

Thomas James Norman, Ph.D.

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EDUCATION

UNIVERSITY OF MINNESOTA

Ph.D. in Human Resources and Industrial Relations, Carlson School of Management, April 2009
Dissertation Title: *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits*
Fields of Study: Organizational Behavior & Organization Theory and Labor Market Analysis
Graduate Certificate in Human Resource Development, January 2006
Graduate Certificate in Adult Education, August 2006
M.A. in Human Resources and Industrial Relations, Carlson School of Management, July 1998

HARVARD UNIVERSITY

B.A. in Social Studies, *cum laude*, June 1992
Thesis Title: *The Political and Economic Forces Driving NAFTA*

RESEARCH INTERESTS

Human Resources, Entrepreneurship, Management Education, Globalization, Outsourcing, Arbitration

TEACHING INTERESTS

Management, Entrepreneurship, Human Resources, Organization Theory, Organizational Behavior, Labor Relations

FELLOWSHIPS AND AWARDS

U.S. Department of State and USA Study Abroad CSU Bakersfield IDEAS Workshop Invited Speaker Stipend, 2020.
Mervyn M. Dymally African American Political and Economic Institute Research Grant in the amount of \$20,000 for *A Development Model to Guide Members of the African Diaspora to Build Education Capacity in their Home Countries*, 2017
CSU- Dominguez Hills, RSCA Interdisciplinary Grant in the amount of \$15,750 for *Using Functional Near Infrared Spectroscopy to Investigate Executive Functioning Across Disciplines*, 2015
First Year Preceptor, 2015
Outstanding Professor of the Year Award, 2014
Board Certificate of Excellence from the Southern California Regional Occupation Center, 2012
Center for International Business Education and Research (CIBER) Globalization Award, 2010
Sony Electronics Award for Innovative Teaching with Technology, 2010
Best Student Paper Award, Western Decision Sciences Institute, 2009
Scholarship of Teaching & Learning Grant, California State University-Dominguez Hills, 2008 & 2009
CSU- Dominguez Hills, RSCAAP Sally Casanova Research Grant, Summer 2008
CSU- Dominguez Hills, Center for Teaching Award for Use of Technology in Teaching, 2007
University of Minnesota's Human Resource Research Institute Research Grant, 2007
University of Minnesota's Graduate and Professional Student Association Travel Grant, 2006
International Performance Improvement Society Award for Process Improvement at Sun Microsystems Global Sales Organization, 2001

Institute for International Studies Award for study abroad in Spain, 1997
U.S. Department of Education, Foreign Language and Area Studies Award, 1997
Industrial Relations Center's Heneman Fellowship, 1996-1997
Employment Management Association Fellowship, 1996
Harvard University's Dorot Fellowship for research in Israel, 1991
Harvard University's Institute of Politics summer research stipend, 1990

CERTIFICATIONS

Senior Professional in Human Resources (PHR), Human Resource Certification Institute, 2012
Professional in Human Resources (PHR), Human Resource Certification Institute, 2008

ADMINISTRATIVE EXPERIENCE

Acting Associate Dean, *College of Business Administration and Public Policy (CBAPP), California State University- Dominguez Hills*, Carson, August 2012 to August 2013.

- Assisted with fundraising, grant writing and planning of the college's first Trading Laboratory and Classroom.
- Chair of CBAPP Strategic Planning Committee for AACSB application.
- Institutionalized the Department Scholars program across the college. This is a faculty nominated program for honors students willing to provide service to the college prior to graduation borrowing from a similar program at UCLA.
- Modernized CBAPP Advising Center introducing walk-in sessions, computerized call tracking and improvements to utilization of advising software.
- Led outreach efforts with LA Community College partners, including a campus event at LA Harbor College attended by faculty and alumni to increase enrollment of transfer students. College enrollment has increased the following two years.
- Expanded outreach efforts from Management to all areas of the college by building a strong relationship with the South Bay Entrepreneurship Center, initiating a relationship with SpaceX and expanding our relationship with AEG.
- Founded the Hospitality Technology Research Institute in 2012.
- Left the position to become a department chair and successfully led the search for a permanent Associate Dean.

Department Chair of Management and Marketing, *College of Business Administration and Public Policy, California State University- Dominguez Hills*, Carson.

Elected 2013-2015 for a two-year term. Summer Chair in 2016, 2018 and 2019.

- Led a department with four concentrations: Human Resource Management (195 seats) and Management (891 seats), Marketing (495 seats) and Sports, Entertainment and Hospitality Management (166 seats) with 25 instructors of whom 7 are tenured professors, 4 are tenure track professors and 1 full-time lecturer.
- Created schedules for regular academic year and summer and special sessions for department courses.
- Responsible for reviews of tenure-track faculty and reviewing and hiring temporary lecturers.
- Led successful searches for three new faculty members in marketing, management, and hospitality.
- American Marketing Association won campus Student Organization of the Year in 2013.
- Founded a new Society for the Advancement of Management chapter.

- HR curriculum approved as aligned with the SHRM HR Curriculum Guidelines.
- Created a CBAPP Student Research Day held January 2013 and 2014.
- Facilitated the revision of undergraduate and graduate master course outlines.
- Instituted major field test in capstone course MGT 490 for all BUS majors.
- Successfully petitioned student fee committee to add fee to capstone courses HRM 425 and MGT 490.
- Sponsored the creation of the department's first two lower-level general education courses in ethics and entrepreneurship.
- Re-instituted annual reviews and classroom visits of temporary faculty beginning Fall 2014.
- Began partnership with Google and Google Glass software developer, Sense Eye, in 2014 to create learning applications in the classroom for management and marketing courses.

Board of Directors Member, **California State University, Dominguez Hills Foundation**, Carson, 2020 to present.

- Member of the Audit Committee.

Los Angeles Region G2U Working Group "How to Get a Government Job" Co-Chair, **Volcker Alliance**, 2020 –to present.

- Developing a multi-university virtual job fair.

Faculty Chair of Applied Studies Degree Program Faculty Committee, *College of Business Administration and Public Policy*, **California State University- Dominguez Hills**, Carson. 2015 to present.

- Collaborated with two other faculty members from other colleges to review the assessment of the degree program.
- Updated the capstone course APS 490 based on feedback from peer-review report and work of the committee on improving assessment.
- Attempting to change the degree program name to Organizational Leadership Studies based on feedback from the peer review team report.

At-Large Representative for the **Academic Senate of California State University** Elected for 2019-2020.

- Attend five Intersegmental Committee of Academic Senate meetings annually to partner with UC and Community College academic leaders on issues on importance to the state.
- Lobby for the CSU system in Sacramento.
- Plan the Academic Conference for the CSU.

