

Ellen Foster Curtis, D.B.A.

Education

DBA Indiana University, Kelley School of Business
Major: Transportation Management
Minor: Labor Relations
Work-in-Depth: Economic Analysis
Dissertation Title: "Institution-Building in European Mass Transit"
(Funded by a grant from the 1907 Fund, Indiana University Foundation)

MBA Indiana University, Kelley School of Business

BA Indiana University
Majors: French and Germanic Languages
Graduated with High Distinction

Academic Experience

Dean, College of Business and Public Administration (2008—present)
Professor of Management (tenured 2008) (2008-present)
Governors State University

Major accomplishments

- Drove significant programmatic innovation in an established school during period of flat resource availability (e.g. Online accelerated MBA in Supply Chain Management, MBA specializations in supply chain management and logistics and corporate entrepreneurship, undergraduate concentration in entrepreneurship, BS and BA in Economics)
- Received the largest corporate gift for an academic unit in the university's history
- Developed Standards Alignment Plan, and achieved acceptance into AACSB Initial Accreditation status
- Established a dean's advisory board with members from the business and public sectors in the Chicago region, including some national and international companies
- Co-led the Administration team in the 2009-2013 contract negotiation with the faculty union
- Led five-year strategic plan process for the College including tactical objectives and measures
- Recruited and hired eighteen academically qualified, diverse tenure track faculty during a period of declining resource availability
- Established College of Business and Public Administration as Minority Serving Institution partner with the Indiana University Center for Business Education and Research (CIBER)
- Planned and executed "Moving to the Next Level" a visioning session for

the College involving all stakeholders (faculty, staff, students, alumni, business and government officials)

- Planned and hosted a Transportation Summit in partnership with the Chicago Southland Chamber of Commerce, CN Rail, and Mijack Corporation
- Planned and hosted a Manufacturing Summit in partnership with the Chicago Southland Chamber of Commerce and the South Suburban Mayors and Managers Association
- Created strategic enrollment plan for the College_
- Increased admission requirements for all CBPA masters degree programs

Primary responsibilities

- Set strategic and tactical direction for College.
- Collaborate with other administrative officers of the University (e.g. President's Cabinet, Provost's Council) on matters of university-wide interests and strategic priorities during a period of scarce resources
- Manage College annual operating budget of \$5 million
- Manage two division chairs and thirty-two diverse full-time, and numerous adjunct, faculty members in all major areas of business and public administration specialization.
- Supervise an administrative staff of 12 including the Small Business Development Center and international Trade Center
- Direct recruitment, enrollment, and retention of more than 300 graduate and 600 undergraduate students.
- Serve as a spokesperson on behalf of the College and University to the broader business community
- Maintain strong and continuing collaborative relationships with other academic colleges and administrative units at the University

Academic Division Head, Management (1999-2006), Associate Professor of Management and Organization (tenured 1999), Penn State Great Valley School of Graduate Professional Studies (1999-2008, on sabbatical 2006-2007 academic year)

In the Penn State system, an Academic Division Head is essentially a dean who shares fund-raising responsibilities with the head of the campus who has lead responsibility. Like a dean, the Division Head is responsible for the faculty, operations and graduate programs and holds principal responsibility for advancing the academic mission of the School within and outside Penn State University. The Academic Division Head also teaches, advises students and maintains scholarly activity as a senior member of the faculty.

Major accomplishments

- Led initiative for initial AACSB accreditation without conditions or reservations

- Increased enrollments in a very competitive market while increasing quality of credentials of admitted students as measured by undergraduate grade point average and GMAT scores
- Improved the full-time/part time faculty ratios calculated on student credit hours from 50% in fall 1999, to over 75% in fall 2005
- Increased student satisfaction in teaching quality, advising, and course availability for five consecutive years as measured by the EBI benchmarking survey
- Advanced School's commitment to distance learning through development of courses and participation in Penn State's on-line "World Campus"
- Led five-year strategic plan process for the Management Division
- Drove significant programmatic innovation in an established school during period of flat resource availability (e.g. MBA options in biotechnology and healthcare, new venture development; MS in Finance; MS in Leadership)

