

SCOTT R. SAFRANSKI
Vita, January 2011

ADDRESS AND TELEPHONE

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EDUCATION

Indiana University, Ph.D. in Business (1983)
Major: International Business
Minor: Management and Administration
Tool Subject: Business Economics
Dissertation: "The Role of Religious Organizations in the Economic and
Political Environments of International Business: An Evaluation Using a
Resource Dependence Approach." Research Advisor: Richard N. Farmer
University of Wisconsin-Eau Claire, MBA (1979)
University of Wisconsin-Eau Claire, BA in History and Geography (1973)
University of Wisconsin-Sheboygan County, Associate in Arts (1972)

POST-DOCTORAL TRAINING

AACSB Outcomes Assessment Seminar, Memphis State University, Memphis,
Tennessee, September 2004
Master Teacher Program, J. Mack Robinson College of Business, Georgia State
University, Atlanta, Georgia, May 9 to 13, 2000
AACSB Outcomes Assessment Seminar; Nashville, Tennessee; March 1998
Faculty Development in International Human Resource Management Program
(FDIHR) at the Center for International Business Education and Research
(CIBER); University of Colorado at Denver; June 2 to 6, 1997
AACSB Department Chairs Seminar; Nashville, Tennessee;
February 29 to March 2, 1996

Academy of Management-International Management Division Junior Faculty
Research Workshop; New Orleans, Louisiana; August 1987

AACSB Advanced Information Systems Faculty Development Institute; Indiana
University; July 1987

AACSB Information Systems Faculty Development Institute, University of
Minnesota; July 7 to August 10, 1985

AACSB Workshop on Teaching International Courses; The Wharton School,
University of Pennsylvania; July 1983

AWARDS AND DISTINCTIONS

Recipient of the 1999 Saint Louis University Graduate Student Association
Mentorship Award

Recipient of Fellowship to the Faculty Development in International Human
Resource Management Program; Denver, Colorado; June 2 to 6, 1997

Beaumont Fellowships for Studies in International Comparative Management;
spring 1983 and summer 1987

Bassett Award for outstanding paper in International Business at Indiana
University; spring 1981

Finalist, Fifth Student Conference on International Business Paper Competition;
World Trade Club; Chicago, Illinois; spring 1980

PROFESSIONAL RECORD

Administrative Appointments

Associate Dean (Administration), John Cook School of Business, Saint Louis
University, July 2006 to present

- Responsible for John Cook School AACSB accreditation process, assessment of student learning, career resources, course scheduling, building and space. Manage the school's strategic planning. Assist the dean with finance and budget planning and administration and with marketing initiatives. Past duties have involved chairing the faculty development committee and responsibility for the school's technology infrastructure and web page (these duties were assigned to other faculty/administrators in a Deans' office reorganization in 2008).

Director of Assessment and Internal Research, John Cook School of Business, Saint Louis University, January 2004 to June 2006 (subsequently part of my duties as Associate Dean—see above)

- Responsible for development and direction/oversight of the student learning outcomes assessment program of the John Cook School of Business. Also oversee the completion of the annual AACSB survey and other data collection as required (e.g., Business Week, U.S. News & World Report).

Chairperson, Department of Management, John Cook School of Business, Saint Louis University, July 1994 to June 2002 (set up new department); July 2003 to June 2006

- Responsibilities included oversight of department budget and curriculum, faculty development, evaluation, compensation, scheduling courses, advising and assisting students. Led an effort in 1994-96 that developed a new program in Human Resources Management and one in 2004 that undertook a major overhaul of the department's three majors. Set up a Business Advisory Board for the Department. At the time the department consisted of 11 FTE faculty (of which 10 were full-time and held the Ph.D.) and one staff member. The department served a total of 130 undergraduate students in four majors, as well as MBA students. Total teaching load of approximately 2500 credit hours per semester.

Interim Chairperson, Department of Decision Sciences and Management Information Systems, John Cook School of Business, Saint Louis University, July 2005 to June 2006

- Served during national search for new department chairperson. Tasks included facilitating the chair search, hiring a new administrative secretary, involvement in the promotion and tenure process for two faculty members (one for promotion, one for mid-term review), developing course schedules, and reviewing faculty performance. Led an effort to review class sizes to improve efficiency in offering the schedule and improve full-time/part-time faculty balance.