Secretary for the **Academic Senate of California State University**, Long Beach, Spring 2019.

- Served on the Faculty Innovation and Leadership Award committee which set the criteria and deciding the awardees for 2019.

Faculty Affairs Chairperson for the **Academic Senate of California State University**, Long Beach, Three terms July 2016 to June 2018 and July 2020 to present.

- Lead the Faculty Affairs Committee for the CSU Academic Senate focusing on these issues
 - Academic freedom
 - Tenure density
 - Employee background checks

- Member of the system-wide Senate Executive Committee who meets with Chancellor and staff at monthly meetings in the Chancellor's Office.

Founding Chairperson of the Advisory Board to the Innovation Incubator of **California State University, Dominguez Hills**, September 2017 to August 2019.

Vice Chairperson September 2019 to present.

Statewide Senator to the **Academic Senate of California State University**, Long Beach, May 2014 to present. Elected three times by the Faculty to represent my campus for the full three-year terms.

- This is the faculty senate for the nation's largest university system with 23 campuses.
- Duties include serving as a member of the campus Senate Executive Committee who meets with provost and president every other week and recommending system wide policies at monthly meetings in the Chancellor's Office.
- Chair of Faculty Affairs Committee for two years.
- Search Committee member for Chancellor's Office Vice Chancellor of Human Resources.
- Workplace Environment Taskforce member.

Commissioner to the **Commission on the Extended University for the California State University**, Long Beach, September 2015 to 2019.

- Innovation Award Committee Co-chair
- McAleer Award Committee Chair
- Administrative Committee Co-chair

Commissioner to the **Commission on Online Education for the California State University**, Long Beach, September 2015-2016.

TEACHING EXPERIENCE

Full Professor, **California State University- Dominguez Hills**, Carson, 2007 to present.

Granted tenure in the Department of Management and Marketing in 2013.

Courses developed and taught:

- HRM 313 *Human Resource Management* (undergraduate level) online & traditional delivery
- HRM 316 *Labor and Industrial Relations* (undergraduate level) online & traditional delivery
- HRM 321 *Compensation Systems* (undergraduate level)
- HRM 425 *Seminar in Strategic HRM* (undergraduate level)
- HRM 520 *Human Resources* (graduate level) online delivery
- HRM 521 *Compensation and Benefits* (graduate level) online delivery
- HRM 525 *Strategic HRM* (graduate level) online delivery
- MGT 310 *Management Theory* (undergraduate level) online & traditional delivery
- MGT 312 *Organization Behavior* (undergraduate level) online & traditional delivery
- MGT 495 *Managing in Eastern Europe* (undergraduate level) study abroad
- MGT 495 *Organizational Development* (undergraduate level) traditional delivery
- MGT 494 *Independent Study in Management* (supervise 1-2 students per semester)
- MGT 496 *Internship in Management* (supervise 2-5 students per semester)
- MGT 500 *Human Behavior in Organizations* (graduate level)
- BUS 496 *Internship in Business Administration* (supervise 8-12 students per semester)
- PUB 304 *Administration of Public Policy* (undergraduate level)

- SHRM Learning System (preparation for PHR and SPHR Certifications)

Adjunct Professor, **California State University- Long Beach**, Long Beach, 2008 to present.

Courses taught:

- HRM 652 *Seminar in HRM* (Traditional & Fully-Employed MBA Programs)
- HRM 360 *Organizational Behavior* (in Singapore)

Adjunct Professor, **Nehemia University** Pogradec, Albania, 2011, 2014 & 2017

Courses Taught:

- Staff Management and Organization
- Human Resource Management
- Entrepreneurship

Adjunct Professor, **Faculty of Integrated Studies with Practice (FASTIP)**

University "Aleksander Moisiu", Durres, Albania, 2010 & 2012

- Introduction to Human Resources (first cohort in the bank management program)

Instructor, **University of Minnesota**, Minneapolis, 2005 to 2006

- HRIR 3050 *Compensation: Theory and Practice* (undergraduate level)
 - Received letter of recognition from the Pan-Hellenic association for teaching.
- HRIR 3070 *Union Organizing and Labor Relations* (undergraduate level)
- CHEMBA *International Human Resource Management* (in Guangzhou, China with M. Zaidi)

WORK IN PROGRESS

- The Benefits of Augmented Reality in Employment Interviews
- Measuring the Ripple Effect of Workplace Aggression on Employee Engagement
- Tracking the Relationship between Faculty and Staff Engagement and Climate on Customer Satisfaction

STUDENT RESEARCH

- Gerquetta Jackson
 - Women of Color in the Workplace: Assessing the Effect on Mental Health from Stress and Anxiety
- Brandon Crow
 - Measuring the Ouch of Workplace Aggression
- Yosilin Caro
 - Measuring the Impact of Witnessing Workplace Aggression and Arousal Measured via a GSR device
- Darcinea Moore
 - Measuring the Impact of Witnessing Workplace Aggression Review of the Literature
 - Assessing the Needs of College Students Who Are Also Parents
 - Accepted into a Masters Program, 2019
- Sandra Cortez
 - Measuring the Impact of Witnessing Workplace Aggression on Heart Rate
- Eugene Cox
 - Measuring the Impact of Witnessing Workplace Aggression on the Pre-frontal

- Cortez Measured via fNIR
 - Using Augmented Reality in Employment Interviews
 - Accepted in University of Illinois, Champagne-Urbana PhD program, 2019
- Samantha Ortiz
 - Workplace Aggression Experiment
- Daniel Correa
 - Measuring the Impact of Witnessing Workplace on Measures of Anxiety and Stress
 - Staff Climate Survey and Customer Satisfaction
- Natalie Liberman (MBA student)
 - Admitted to Washington State's Management PhD program
 - American Psychological Association- Western Division Conference paper, 2016
 - Western Decision Sciences Institute paper, 2016
 - Student Research Day 1st place campus winner in Business, 2016
 - Student Research Day 2nd place campus winner in Business, 2017
- Jose Franco
 - Western Decision Sciences Institute paper, 2016
 - Student Research Day, 2016
 - CSUDH Report, 2015
- Faith Duyan
 - Western Decision Sciences Institute paper accepted, 2016
 - Student Research Day, 2016
 - CSUDH Report, 2015
- Daisy Franco
 - Student Research Day, 2016
- Jonathan Pedroza
 - Student Research Day, 2016
- Lindsey Knight
 - Western Decision Sciences Institute paper, 2015
- David Romberg
 - Student Research Day Poster Board, 2014
- Joseph Luevanos
 - Student Research Day Poster Board, 2014
- Efrain Carlin
 - Student Research Day Poster Board, 2014
- Rachel Zhang
 - Admitted to Columbia University, 2014
- Onyemaechi Dozie, 2014
- Kristen Cooper
 - Western Decision Sciences Institute paper, 2014
- Kristen Rider
 - Accepted to graduate school, 2012
- Jillian Hidalgo, 2011
- Kiryl Katushkin, 2010
 - Student Research Day 1st place campus winner
- Sara Vaccarella
 - Accepted to graduate school, 2009