Primary responsibilities

- Collaborated with other administrative officers of the School (e.g. Continuing Education; Enrollment; Student Services) on matters of school-wide interests and strategic priorities during a period of scarce resources
- Managed division annual operating budget of \$2.8 million
- Supervised twenty diverse and talented full time and numerous adjunct faculty members in all major areas of management specialization.
- Supervised an administrative staff of six
- Recruited, enrolled, and retained more than 500 graduate management students
- Served as a spokesperson on behalf of the Management Division and School to the broader business community
- Maintained strong and continuing collaborative relationships with other graduate disciplines at Penn State Great Valley (e.g. Engineering & Education) and other academic units of Penn State University

Associate Professor of Management, College of Management, University of Massachusetts Lowell (1985-1995, Tenured, 1991)

- Led Strategic Management Teaching Group in development of core program
- Taught graduate and undergraduate management courses including *Strategic Management, Negotiation, Organizational Behavior, Management and Leadership Skills*
- Consulted and conducted research with private and public organizations on issues of strategy, organizational change and labor management issues

- Worked with executives to develop seminars for graduate and undergraduate students
- Led recruitment efforts for new faculty candidates
- Served on search committees for department heads including Dean of the Graduate School
- Founded Lowell's chapter of Beta Gamma Sigma, the national academic honor society for accredited business schools
- Advised undergraduate and graduate Management majors

Graduate Programs Director, College of Management, University of Massachusetts Lowell (1991-1994)

- Led the revision of the MBA degree, developed and implemented new programs, and managed their transition
- Developed outreach networks within the region to increase quantity and quality of applicants
- Standardized recruiting, application and advising procedures within the program
- Wrote the graduate programs section for the College's self-study report for reaccreditation
- Developed content of comprehensive promotional materials to support recruitment efforts
- Collaborated with the Accounting department to develop a 5-year BS/MBA program
- Initiated a joint BA/MBA in Music Business with the College of Fine Arts
- Served as the sole faculty advisor for over 200 students

Assistant Professor, College of Business Administration, Northeastern University (1979-1985)

- Taught wide variety of graduate and undergraduate courses in management and transportation
- Coordinated College of Business Honors Program
- Served on University Affirmative Action Committee
- Advised undergraduate and graduate Transportation majors

Other Professional Experience

Performance Consultant, Financial Services, Operations and Systems (FSOS) Division, Merrill Lynch (1997-1999)

- Designed, developed, and implemented a Strategic Management Program for middle managers in Financial Services, Operations, and Systems (FSOS), a Merrill Lynch Division of over 5,000 employees
- Designed Learning and Development Series for Division Leadership Development Program
- Consulted with and coached high potential managers in FSOS related to

their professional leadership development

- Designed, developed and delivered Supervisor Techniques and Roles program for new supervisors in operations
- Led project to coordinate the design and implementation of GES University, a virtual corporate university for the Group Employee Services (GES) business unit
- Designed and developed a Management Development Program to assess developmental needs of business unit managers and recommend appropriate developmental activities to address those needs
- Awarded FSOS Team Player Award, 1999

Adjunct Professor of Management, School of Business, College of New Jersey (1996-1997)

Taught Management of Organizational Behavior course, a required course for all undergraduate business majors

Management Consultant, the Wiz Distributors, Ltd. (1996)

- Revised employee performance evaluation process
- Developed management training to link new process to corporate mission
- Delivered training to 70 managers
- Developed post training evaluation instrument

Academic & Professional Research and Publications

Refereed Journals

*(*All authors in co-authored pieces made equal contributions unless otherwise noted)*

“Diversity Interventions and Organizational Performance: A Synthesis of Current Literature,” with Janice L. Dreachslin, Ph.D. *Human Resource Development Review*, volume 7, issue 1, (March 2008), pp. 107-134. (*Lead Author, 70% contribution*)

“Diversity and Cultural Competence Training in Healthcare Organizations: Hallmarks of Success,” with Janice L. Dreachslin, Ph.D. and Marie Sinioris, MPH, *The Health Care Manager*, volume 26, issue 3 (July-September 2007), pp. 255-262. (*Lead Author 65% contribution*)

“Factors Affecting the Career Advancement of Women and Racially/Ethnically Diverse Individuals in Healthcare Management,” with Janice L. Dreachslin, *Journal of Health Administration Education*, volume 21, issue 4 (Fall 2004), pp. 441-484.

"Should the Airline Industry Market Safety?" With Clare Comm, *Journal of Professional Services Marketing*, volume 8, no. 2. 1993, pp. 207-214.