Self-Study Coordinator, AACSB process for Reaffirmation of Accreditation,
May 2000 to February 2001

- Edited and produced the final draft of the self-study and appendices for the John Cook School of Business and was responsible for delivering these materials to the AACSB accreditation committee and the accreditation team members on deadline. Wrote responses to team pre-visit questions. Coordinated arrangements for the team visit including the visit schedule and team workroom set-up. Developed electronic archive of visit documents.

Director, Computing and Information Resources, School of Business and Administration, Saint Louis University, July 1994 to December 1994

- Responsibilities included supervising, with the assistance of the Manager of Computing Services, the operation of two networked student computer laboratories containing 60 PCs and Apple computers and providing support to faculty and administrative networks serving a total of over 150 work stations. Developing and managing budgets, staffing, long-term planning, purchase of/upgrading and support of software, compliance, and contract for external hardware support. Interface with the University's Data and Information Services unit. Other equipment, including VCRs, overheads and circulating equipment, was also managed as part of this function (held this position while the area was re-organized and a full-time staff position created to consolidate lab and network support).

Associate Dean (Academics), School of Business and Administration, Saint Louis University, August 1989 to June 1994

- Responsibilities included the oversight of all academic advising, admissions and registration functions for the School of Business and Administration (950 undergraduate, 850 professional, and 60 Ph.D. students). In this capacity held the positions of Director of Doctoral Programs in Business and Director of the MBA Program. Also oversaw computing resources and space allocation (office and classroom) in the Business School building. Represented School to the university and community as required.
- Fundraising: Participated in 7 grant applications and assisted the Dean of the School of Business in a successful Endowment campaign, which raised \$3,573,000.
- Assisted the Dean in developing Self-Study for AACSB Re-accreditation, 1989-90.

Associate Chairperson, Department of Management and Decision Sciences, Saint Louis University, fall 1987 to fall 1989

Acting Chairperson, Department of Management and Decision Sciences, Saint Louis University, January to May 1988 (during sabbatical leave of Chairperson)

Director, Small Business Institute, Saint Louis University, fall 1986 to June 1994

Faculty Appointments

John Cook School of Business, Saint Louis University, St. Louis, Missouri
1988 to present: Associate Professor of Management and International Business

- Primary areas of teaching include Management and Organizational Behavior and Organizational Theory. Past teaching has included International Management, International Human Resources Management, Management Information Systems, and Strategy-Policy. Taught a graduate course in Madrid, Spain in the summer of 1995. Continue to advise independent studies and internships and provide students with major advising/mentoring. Have also served on oral examination committees for Ph.D., MBA, and MS students, and on doctoral dissertation committees.

1982 to 1988: Assistant Professor of Management and International Business. Appointed to the Graduate Faculty, spring 1986.

Indiana University, Bloomington, Indiana
1979 to 1982: Associate Instructor

- Responsibilities included teaching upper division courses in Transportation, Logistics, and Physical Distribution Management.

Other Positions

University of Wisconsin-Eau Claire, Eau Claire, Wisconsin
1978 to 1979: Recruiter for MBA program

- Traveled to college campuses in the states of Wisconsin and Minnesota; counseled undergraduate students about the UW-Eau Claire program and the MBA degree in general.

Bemis Manufacturing Company, Sheboygan Falls, Wisconsin
1973 to 1978: Traffic Coordinator

- Reported to the Director of Purchasing and Traffic. Responsibilities included managing the company's truck fleet, record keeping, and scheduling shipments. Accountable for the financial condition of the trucking operation. Worked with tariffs, tracing and claims; acted as Management's representative to the Bemis Workers' Association and was a member of the Sheboygan Area Traffic Club.