PEER-REVIEWED JOURNAL ARTICLES

- “Consulting Higher Education in Africa: A Strategic Case Study” [with David Brice and James Katzenstein] *International Review of Entrepreneurship*, Vol. 17 (1), 2019.
- “TEACHING NOTE: Consulting Higher Education in Africa - A Strategic Case Study” with David Brice and James Katzenstein] *International Review of Entrepreneurship*, Vol. 17 (1), 2019.
- “Perceived Value of Interactive Digital Textbook and Adaptive Learning: Implications on Student Learning Effectiveness” [with Qin Sun and Yann Abdourazakou] *Journal of Education for Business*, Vol 93 (7), 2018. 323-331, DOI: 10.1080/08832323.2018.1493422.
- “LearnSmart, Adaptive Teaching, and Student Learning Effectiveness: An Empirical Investigation” [with Qin Sun and Yann Abdourazakou] *Journal of Education for Business*, Vol. 92 (1), ISSN 0883-2323, 2017.
 - Blind Peer-Reviewed. Research Gate Journal Impact Factor 0.41 in 2016.
- “Visiting Mexican Wineries: Can Education Lead to Appreciation?” [with Melissa St. James]. *Journal of Tourism Research*, Vol. 8, 2014.
 - Greek University Journal Peer-Reviewed, no reported Impact Factor
- “The Conventional Wisdom of Discharge Arbitration Outcomes and Remedies: Fact or Fiction” [with Mario Bognanno, Stephen Befort, Laura Cooper and Jonathan Booth]. *Cardozo Journal of Conflict Resolution*, Fall 2014.
 - Blind Peer-Reviewed. Ranked #7 for Civil Litigation and Dispute Resolution Journals in 2016 by Washington and Lee School of Law. Impact Factor Weight: 0.33.
- “Technology Outsourcing in Human Resource Activities in Hospitality” [with Natasa Christodoulidou and Marcus Rothenberger]. *Journal of Hospitality and Tourism Technology*, ISSN 1757-9880, Vol. 5 (1), 2014.
 - Blind Peer-Reviewed. Ranked #20 for Tourism, Leisure and Hospitality Management by Scimago Journal & Country Tank. Research Gate Journal Impact Factor 2.32 in 2016. 15 H Index.
- “Transferring Western Management Knowledge to China: Perceptions of Graduate from an American Executive MBA Program” [with Mahmood A. Zaidi]. *Frontiers of Business Research in China* translated into Chinese. ISSN 1673-7326, Vol. 7 (3), 2013.
 - Blind Peer-Reviewed. Research Gate Journal Impact Factor 0.63 in 2016. 7 H Index.
- “Training Ourselves While Serving Others: Improving Interviewing Skills through Service Learning” *Journal of Human Resource Education*, ISSN 1937-5891, 2012.
 - Blind Peer-Reviewed. Founded in 2007 and listed in Cabell's Directory of Publishing Opportunities in Management.
- “Human Resource Outsourcing and Organizational Effectiveness” *International Research Journal of Global Business Development*, ISSN 2166-0395, Fall 2012.
 - Blind Peer-Reviewed.

PEER-REVIEWED BOOK CHAPTERS

- “Outsourcing Human Resource Activities” in *Outsourcing and Offshoring of Business Activities* edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen Cambridge University Press in 2010.
- “Offshoring of IT and Business, Professional and Technical Services: The Recent Experience of the United States” [with Mahmood A. Zaidi]. in *Outsourcing and Offshoring of Business*

Activities edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen
Cambridge University Press in 2010.

BOOKS

- *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits*, 2010, Saarbrücken, Germany: LAP Lambert Academic Publishing.

OTHER PUBLICATIONS

- Revised the Connect online interactive assignments for the McGraw Hill textbook: *Management Leading and Collaborating in a Competitive World 12th edition* by Thomas S. Bateman and Scott A. Snell, 2016.
- Online Group Experiential Exercises for Cengage's Mindtap an online supplement used for *Principles of Management*, 12th edition textbook by Richard Daft, 2015.
- Online Group Role-Playing Activities for Cengage's Mindtap an online supplement used for *Principles of Management*, 12th edition textbook by Richard Daft, 2015.
- Online Group Experiential Exercises for Cengage's Mindtap an online supplement used for *Fundamentals of Management*, 11th edition by Ricky Griffin, 2015.
- Online Role-Playing Activities for Cengage's Mindtap an online supplement used for *Fundamentals of Management*, 11th edition by Ricky Griffin, 2015.
- Online Group Experiential Exercises and Role-Playing Activities for Cengage's Mindtap an online supplement used for *Effective Management*, 7th edition by Chuck Williams, 2015.
- "Transferring Western Management Knowledge to China" [with Mahmood A. Zaidi] *EMFD Global Focus*, Vol. 08 (1), 2014.
- "In the Trenches with Thomas J. Norman, Ph.D. Taking Students Deeper with Connect and LearnSmart" in *Principles of Management Newsletter for Educators*, January 2012, Vol. 4 (1).
- "Thought Leader Interview with Thomas J. Norman, Ph.D." in *Principles of Management Newsletter for Educators*, January 2012, Vol. 4 (1).
- "Five Tips for Teaching with McGraw Hill's Connect ® and LearnSmart Technologies" in *Principles of Management Monthly Newsletter for Educators*, January 2012, Vol. 4 (1).
- "Digital Course Solution Improves Student Success" case study based on my results using the Connect online tool teaching MGT 310. McGraw Hill Case Study, 2011.
- "A Decade Later: Revisiting Built to Last" in Juran Summit Proceedings. Published by Juran Center, August 2006.
- "Neighborhood Employment Network Affiliate and Minnesota Family Investment Program Performance Management Study" [with Mike Brinda], October 2005. Available online from the University of Minnesota's Center for Urban and Regional Affairs.
<http://www.cura.umn.edu/publications/NET.pdf>