"Negative Impacts of Leveraged Buyouts on the Domestic Airline Industry," *Transportation Quarterly*, volume 44, no. 4 (October, 1990), pp. 517-532.

"Roger Boisjoly and the Challenger Disaster: The Ethical Dimensions," with Russell P. Boisjoly and Eugene Mellican, *Journal of Business Ethics*, volume 18, no. 4, (April, 1989), pp. 217-230.

[Reprinted in *Business Ethics in Canada*, Deborah C. Poff, fourth edition. (Toronto: Pearson Prentice-Hall, Inc., 2005)], Pp. 234-253,

[Reprinted in *Minding the Machines: Preventing Technological Disaster*, William M. Evan and Mark Manion, (Englewood Cliffs, N.J.: Prentice-Hall PTR, Inc., 2002)]

[Reprinted in *Ethical Theory and Business*, Tom Beauchamp and Norman E. Bowie, Editors, sixth edition, (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 2000)]

[Reprinted in *International Library of Management: Risk Management: Volume 1*, Gerald Mars and David Weir, Editors (Ashgate Publishing Limited: Hampshire, England, 2000)].

[Reprinted in *Corporate and Governmental Deviance: Problems of Organizational Behavior in Contemporary Society*, M. David Ermann and Richard J. Landman (Oxford University Press: Oxford, England 1999.)]

[Reprinted in *Ethical Theory and Business*, edited by Tom Beauchamp and Norman E. Bowie, Editors, fifth edition, (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1997.)]

[Reprinted in *Case Problems in Management and Organizational Behavior*, by Randall Schuler, fourth edition, West Publishing Co., 1991, pp. 377-384.]

[Reprinted in *Business Ethics in Canada*, by Deborah C. Poff and Wil Waluchow, second edition, Toronto: Pearson Prentice-Hall, Inc., 1991.)]

"Transportation Labor Relations: Contemporary Developments, Challenges, and Strategies," with Michael R. Crum, *Transportation Quarterly*, volume 42, no. 3, (July, 1988), pp. 359-375. (*Lead author*)

"Quality Circles in Transportation: The Milwaukee Road Experience," *Transportation Journal*, volume 23, no. 3, (Spring, 1984), pp. 63-69.

"Section 13(c) Reconsidered: Is Federal Labor Protection Still Necessary for Mass Transit?" *Labor Law Journal*, volume 33, no. 9, (September, 1982), pp. 622-630.

"Institution-Building and European Mass Transit: Myths and Realities," *Transportation Journal*, volume 20, no. 3, (Spring, 1981), pp. 23-36.

"Nontechnical Innovations in European Mass Transit," *Transit Journal*, volume 6, no. 3, (Summer, 1980), pp. 49-61.

Refereed Proceedings

"The Emergence and Institutionalization of Strategic Organizational Adaptation at the Subunit Level," with Harvey Kahalas, Stuart Freedman, and Kathleen Suchon, Proceedings of the Eastern Academy of Management, Baltimore, MD, May, 1992.

"Airline Service and Safety: An Exploratory Consumer Perspective," with Clare Comm, Proceedings of the 1991 Annual Meeting of the Decision Sciences Institute, Bal Harbour, FL, November 24-27, 1991.

"Airline Safety: Public Policy and Marketing Issues," with Clare Comm and Dennis Mathaisel, Proceedings of the 1990 Annual Meeting of the Decision Sciences Institute, San Diego, CA, November 19-21, 1990.

"Transportation Labor Relations in the Deregulated Environment: Recent Developments and Implications," with Michael R. Crum. Proceedings of the 1987 Annual National Conference of HRMOB, Philadelphia, PA, October 31-November 4, 1987, volume I, pp.136-140.

"Roger Boisjoly and the Challenger Disaster: A Case Study in Engineering Management, Corporate Loyalty, and Ethics," with Russell P. Boisjoly, Proceedings of the Eighth Annual Meeting of the American Society For Engineering Management, St. Louis, MO, October 11-13, 1987, pp. 6-14. [Reprinted in American Society and Engineering Management Newsletter, January, 1988, pp. 8-15.]

Parts of Books

"Creating an Online M.B.A. Program," (with Veronica Godshalk). In *Rethinking Management Education for the 21st Century*, edited by Charles Wankel and Robert DeFillippi, Information Age Publishing, 2002.

