Committee.
- Fall 1993. Residence Hall Collaborative Advisory Board as a faculty advisor.
- Summer 1993 to 1999. Participated in New Student Orientation by co-hosting (With a TCU student) three one hour question-and-answer sessions with students and parents on faculty and student expectations.
- Fall 1992 & Spring 2000. Traveled to San Antonio and St. Louis with the TCU Today to help recruit high school students.

College Service

- 2003, member MOUS (Microsoft Office User Specialist) Test Review Committee.
- 2003-2005, faCUlty advisor for Beta Gamma Sigma.
- 2001, TCU Web Committee.
- 1999-2002, faculty Advisor for Delta Sigma Pi.
- 1998, TCU Faculty Senate Representative for the Neeley School.
- 1998, Chair, Dean's Teaching Award Committee
- 1995-2001, Dinner with 6 Strangers (dinners with undergraduate students).
- 1998, 1995. Chancellor's Teaching Award Committee, M.J. Neeley School of Business
- 1997-1998. Chair, Neeley School Instructional Committee

- 1997-1998. Elected to a 3-year term on the Neeley School Advisory Committee (promotion & tenure decisions). Only completed 2 years because I became Associate Dean in 1999.
- 1993 to 2002. Honors coordinator for the Management department, and taught the honors section of MANA 3153.
- Spring 1993. Trier, Germany: Exchange Student Campus Visit
- 1992-1994. Graduate Policy Committee, M.J. Neeley School of Business
- Fall 1992. Chancellor's Research Award Committee, M.J. Neeley School of Business.

Department Service

- 1995-1998, Chair, Management Department Instructional Committee
- 1991-1994. Management Department search committee to screen job candidates for job openings.
- 1991-1999, Advisor to Management Majors (The Neeley Student Resource Center took over student advising in Fall of 1999).

HONORS & AWARDS

- 2000-2004. One of 10 TCU professors to be invited and honored at the Senior Dinner for graduating seniors (the dinner is sponsored by TCU career services).
- 1998. TCU's Nominee, U.S. Professor of the Year, The Carnegie Foundation for the Advancement of Teaching U.S. Professors of the Year Program.
- 1997 Winner of TCU's Dean's Teaching Award (University-wide award).
- 1997 Recipient of the Society for Human Resource Management's Yoder-Heneman Research Award. "This research award is funded by the SHRM Foundation to recognize the accomplishments of some of the finest researchers in Human Resource Management."
- 1997, Delta Gamma Scholarship Banquet.
- Nominated for the TCU Professor of the Year Award, 1994, 1995, 1996.
- Nominated for Outstanding Faculty/Staff Award (only 12 nominees campus wide) by the Order of Omega, 1996.
- Certificate of Appreciation from the TCU Senior Appreciation Program (sponsored by TCU Graduating Seniors), 1994-1997, 2002-2003.
- Identified as a "helpful faculty member" in the TCU Alumni Survey conducted by the Office of Institutional Research, 1995, 1997, 2003.
- Outstanding Faculty Teaching Award, "By the Undergraduate Students of the M.J. Neeley School of Business, Texas Christian University, April 1995
- Outstanding Faculty Award, Order of Omega, Texas Christian University, April 1995 (Order of Omega is a student organization consisting of select fraternity and sorority members).
- Teacher Appreciation Banquet, Lambda Chi Alpha, April, 1995, 1996.
- Faculty Appreciation Banquet, Zeta Tau Alpha, February, 1995.
- 1988, Outstanding Teaching Award, Department of Management, Oklahoma State University
- 1987, 1988, Favorite Faculty Award Dinner, Oklahoma State University.