PEER-REVIEWED CONFERENCE PAPER PRESENTATIONS- MANAGEMENT RESEARCH

- "Measuring the Ouch of Witnessed Workplace Aggression" [with Yosilin Caro] at the Western Decision Sciences Institute Annual Meeting, Portland, April 2020.
- "Google Glass: Analysis of Arousal on Recording Interviews [with Eugene Cox] at the Western Decision Sciences Institute Annual Meeting, Kauai, April 2018.
- "Enhancing Girls' Education in Uganda via Menstruation Management Social Entrepreneurship [with Juliet Akwango] at the Western Decision Sciences Institute Annual Meeting, Kauai, April 2018.
- "Faculty Climate, Gender and Student Outcomes" [with Daniel Correa] at the Western Decision

- Sciences Institute Annual Meeting, Kauai, April 2018.
- “A New Perspective on Workplace Aggression: Wages and Job Class” [with Samantha Ortiz] at the Western Decision Sciences Institute Annual Meeting, Kauai, April 2018.
 - “Workplace Aggression: The Ripple Effect on Group Productivity” [with Natalie Liberman] at the Industry Studies and Labor and Employment Relations Association Annual Meeting (Joint session), Minneapolis, May 2016.
 - “Being a Department Chair: Lessons in Leading Your Department” at the Western Decision Sciences Institute Annual Meeting, Napa, March 2014.
 - “Human Resource Outsourcing in the Hospitality Sector” [with Natasa Christodoulidou] at the European Decision Sciences Institute Annual Meeting, Istanbul, June 2012.
 - "Transferring Management Knowledge to a Transitional Economy: Lessons Learned from a U.S. - China Educational Alliance" at the Western Decision Sciences Institute Annual Meeting, April 2012.
 - “Executive MBA Expectations and Actual Outcomes in China: Lessons Learned” at the Academy of Management Annual Meeting, San Antonio, August 2011.
 - “Transferring Management Knowledge via an English EMBA Program: Lessons Learned from the First Graduates of a U.S. – China Partnership” at the International Decision Sciences Annual Meeting, Taipei, July 2011.
 - “Predicting Arbitration Awards for Discipline and Discharge Cases” at the Western Decision Sciences Annual Meeting, Portland, April 2011.
 - “Hospitality and Human Resource Outsourcing: What to source and what to keep in-house” Decision Sciences Annual Meeting, San Diego, November 2010.
 - “Outsourcing Human Resource Activities in the Hospitality Sector” at the Western Decision Sciences Annual Meeting, Lake Tahoe, April 2010.
 - “Measuring Human Resource Outsourcing and the Relationship with Employee Retention” at the Academy of Management Annual Meeting, Chicago, August 2009.
 - “Global Services Outsourcing in Three English Speaking Countries” at the Western Decision Sciences Annual Meeting, Kauai, April 2009.
 - “Human Resource Outsourcing: Measuring the Hidden Costs” at the Western Decision Sciences Annual Meeting, Kauai, April 2009.
 - “Human Resource Outsourcing: Prediction of Transaction Cost Economics versus Reality” at the Academy of Management Annual Meeting, Anaheim, August 2008.
 - “Human Resource Outsourcing and Employee Satisfaction and Retention” at the Conference on Offshoring & Outsourcing: The Organizational and Geographic Relocation of High Value Company Functions, SDA Bocconi School of Management, Milan, Italy, April 2008.
 - “Offshoring of IT Services: The Recent Experience of United States” at the Conference on Offshoring & Outsourcing: The Organizational and Geographic Relocation of High Value Company Functions, SDA Bocconi School of Management, Milan, Italy, April 2008.
 - “Outsourcing Human Resource Management: The Impact on Employee Satisfaction and Turnover” at the Western Decision Sciences Annual Meeting, San Diego, March 2008.
 - "Global Outsourcing of Services: A panel data exploration of North American trade" at the Academy of Management Annual Meeting, Atlanta, August 2006.
 - "Global Services, Outsourcing in North America: Determinants of Offshoring Locations and the Impact of U.S. and Canadian Labor Markets" at the Western Economic Association International Annual Meeting, San Diego, July 2006.
 - "Global Outsourcing of Services" at the Academy of International Business Annual Meeting, Beijing, June 2006.

- "Global Outsourcing: Comparing the British and the U.S. Experiences" presented at the Labor and Employment Relations Association Annual Meeting, Boston, January 2006.
- "Determinants of U.S. Offshoring in the Services Sector" at the Global, Business and Technology Association Annual Meeting, Lisbon, Portugal, July 2005.
- "Comparative Analysis of Offshoring by Firms in Selected Countries." at International Employment Relations Association Annual Meeting in Aalborg, Denmark, June 2005.

PEER-REVIEWED CONFERENCE PAPER PRESENTATIONS- SCHOLARSHIP OF TEACHING

- "Using OER to Teach Human Resource Management" at the 14th Annual Open Education Conference in Anaheim, October 2017.
- "Bringing the Real World into Your Course" at the Western Decision Sciences Institute Annual Meeting, Las Vegas, April 2016.
- "Understanding Students' Class Modality Preferences" [with Faith Duyan and Jose Franco] at the Western Decision Sciences Institute Annual Meeting, Las Vegas, April 2016.
- "Using Wearables in the Classroom" at the Western Decision Sciences Institute Annual Meeting, Maui, April 2015.
- "Team Teaching in China" [with Mahmood Zaidi] presented at the Midwest Academy of Management, Minneapolis, October 4, 2014.
- "Cal State Online Initiative: The Impact for the MBA Program at California State University" [with Natasa Christodoulidou, Burhan Yavas, and Meng Zhao] at the Western Decision Sciences Institute Annual Meeting, Long Beach, March 2013.
- "Keeping It Real: Getting Students to Apply What They Learn Outside the Classroom" presented at the International Society for Teaching and Learning Annual Meeting, San Diego, October 2011.
- "Getting Students to Practice What We Teach in the Real World" presented at the 14th CSU Regional Symposium on University Teaching, California State University- Channel Islands, April 2011.
- "Encouraging Student Application of Content Outside the Classroom" poster session at the 14th CSU Regional Symposium on University Teaching, California State University- Channel Islands, April 2011.
- "Comparing Online and In-Class Assessment in an Upper Level Management Course" presented at the Western Decision Sciences Annual Meeting, Portland, April 2011.
- "Student Perspectives on Online Delivery: Time Saved or Time Wasted?" presented at the Decision Sciences Annual Meeting, San Diego, November 2010.
- "Learning Management Skills While Giving Back" presented at the 13th CSU Regional Symposium on University Teaching, California State University- San Bernardino, April 2010.
- "Using Menus to Build Student Engagement" presented at the Western Decision Sciences Annual Meeting, Lake Tahoe, April 2010.
- "Successfully Teaching Large Online Classes: Who, What, Why and How?" [with Cynthia Ozeki and Kimberly Perttula] presented at the 12th CSU Regional Symposium on University Teaching, California Polytechnic- San Luis Obispo.
- "Student Engagement Strategies in Online Programs" [with Natasa Christodoulidou and Melissa St. James] at the Western Decision Sciences Annual Meeting, Kauai, April 2009.
- "Engaging Students with Menus in Management Classes" presented at the 11th CSU Regional Symposium on University Teaching, California Polytechnic- Pomona, April 2008.
- "Two Tools for Engaging Student Learning: Using Experiments and Menus in HRIR Classes" presented at the Fifth Annual Innovative Teaching in HRIR Conference, University of

Minnesota, Minneapolis, April 2008.