"Roger Boisjoly and the Challenger Disaster: A Case Study in Management Practice, Corporate Loyalty, and Business Ethics," with Russell P. Boisjoly. In *Business Ethics: Readings and Cases in Corporate Morality*, edited by W. Michael Hoffman and Jennifer Mills Moore, second edition, McGraw-Hill Publishers, 1990, pp. 397-404.

[Reprinted in *Writing and Reading Across the Curriculum*, by Laurence Behrens and Leonard J. Rosen, fourth edition, (New York, NY: Harper Collins, 1990, pp.566-574)]

Monograph

Essentials for Success in Transit, with Harry Ross, published by the Bureau of Business Research, Graduate School of Business, Indiana University, Bloomington, Indiana, 1979

Non-Refereed Publications

"Issues for Discussion on U. S. Airline Terminals." Invited Paper for INTRA Annual Conference on Transport Terminals and Interchanges, Paris, France, May 4-6, 1987.

"Management of Transport Operations: New Approaches and Social Relations--Some Reflections." Invited discussion paper in "Account of INTRA Seminar, Jouy-en-Josas, France, and September 11-13, 1985."

Abstract published as "CBA Professor Examines Mass Transit Legislation," The Business Report from Northeastern, volume 1, no. 2, March, 1982, p.3.

Research Reports to Sponsors

"Study of Factors Affecting the Career Advancement of Women and Racially/Ethnically Diverse Individuals in Healthcare Management," final report of contract research submitted to the National Center for Healthcare Leadership, June 2003, Janice L. Dreachslin, Principal Investigator and Ellen Foster Curtis, Co-Investigator.

Manuscripts in Progress

"Business Implications of the Stockholm Syndrome," a literature-review-based paper currently in draft form.

"Narcissistic Leadership: Stockholm Syndrome and the Captive Organization," a conceptual paper currently in draft form.

Grants

Sabbatical Grant, The Pennsylvania State University, 2006-2007, (two-thirds of annual salary).

Joseph P. Healey Endowment Research Grant, UMass Lowell, 1994, \$2,500 (support for sabbatical research).

Research Award, College of Management, UMass Lowell, 1988-1993, course load reduction each year (one-sixth of salary).

Faculty Research Grant, College of Business Administration, Northeastern University, 1982-1984, course load reduction each year (one-seventh of salary).

1907 Grant, Indiana University, \$3,000 (support for dissertation research).

Professional Presentations:

*(*Solo presenter unless otherwise noted)*

“Implications of Stockholm Syndrome on Business Relationships”, presented at the 45th Annual Meeting of the Eastern Academy of Management, May 14-17, 2008, Washington, D.C.

“Diversity Leadership Development and Organizational Performance: Designing Effective Interventions,” with Janice L. Dreachslin, Ph.D., and Marie Sinioris, MPH. A refereed oral presentation at the American Public Health Association annual meeting in Boston, Massachusetts, November 7, 2006. *(Lead Author. Presentation made by coauthor, Janice L. Dreachslin.)*

"Study of Factors Affecting the Career Advancement of Women and Racially/Ethnically Diverse Individuals in Healthcare Management," with Janice L. Dreachslin, Ph.D., an invited luncheon plenary presentation sponsored by the National Center for Healthcare Leadership (NCHL) at the American Association of University Programs in Health Administration (AUPHA) Annual Meeting in Nashville, Tennessee, June 26-29, 2003. *(Co- Investigator. Presentation made by Principal Investigator Janice L. Dreachslin)*

“Rethinking Management Education for the 21st Century: Institutional Responses to the Challenges of Technology, Globalization and Relevance,” with Veronica M. Godshalk, Ph.D. Presented at the Academy of Management Annual Meeting, Washington, D.C., and August 6, 2001. *(Co-presenter)*

"Airline Safety: Public Policy and Marketing Issues," with Clare Comm and Dennis Mathaisel. Presented at the 1990 Decision Sciences Institute Annual Meeting, San Diego, CA, November 19, 1990. *(Co-presenter)*

"Roger Boisjoly and the Challenger Disaster: A Case Study in Management Practice, Corporate Loyalty and Business Ethics." Academy of Management 1988 Annual Meeting, Anaheim, CA, August 8, 1988. Invited symposium with Roger Boisjoly, Russell Boisjoly, Jeanne Liedtke, Eugene Mellican, and Martin Moser. *(Co-presenter)*