INVITED PANELS

- **Specialized Summer Abroad Programs** at the U.S. Department of State and USA Study Abroad IDEAS Workshop, California State University, Bakersfield, January 2020.
- **Active Learning and Flipping the Classroom** at the “Innovative Teaching Symposium” at California State University, Dominguez Hills, March 2017.
- **Integrating Affordable Learning Solutions into the Human Resource Curriculum** at the “Innovative Teaching Symposium” at California State University, Dominguez Hills, October 2015.
- **Building Your Research Lab & Funding Your Research** at the “New Faculty Success Series” at California State University, Dominguez Hills, October 2015.
- **Learner Analytics and the “Big Data” Promise for Course & Program Assessment** at the "Day in May" at San Diego State University, May 2012.
- **"PANEL: E-textbooks: *Publishing revolution, evolution, or devolution?*"** at the Southern California Technology in Education Conference at California State University- Dominguez Hills, April 2012.
- **PANEL: Learner Analytics & Assessment: *Formative, Summative, and Prescriptive*"** at the Southern California Technology in Education Conference at California State University- Dominguez Hills, April 2012.

PAID CONSULTING

- **Millennials in the Workplace Workshop** Administration and Finance Division at California State University- Dominguez, 2017
- **Finding Your Strengths Workshop** Administration and Finance Division at California State University- Dominguez, 2017
- **Vision and Goal Setting Workshop** Administration and Finance Division at California State University- Dominguez, 2017

INVITED PAID LECTURES

- December 17, 2019 Shandong Publishing Group
 - Intellectual Property Protection in the Development of Digital Publishing
- December 16, 2019 National Statistics Bureau, PRC
 - American Think Tanks
- December 13, 2019 Vietnam Ministry of Industry and Trade
 - Global Trade Defenses of U.S. Firms Consequences and Experiences “The Trump Effect”
- December 2, 2019 Anhui Medicine Clinical Comprehensive Overview
 - Overview of U.S. Healthcare and Medicine Systems
- November 27, 2019 Shaanxi Provincial Committee Organization Department Leading Cadres
 - U.S. Innovation System
- November 11, 2019 Financial Analysis and Auditing for Chinese Tobacco Industry
 - Learning Global Financial Shared Services
- November 4, 2019 Higher Education and Cultural Creative Industry Training Program
 - Cultivation of Creative Ability and Practical Ability of Cultural and Creative Majors
- October 28 & 31, 2019 Teaching Material Construction and Innovation-Publishing Reform and Content Innovation

- Education and Learning Innovation
- American Textbook Content Development
- October 30, 2019 Hangzhou Advanced Manufacturing and Modern Service
 - Famous Manufacturing Businesses: The Mechanism of Personnel Cultivation
- October 14, 2019 Taiyuan Polytechnic
 - Course Development and Teaching Online for US Universities
- June 4, 2019 Jiangsu Wuxi Rural Commercial Bank
 - Risk Management of Loan and Bad Assets
- March 22, 2019 Zhejiang Vocational English Program
 - Online Education of Vocational and Community Colleges
- March 26, 2018 Anhui Province, Guarantee Group
 - Banking and Securities Channels Trends and Strategies
- March 5, 2018 Occupational Education Group from Xian, Hangzhou and Zhejiang
 - Overview of U.S. Occupational Education, Curriculum and Career Development
- December 4, 2017 Fujian Credit Union
 - Financial Risk Prevention: An Examination of the Subprime Crisis's Effect on Credit Unions
- December 1, 2017 Anhui Cultural Group
 - Fostering and Developing Innovative Cultural Industries
- September 22, 2017 Vietnam Ministry of Industry and Trade Delegation
 - Issues in the practice of using defenses of typical US firms, consequences and experience for Asia & Vietnam "The Trump Effect"
 - Issues in U.S. Decision-making Mechanisms for Anti-Dumping and Countervailing Measures - Possible Change and Impact on Developing Countries
- September 18, 2017 Shenzhen HR & Social Security Delegation
 - Introduction to U.S. Civil Service Systems and Evaluations
- September 12, 2017 Henan Training in Logistics and Transportation Delegation
 - Current and Future Development of U.S. International Trade
- September 11 & 19 2017 Shanxi Foreign Affairs Office Delegation
 - The planning, Organization and Operation Mechanism of International Forums
 - Marketing & Strategy for Promoting New Energy Investment in Coal Country
- August 8, 10 & 11 2017 Nanjing Polytechnic Institute Delegation
 - Introduction to the U.S. Higher Education and Vocational Education Systems
 - U.S. Cybersecurity Market- The History of Silicon Valley and the IT Industry
 - Curriculum Evaluation Using Quality Control Techniques
- August 2 & 4 2017 Jiangsu Vocational & IT Curriculum Development Delegation
 - Classroom Audit: Overview of U.S. Educational System and Vocational Education
 - Curriculum Evaluation Using Quality Control Techniques
- August 2, 3 & 4 2017 Chaohu University, Anhui Delegation
 - Classroom Audit: Overview of U.S. Educational System and Vocational Education
 - U.S. Cybersecurity Market- The History of Silicon Valley and the IT Industry
 - Curriculum Evaluation Using Quality Control Techniques
- July 5, 6 & 11, 2017 Shanghai Commercial Accounting School's Training Program Delegation
 - U.S. Cybersecurity Market- The History of Silicon Valley and the IT Industry
 - Faculty Development and Personnel Management
 - The U.S. Cybersecurity Talent Training Program/ Information Security
- June 19, 2017 Guanxi Geological Database Training Delegation