"Case Teaching, Case Writing, Case Grading: Pitfalls, Paradoxes, and Potentials." Eastern Academy of Management Silver Anniversary Program, Arlington, VA, May 13, 1988. Invited symposium with Stuart Freedman, Martin Moser, John Seeger, and Rudolph Winston. *(Co-presenter)*

"Roger Boisjoly and the Challenger Disaster: A Case Study in Management Practice, Corporate Loyalty, and Business Ethics." Eastern Academy of Management Silver Anniversary Program, Arlington, VA, May 13, 1988. Invited symposium with Roger Boisjoly, Russell Boisjoly, and Eugene Mellican. *(Co-presenter)*

"Transportation Labor Relations in the Deregulated Environment: Recent

Developments and Implications." Presented at the 1987 Annual National Conference of the Association for Human Resources Management and Organizational Behavior (HRMOB), Philadelphia, PA, November 2, 1987.

"Roger Boisjoly and the Challenger Disaster: A Case Study in Engineering Management, Corporate Loyalty, and Ethics," with Russell P. Boisjoly. Presented at the Eighth Annual Meeting of the American Society for Engineering Management, St. Louis, MO, and October 12, 1987. *(Co-presenter)*

"Employee Involvement in Transportation: Strategic Edge or Management Fad?" Invited presentation for INTRA (International Transportation Group) Annual Seminar on Management of Transportation Operations, Paris, France, and September 11, 1985. (Abstract Published in Proceedings).

"Implications of Employee Involvement Programs in the Major U. S. Airlines." Invited presentation at the INTRA First Regional Conference, Wellesley, MA, May 2, 1985.

"Quality Circles in Transportation: The Milwaukee Road Experience." Presented at the National Meetings of the Transportation Research Board, Washington, DC, and January 18, 1984.

"Section 13(c) Reconsidered: Is Federal Labor Protection Still Necessary for Mass Transit?" Presented at the National Meetings of the Transportation Research Forum, San Francisco, CA, and November 4, 1981.

Other Scholarly and Professional Development Activities

Selected Research-Related Advisory/Consulting Activities

Member, Workforce Analysis Steering Committee of the Workforce Investment Board of Will County, 2010-present. Provided advice and oversight on attracting key industries to Will County and preparing the workforce to compete for new jobs created.

Member, Board of Directors, Chicago Southland Chamber of Commerce, 2009-present.

At-Large Director, Board of Directors, Tufts Associated Health Maintenance Organization, Inc., the third largest managed health care company in Massachusetts, 1990-1995. Member of Member Relations Subcommittee and Risk Modification Task Force. Arbitrated disputes between members and the HMO on reimbursement, and developed new risk management agreement between the HMO and the participating physicians.

Public Relations Consultant, Lowell Regional Transit Authority, 1993. Advised executives on route and service marketing.

Director, 1988-1991 Northeast Business and Economics Association.

Speaking Engagements and Other Professional Association Activities

Session Chair, "Conflict and Negotiation I", Academy of Management Annual Meeting, Philadelphia, PA., August 2007.

Session Chair, "Successful Negotiation Tactics?" Academy of Management Annual Meeting, Philadelphia, PA., August 2007.

Session Chair, "New Research in Entrepreneurship," Academy of Management Annual Meeting, Denver, CO, August 2002.

Session Chair, "Competing in the Automotive Industry." 1994 Conference on U. S. Competitiveness in the Global Marketplace. The American Society for Competitiveness, Boston, MA, October 21, 1994.

Invited Participant, Indiana University International Business Forum, "The Global Challenges of the 1990's," Indianapolis, IN, October 16-20, 1991.

Panel Discussant, Northeast Business and Economics Association, Lowell, MA, November 6, 1986, session on Labor Markets.

Conducted Seminar, Strategic Management Techniques for MBTA operating managers, May 14, 1983. Session on "Environments of the Mass Transit Industry and Transit Managers."

Conducted Seminar, Strategic Management Techniques for top 25 managers of MBTA, November 19-20, December 3-4, 1982. Session on "Environments of the Mass Transit Industry and Transit Managers."

Conducted Short Course in Logistics for the New England Roundtable of the National Council of Physical Distribution Managers, March 19, 1981.

Keynote Address, "Regulatory Reform in Transportation: Implications for New England Shippers." Symposium on Cost Effective Modes for Cargo Transportation at the University of New Hampshire, November 20, 1980.

Manuscript Reviews

Manuscript Reviewer, Conflict Management Division, Academy of Management Annual Meeting, Anaheim, California, August 2008.

Manuscript Reviewer, Management Education Division, Academy of Management Annual Meeting, Anaheim, California, August 2008.

Manuscript Reviewer, Conflict Management Division, Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August 2007.

Manuscript Reviewer, Management Education Division, Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August 2007. (Winner of "Best Reviewer Award.")

Manuscript Reviewer, Conflict Management Division, Academy of Management Annual Meeting, New Orleans, Louisiana, August 2004.

Manuscript Reviewer, Conflict Management Division, Academy of Management Annual Meeting, Seattle Washington, August 2003.

Manuscript Reviewer, Entrepreneurship Division, Academy of Management Annual Meeting, Denver CO, August 2002.

Text Reviewer, Formulation, Implementation, and Control of Competitive Strategy, by John A Pearce, II and Richard B. Robinson, Jr., Fourth Edition, Irwin, 1991.

Text Reviewer, The Strategic Management Process: A Choice Perspective, by John R. Montanari, Cyril P. Morgan, and Jeffrey S. Bracker, The Dryden Press, 1990.

Text Reviewer, Teaching Modules On Urban Mass Transit, West Virginia University August 1983.

Manuscript Reviewer, Social Issues, Legal Environment, and Government Track, Eastern Academy of Management Conference, Buffalo, NY. May 10-12, 1990.

Manuscript Reviewer, Annual National Conference of the Association for Human Resources Management and Organizational Behavior, Philadelphia, PA, October 31-November 4, 1987, session on Women in Management.

Manuscript Reviewer, Eastern Academy of Management, Boston, MA, May 14-15, 1987.

Manuscript Reviewer, Transportation Research Forum National Meetings, Washington, DC, August, 1983, Session on Transportation Labor.

Professional Workshops and Seminars Attended

Academy of Management Annual Meetings, 2000-2007

AACSB International Conference and Annual Meetings, 2000-2013.

AACSB Deans Meetings, 2000-2013

AACSB International Continuous Improvement Seminars, 2000-2005

Bi-annual Negotiation Teaching Workshop, Northwestern University, Chicago, IL, 2000, 2002, 2004, 2008, 2011.

Diversity Leadership Academy of the Delaware Valley sponsored by The American Institute for Managing Diversity, Malvern, PA, Fall 2004.

AACSB Learning from the Leaders Seminar, Denver, CO, September, 2004.

Frontiers of Negotiation Conference, Northwestern University, Chicago, May 2004.

Graduate Management Admissions Council (GMAC) MBA Leadership Conference, Amelia Island, FL, January 2002.

Council of Graduate Schools 41st Annual Meetings, San Diego, CA, December, 2001.

Penn State Executive Leadership Management Program, University Park, PA, October 2001.

“Changing Landscape of the Masters Degree,” Penn State workshop, University Park, PA, September 2001.

Association Memberships

AACSB Women Administrators in Management Education (WAME) (2000-present) Steering Committee 2005-2007

Academy of Management (1985-present)

American Society for Training and Development (ASTD) (1995-1999)

National Association of Female Executives (2003-present)

OD Network (1995-1999)

Professional Honors and Awards

Honors: Phi Beta Kappa, Indiana University (1974)

Beta Gamma Sigma, Indiana University (1977)

Delta Mu Delta, Governors State University (2011)

Indiana University Doctoral Fellowship (1977-79)

Service to the University

At Governors State University

Chair, Executive Director of Continuing Education Search, 2012-2013.

Chair, Associate Provost Search (2011)

Cochair, Facilities Subcommittee of PBAC (2010-2012). Appointed by the President to analyze, and make recommendations on University infrastructure to the President and Board of Trustees.

Co-lead negotiator, Administrative Negotiating Team for 2009-2013 UPI and GSU contract negotiations (2008-2010)

Team Leader, Advancement/Alumni Process Team for ERP redesign (2010). Part of multi-team project for selection and implementation of new university-wide ERP system. My team is responsible for seeing that the needs of the Advancement and Alumni functions are met in the system implementation.