- U.S. Government Structure and U.S. Geologic Department Overview
- January 14-15, 2016 National Training Vocational Technical Colleges Administrators and Teachers Training Program
 - Teachers and Faculty Management/Teachers Training and Evaluations/Teachers Rights and Duties
 - Current Labor Market Analysis for Vocational and Community College
 - Information Technology Application in Curriculum Design and Online Education
- January 12-13, 2016 Changi State Agricultural Delegation
 - Sustainable Agricultural Management
 - Environment Pollution and Possible Solutions
 - Renewable Resources: Trends and Technology in Forestry
- December 7 & 8, 2015 Yunnan Agricultural University
 - Internationalization of Higher Education
 - How to Manage International Joint Education Programs (Academic and Human Resources)
- November 13 & 14, 2015 Anhui Government Training
 - Technology Innovation Characteristics, Management, Innovation and Innovation Clusters
 - Financial Innovation to Improve Industry Support
 - Secret History of Silicon Valley
- November 9, 16 & 18 2015 Hunan Vocational Training Administrators and Teachers Training Program
 - Introduction to U.S. Higher Education
 - Curriculum Evaluation Using Quality Techniques
 - Current Labor Market Analysis for Vocational and Community Colleges
- October 26, 2015 Hebei Training Program
 - Technology Innovation and Characteristics, Management and Analysis & Innovative Industrial Clusters Research
- October 19 & 26, 2015 Wuhan Public Culture Service Projects Management
 - Government Agencies Audits and Performance Evaluation of Public Cultural Organizations
 - Media and Public Cultural Projects
- September 18 & 25, 2015 Vietnam Ministry of Natural Resources and Environmental Protection
 - Compensation of Scientists at the EPA
 - Training Facilities and Programs for Future Scientists
- September 14, 2015 Leshan Vocational and Technical Colleges Administrators and Teachers Training Program
 - Introduction to U.S. Higher Education and Vocational Education Systems
 - Overview of American Community Colleges: Their Role and Mission in Vocational Education
- September 10, 2015 Highway and Public Transportation Officials from China
 - The U.S. Economy and the Future
- August 27 & 28, 2015 Chongqing University of Arts and Sciences Teaching Methodology and Classroom Management Training Program
 - Teaching Skills and Effective Classroom Management
 - Teacher Evaluations and Classroom Management Techniques

- August 17, 2015 Chengdu Municipal Department Training Program
 - U.S. Model for Community and Social Management
 - Innovative Community Services and Programs
- August 13 & 14, 2015 Vietnam Central Committee of Public Services and Human Resources
 - HR Management for U.S. Government
 - Leading versus Managing: New Models for Developing Leadership in the Public Sector
- July 30- August 3, 2015 Beijing Administrators and Teachers Training Program
 - Introduction to U.S. Higher Education and Vocational Education Systems
 - Teachers and Faculty Management/ Training and Evaluation, Rights and Duties
- July 16, 2015 Qingdao Vocational and Technical College
 - Teachers Training, Evaluation, Rights and Duties for Vocational Colleges.
- June 10 & 11, 2015 Jiangsu Grain Bureau Training Program
 - General Overview of International Trade and Market Development of Grain Products
 - U.S. Government Policy towards Grain Distribution and Administration
- April 14, 2015 Shanghai Ding Pei American Business Training
 - Business Management Case Studies
- March 9 & 10, 2015 Nanjing Civil Servant Performance Evaluation and Management
 - Performance Evaluation and Management
 - Labor Relations and Civil Servants
- January 26-27, 2015 He'nan Department of Science and Technology
 - Innovation in the U.S. and the Development of Silicon Valley
 - Allocation of Resources and Funding for the U.S. Technology Market
- January 20-23, 2015 Jiangsu HR and Social Security Delegation
 - Human Resources and Performance Management
 - Introduction to the Evaluation System for U.S. Civil Servants
- January 22-27, 2015 Vocational and Technical Colleges Architecture, Construction and Finance Program (Chinese officials)
 - Teacher and Faculty Management
 - Teaching Skills for Vocational and Technical Colleges
- January 13, 2015 SASAC
 - American Economy Today and Tomorrow and Relations with China
- January 12, 2015 Liaoning Province State Assets Department
 - Innovation and Technology Development
 - Human Resource and Talent Development
- December 15, 2014 Shanxi Legislative Affairs
 - Government Administration and Supervision
- December 8-9, 2014 Jiangsu Culture Institute
 - Government Performance Management
 - Social Administration and Urbanization
- November 10, 2014 Henan University of Technology
 - University Management: Industry-Government-University Relationships
- October 23-24, 2014 Jiangsu Province Population Control & Family Planning Commission
 - The Social Security System in the U.S.
 - The U.S. Economy and Population Growth
- October 21, 2014 Department of Civil Affairs of Hubei Province (15 officials)
 - Human Resource Development for Non Profit Organizations
- October 7, 2014 Shandong Province (18 Directors and Deputy Directors)

- Public Budgeting
- September 29, 2014 Viesto Petro Group (6 officials)
 - Overview of the U.S. Economy
- September 9, 2014 Hubei Province Anticorruption Training Program (16 officials)
 - U.S. Government Personnel & Supervision
 - U.S. Government Training in Ethics, Ombudsman
- August 13-14, 2014 Visiting Chinese Vocational Education Management Training Program (46 teachers and officials)
 - Outreach and Collaboration between Academics and Industry
 - Teaching Skills and Effective Classroom Management
- February 24-25, and March 12 & 24 2014 State-Owned Assets Supervision and Administration Commission of Shandong Provincial Government's Fortune 500 Program (20 Chairs and Directors)
 - Opening Ceremony and Overview of the U.S. Economy
 - Global Corporate Management: Evaluation, Performance and Structure
 - Innovations in Business Strategies and Corporate Structures
 - Leadership Development
- December 2013 for the Institute for Finance and Administration, Ho Chi Minh City, Vietnam
 - Leadership (5 lectures)
 - Human Resource Management (5 lectures)
- December 2013 Nha Trang, Vietnam
 - Career Strategies
- July 31 and August 14-15 Vocational Education Management Training Program
 - U.S. Educational Administration and Management
 - Measuring Learning Outcomes
 - Shifting to Online Learning and Teaching
 - Accreditation
 - Industry Outreach
- July 31 & August 3, 2012 Senior Government Officials of Jilin Province Human Resource Development
 - Human Resource Management
 - Human Resource Innovation
- May 31 & June 7, 2012 Jiangsu Province Industry and Commerce
 - Leadership in Management
 - Trade and Economic Development
- April 27, 2012 Research Institute of Tsinghua University
 - Human Resource Management
- March 29, 2012, Lianyungang Supervision Bureau, Jiangsu Province Training Group
 - U.S. Civil Service, Recruitment, Examination, Promotion & Incentives
- March 6, 2012, Sinopec Non-Oil Executives (c-stores)
 - U.S. Economy & Gas Industries
- March 5, 2012 Hubei Province Human Resource Department Training Program
 - U.S. Human Resources & Talent Development
- February 16 & 17, 2012 Qingdao Chamber of Commerce
 - U. S. Business and Economic Development
 - Talent and Human Resource Development
- December 21, 2011 Shanghai Municipal Commission of Commerce

- Human Resource Development and Outsourcing
- Outsourcing IT
- December 8, 2011 Harbin Delegation for Training on Strategy of Culture Industry Cultivation and Development
 - U.S. Culture Industries Investment and Development
- November 29, 2011 Jilin Provincial Government Development
 - Corporate Fraud and Ethics Issues
- November 9, 2011 State-owned Assets Supervision and Administration of Liaoning Provincial Government Program
 - Human Resource Development in China
- October 26, 28 & November 28, 2011 Shandong State Asset Management Advanced Training Program
 - Human Resource Issues: Assessment
 - Human Resource Issues- Recruitment
 - American Economy and China Development
- October 14, 2011 CSR CORPORATION, People's Republic of China Business Executives Training Program
 - Today's Global & U.S. Economy and its Challenges
 - U.S. Technology and Innovation Development
- September 21, 2011 Jiangsu Province – Tsinghua University Branch Economic Development & Business Commerce Training Program
 - U.S. Business System and Financial Market Overview
- September 12-13, 2011 Fujian Province Tobacco Company Human Resources and Talent Development Program
 - U.S. Economy- Recent Developments
 - Human Resource Management
 - Tobacco Industry and Risk Management
- August 29-30, 2011, Hubei Province Tobacco Industry Finance and Accounting Department
 - U.S. Economy- Recent Developments
 - Tobacco Industry and Risk Management
- August 25 & 29 2011, Jingjiang City Jiangsu Province Public Administration Training - Group of Mayors, Vice Mayors and City Manager
 - U.S. Economy- Recent Developments
 - Management Innovations for Delivering Government Services
- August 18, 2011, Changzhou City Officials
 - U.S. Economy
- August 8 & 10, 2011, Guangzhou Railway Institute
 - U.S. Educational System
 - U.S. Higher Education
- August 8, 2011, Jiangjing City Higher Education Delegation
 - Strategic Management in Higher Education
- July 26 & 29, 2011, Chong Qing University of Technology Finance and Accounting Department
 - U.S. Financial Markets and the Economy
 - Structure of a U.S. College of Business and Lessons Learned from a Chinese EMBA Program
- July 25, 2011 Jiangsu Province Credit Union and Banking Program

- U.S. Financial Environment 2011
- Risk Management for Commercial Banking
- July 22, 2011 Tianjin EMBA
 - Business Management and Leadership
- June 8, 2011 Jiangsu Province Bureau of Statistics Training Program
 - Statistics Management for Decision Making
 - Integrated Public Use Microdata Series
- June 16, 2011 Tianjin EMBA Leadership
- April 22 & 25, 2011 Jilin Senior Government Official Human Resource Development
 - U.S. Human Resource Policies
 - HR Recruiting Strategies
- March 30 & April 1, 2011 Research Institute of Tsinghua University, Shenzhen & Training School of Jiangsu Digital Information Park
 - Human Resource Management
 - Entrepreneurship and Innovation
- January 11, 2011 National Development and Reform Commission of China
 - NAFTA
 - Challenges for China's Human Resource Development
- December 2, 2010 Harbin
 - U.S. Technology and Innovation
- November 9 & 10, 2010 Changzhou City, Zhonglou District Public Administration
 - U.S. Technology and Innovation
 - Economic Development and Business Incubators
- October 22, 2010 Qingdao City, Shandong Province
 - Challenges for China's Human Resource Development
- October 11, 2010 Changzhou City Business Administration and Strategic Planning
 - International Human Resources
- September 8, 2010 Lianyungang, Jiangsu Province Human Resource Development and Port Construction
 - International HR, Labor Relations and Compensation
- November 30, 2009 Shandong Province City Officials and Business Leaders
 - Human Resource Management

SCHOLARLY SERVICE

Textbook reviewer for McGraw Hill, Pearson, Sage, Wiley and Cengage.

Management Educator Learning Community sponsored by McGraw Hill

- Founding member: 2011- present

Journal of Hospitality and Tourism Technology

- Reviewer: 2018-2020

Journal of Business Research

- Reviewer 2019-2020

Computers in Human Behavior

- Reviewer: 2016-2018

Personnel Review

- Reviewer: 2013-2017

Journal of Human Resource Management

- Reviewer: 2010, 2011

Western Decision Sciences Institute

- Session Chair: Student Session April 2012, Innovative Education April 2011, Student Papers April 2010
- Reviewer: 2009 - 2011, 2012

Decision Sciences Institute

- Session Chair: Hospitality Management, November 2010

International Decision Sciences Institute

- Human Resources Track Chair: July 2011
- Reviewer: 2011

Academy of Management

- Reviewer: 2007- 2010, 2015

Academy of International Business

- Reviewer: 2007 - 2010

Academy of Human Resource Development

- Reviewer: 2011

UNIVERSITY SERVICE

Faculty Mentor for the **George Marsh Applied Cognitive Laboratory, California State University- Dominguez Hills**, 2015-present.

- o Mentor two to five students per year. One McNair scholar, one Chancellor's Doctoral Incentive awardee and one Presidential scholar.

Elected Vice Chairperson of the Advisory Board for the Innovation Incubator, **California State University- Dominguez Hills**, 2019 – 2020.

Elected Representative to University Assessment of Student Learning Committee, **California State University- Dominguez Hills**, 2019-2020.

Search Committee for Director of Purchasing, **California State University- Dominguez Hills**, 2019-2020.

Search Committee for Vice President of Administration and Finance, **California State University- Dominguez Hills**, 2019-2020.

Search Committee for Chief of Staff **California State University- Dominguez Hills**, 2018-2019. Successfully recruited Deborah Roberson-Simms.

Search Committee for Associate Vice President of University Effectiveness, Planning and Analytics, **California State University- Dominguez Hills**, 2017-2018. Successfully recruited Alana Olschwang.

Search Committee for Vice Chancellor of Human Resources, **California State University Chancellor's Office**, 2016-2017. Successfully recruited Melissa Bard from East Carolina University.

Elected to serve as one of two Statewide Senators to a three-year term (twice), **California State University- Dominguez Hills** 2014-2017 and 2017-2020.

Appointed Founding Chairperson of the Advisory Board for the Innovation Incubator, **California State University- Dominguez Hills**, 2017 – 2019.

Mentor for the Innovation Incubator, **California State University- Dominguez Hills**, 2017 –present.

Appointed to the Business and Industry Incubator Task Force, **California State University- Dominguez Hills**, 2015-2016.