Member, Enrollment Management Committee (2011-present)

Member, Search Committee for Vice President of Enrollment Management and Marketing (2011)

Member, Global Advisory Committee (2010-present)

Member, Search Committee for Director of Development (2009)

Member, Planning and Budget Advisory Council (PBAC) (2008-2010). Appointed by the President to advise her on University-wide planning and budget initiatives such as technology, continuous improvement, student recruitment and retention, and budget.

Member, Budget Subcommittee of PBAC (2008-2010). Appointed by the President to analyze, and make recommendations on tuition, fees and other revenue sources to the President and Board of Trustees.

Member, University Strategic Marketing Committee, (2008-present). Appointed by the President to draft RFP and select a vendor for a comprehensive marketing plan for the university.

At the Pennsylvania State University:

Chair, Penn State Great Valley Campus Executive Officer Search Committee, (2000). Appointed by the Dean of the Graduate School, Vice President for Research to chair the search for the new Campus Executive Officer and Associate Dean of Penn State Great Valley.

Member, Subcommittee on New Graduate Courses and Programs, (2003-2006). The Subcommittee is the first level of University-wide review for all new graduate courses and programs.

Member, Ad Hoc Committee on Professional Masters Degrees, (2004-2006). The Ad Hoc Committee sets policy and standards for professional master's

degrees at Penn State.

iMBA Executive Committee, (2001-2006). The Committee evaluates all academic and programmatic policies and issues with respect to the iMBA.

World Campus iMBA Development Team, (2000). MBA directors and faculty from four Penn State campuses developed an intercollegiate on-line MBA program.

At Penn State Great Valley School of Graduate Professional Studies:

Chair, Director of Professional and Continuing Education Search Committee, (2002). Appointed by the Campus Executive Officer to chair the search for a new Director of Professional Continuing Education.

Co-Chair, Marketing Committee, (1999-2005). Appointed by Campus Executive Officer to recommend marketing initiatives for the school.

Member, Penn State Great Valley Promotion and Tenure Committee, (2007-2008). Elected by colleagues to review promotion and tenure cases.

Member, Penn State Great Valley Faculty Affairs Committee, (2007-2008).

Member, Director of Marketing and Communications Search Committee, (2003). Appointed by the Campus Executive Officer to screen and interview candidates for a new Director of Marketing and Communications.

Member, AD-14 Committee for the Penn State Great Valley Division Head of Engineering, (2002). Appointed by the Campus Executive Officer to evaluate the effectiveness of the Engineering Division and the leadership and effectiveness of the Engineering Division Head.

Member, Penn State Great Valley Strategic Planning Committee, (2001-2002, 2004-2006). Appointed by the Campus Executive Officer to develop the School's 2002-2005 and 2005-2008 strategic plans.

Ad Hoc E-commerce Steering Committee, (1999-2000).

At University of Massachusetts Lowell:

Senator, University Faculty Senate, (1994-95). Elected to represent the Management Department in the University Faculty Senate.

College Coordinator for Arthur Andersen Business Ethics Program, (1992-95).

Chair, Ad Hoc MBA Committee, (1991-1992). Coordinated major revision of the MBA Program to conform to AACSB accreditation standards and the mission of the College of Management and University which focused on enhancing economic development in the industrial sector. Supervised and

coordinated the development of eight new integrated courses for the Advanced Core of the Program.

College of Management Graduate Programs Committee, Ex Officio as Graduate Programs Director, (1991-93), Chair (1990-1991). Member, (1989-1990). One of major standing committees in the College, it evaluates graduate curricula and program standards, and recommends modifications to COM faculty. As Program Director, initiated development of a 5-year BS/ MBA program in Accounting, and a Music Business MBA in conjunction with the College of Fine Arts.

Member, Ad Hoc Joint Engineering Doctorate Committee, (1989-1990). Participated in determination of role of Management faculty in Doctor of Engineering Program and revisions in curriculum for management component of Program.

Beta Gamma Sigma, (1988-1995). Founding President, (1988-1990). Worked to establish University of Lowell Chapter of the preeminent academic honor society for accredited schools of business. Advisor, Secretary-Treasurer, (1991-1993.)

Coordinator, Strategic Management Teaching Group, (1987-1993). Coordinated effort of six colleagues to satisfy reaccreditation requirements. Formulated core topic requirements for graduate and undergraduate Strategic Management courses. Initiated discussion of teaching methods, and led examination of other areas of mutual interest. Instrumental in recruitment process for new faculty candidates.