Faculty Learning Community Co-Chair “Flipping the Classroom” at **California State University- Dominguez Hills** (with Dana Belu) Spring 2017.

Elected Faculty Representative to the University Planning Council, **California State University- Dominguez Hills**, 2012-2015.

- Developed a new 6 Year Strategic Plan for newly appointed President Hagen.

Member of the University Faculty Policy Committee, **California State University- Dominguez Hills** 2014-2015.

Member of the Internationalization Task Force, **California State University- Dominguez Hills**, 2013-2015.

Member of the Education Advisory Board- Student Success Collaborative, **California State University- Dominguez Hills**, 2014-2015.

Member of the University Educational Policy Committee, **California State University- Dominguez Hills** 2013-2014.

Member of the Executive Committee of the Academic Senate, **California State University- Dominguez Hills**, 2010-2012 and 2104 to present.

Member of the University Educational Policy Committee, **California State University- Dominguez Hills** 2013-2014.

Search Committee for Associate Dean of the College of Business Administration and Public Policy, **California State University- Dominguez Hills**, 2012-2013. Successfully recruited Dr. Leong from UNLV.

Chair of the Faculty Policy Committee of the Academic Senate, **California State University- Dominguez Hills**, 2010-2011 & 2011-2012.

Search Committee for Assistant to the Dean of the College of Business Administration and Public Policy, **California State University- Dominguez Hills**, 2011-2012. Successful search.

Search Committee for Dean of the College of Business Administration and Public Policy, **California State University- Dominguez Hills**, 2010-2011. Failed search.

Search Committee for University Vice President of Human Resources, **California State University-**

Dominguez Hills, 2010. Successful search.

Search Committee for Two Full-time Lecturers for Management and Marketing Department, **California State University- Dominguez Hills**, 2008. Successful search.

Faculty Advisor of Student PIHRA and SHRM Chapter, **California State University- Dominguez Hills**, 2007 – present.

Course Coordinator for MGT 310 “Management Theory” HRM 313 “Human Resource Management”, HRM 316 “Labor and Industrial Relations”, HRM 321 “Designing Compensation Systems and Incentive Plans”, HRM 425 “Strategic HRM”, HRM 520 “Essentials of HRM”, HRM 521 “Compensation and Benefits” and HRM 525 “Strategic Human Resource Management”.

Faculty Rights Committee, **California Faculty Association, California State University- Dominguez Hills Chapter (Faculty Union)**, 2008 – 2011.

COMMUNITY SERVICE

- San Pedro Site Based Management Board Member, elected to the 2019-2020 term.
- Rotary International Member, 2019- present.
- Holy Trinity School- Advisory Board Member, 2013- present.
- South Bay Entrepreneurial Center- Advisory Board Member, 2011- 2014.
- Lead a volunteer effort for Southern California Regional Occupational Center providing several dozen interviewers to conduct mock interviews for students completing a high school diploma or similar credential. Presented an Award of Recognition Spring 2012.
- Interviewer for Harvard College for South Bay students, 2007- present.

RELEVANT MANAGEMENT EXPERIENCE

Chair of the Board/Executive Director, **Soft Center Duluth, Inc.**, Duluth, MN, 2003 to 2005

- Guided a nonprofit in the attraction and retention of technology companies to the region by coordinating the activities of regional academic, business and government leaders.
- Collaborated with University of Minnesota- Duluth to transfer management of high quality office space from the Soft Center and City to Duluth and recommended dissolution of Soft Center’s Executive Director position and salary to save public funds.
- Founded the e-City Duluth effort which created free wireless internet zones in Duluth.

Business Banking Manager/Vice President, **Wells Fargo, Inc.**, Virginia, MN, 2001 to 2002

- Managed the Northern Minnesota Wells Fargo Business Banking offices with branches in Virginia, Eveleth, Hoyt Lakes and Ely.
- Led a team of six business bankers and associates in a region consisting of 608 customers with loans of \$21 million and deposits of \$22 million to increase loans, deposits and insurance exceeding annual target.
- Re-engineered sales and loan documentation processes to double available selling time.

Program Manager, **Sun Microsystems, Inc.**, Palo Alto, CA, 1998 to 2001

- Recommended changes to the Global Sales Organization’s compensation program winning an International Performance Improvement Society Award for Process Improvement in 2001.

- Redesigned Sun's employee survey program to better retain employees and customers.
- Key member of team that re-engineered the Human Resources function globally.
- Managed Sun's New Hire curriculum and training of recently acquired employees.
- Worked on development of managers and executives as a member of Sun Microsystems Inc. Leadership Institute (SMILI).

Compensation Analyst, **Cargill**, Minnetonka, MN, 1997 to 1998

- Led design of a compensation plan approved by the Board of Directors that retained Cargill's top five executives after the retirement of the CEO.

Business Banker, **US Bancorp, Inc.**, Duluth, MN, 1994 to 1997

- Provided credit analysis and commercial loan portfolio consisting of businesses in a wide range of industries ranging from an electric utility, oil and gas companies, hotels and shopping centers.
- Assisted lead banker with relationship management, including collateral calls and selling related services.

Sales Manager, **Procter & Gamble, Inc.**, Bloomington, MN, 1992-1993

- Managed integration of two newly acquired companies (Noxell and Max Factor) with existing brand to market three major cosmetic brands (Cover Girl, Max Factor and Clarion) in the Minnesota market.
- Developed marketing campaigns with the region's grocery and drug store chains and executed plans at top three retailers (Walmart, K-Mart and Target).
- Recognized with the Chairman's award for increasing sales by 82% in first year.

PROFESSIONAL DEVELOPMENT

AACSB

- Continuous Improvement Review Seminar, San Francisco, February, 2014.
- Associate Dean's Conference, Phoenix, November, 2014.

Quality Matters Certificates for Online Teaching

- Improving Your Online Course, August, 2014.
- Teaching Online- An Introduction to Online Delivery, August, 2014.

REFERENCES

Dr. Joseph Wen, Dean, **California State University, Dominguez Hills**, jwen@csudh.edu.

Dr. Ellen Jun, President, **California State University, Stanislaus**, president@csustan.edu.

Dr. Willie Hagan, Past President, **California State University, Dominguez Hills**, whagan@csudh.edu.

Ms. Lee Broussard, Faculty Support, **California State University, Dominguez Hills**, lbroussard@csudh.edu.

Dr. David Hoopes, Professor of Management, **California State University, Dominguez Hills**

dhoopes@csudh.edu.

Dr. Mahmood A. Zaidi, Professor Emeritus, Carlson School of Management, **University of Minnesota, Twin Cities**, mzaidi@umn.edu.