MEMBERSHIPS IN PROFESSIONAL ASSOCIATIONS

- Academy of Management (since 1979)
- American Association of Higher Education (AAHE) (2004-2005)
- Academy of International Business (1979 - 2004)
- World Trade Club of St. Louis (1983 - 2001; member of Board of Directors, June 1989 to May 1992)
- Small Business Institute Directors' Association (1986 - 1995; Region VII offices held: Secretary-Treasurer, October 1987 to 1988; Vice-President and Program Chair, October 1988 to 1989; President, October 1989 to 1990; Training Director for Eastern Missouri District, Summer 1992)
- Association of Directors of Doctoral Programs in Business (1990 - 1994)

UNIVERSITY SERVICE

University HLC/NCA Planning Team (2008- present)

University Emergency Preparedness Task Force (2008- present)

University Enterprise Solutions Task Force (2008- present), which is charged with developing a recommendation for University wide purchases of software to facilitate faculty tracking, practice education, scheduling and tracking, portfolio development and assessment

Cook School Board of Undergraduate Studies (2006 - present)

Member of faculty advisory boards for the Center for Organizational Learning and Renewal (1999 - 2006) and for the Consortium for Supply Chain Management (1999 - 2006)

Business School Student Outcomes Assessment Program Coordinator
(1998 - 2002)

University NCA Self-Study Steering Committees (1990 - 1991; 2000 – 2002, 2008 - present)

Member of the University Steering Committee for the Professional Development Program for Department Chairpersons (1999 - 2002)

Facilitator for “Shared Visions,” a program for students, staff, faculty, and administrators at Saint Louis University, which seeks to communicate a sense of the history of the Society of Jesus (the Jesuits) and the Jesuit vision for higher education (1997 - present)

Faculty Advisor/Mentor for the Graduate School’s Teaching Resource Center (1999 - 2001)

Member of University Search Committees for Registrar (two separate searches in 1990 and in 1994) and for Director of Career Planning and Placement Services (1993)

Other Service: University Academic Resources Council (1989 - 1994), University Task Force to Develop a Student Grievance Policy (1998), University Enrollment Capacity Planning Committee, Saint Louis University—Rockhurst University Joint Planning Task Force, Academic Services Council, University Committee on Recruitment and Retention of African-American Graduate Students, Computer Users’ Committee, Steering Committee for Career Planning and Placement Services, Business School Curriculum and Information Systems Policy committees, Business School curriculum revision task forces for baccalaureate, MBA, and Ph.D. programs. Coordinator of the Business School Task Force on Publications (1998 - 2000). Have also been active in the curriculum development process in providing assessments of current offerings and in preparing new courses at the school and department levels.

Advisor for a Saint Louis University student team which participated in a Nationwide International Business Strategy competition, spring 1987

Participated in efforts directed at recruiting students from St. Louis area high schools including making phone calls to parents and prospective students

Past University Service (Indiana University):

DBA Association Officer, Indiana University, 1980 to 1981

Member of the Business School Alumni Committee, Indiana University, 1980 to 1981

COMMUNITY SERVICE

Boy Scout Troop 457: Unit Commissioner for BSA Troop 457 and Cub Scout Pack 457 (spring 2006 –present); Assistant Scoutmaster for Troop 457 (fall 1997-present); Troop Committee Chair (spring 1994 to fall 1997); Cub Scout Pack 457 Committee Chair (fall 1991 to spring 1994); Webelos Den Leader (spring 1997 to spring 1999); Achieved Eagle Scout Award

Member of the Foundation Board for the SSM (Sisters of St. Mary) Rehab Hospital (Fall 1996-Fall 2002); Board President (Fall 2000 to Fall 2001), Board Vice President (Fall 1999 to Fall 2000), Chair, Strategic Planning Task Force (Spring 1997- Fall 2001)

Member of the Church Board of Kirkwood United Methodist Church (2010-present); Administrative Council (January-December 2007); Staff Parish Relations Committee (January 2007-present); Church Choir (November 2005-present)

Member of the Church Council of Trinity Evangelical Lutheran Church, Kirkwood, Missouri (October 1995-February 2000; March 2002-April 2003); Council Secretary (spring 1996-spring 1998), Council President (spring 1998 to spring 2000; March 2002-April 2003). Chair of the Church Personnel Committee (spring 2000 to spring 2003)

Co-Editor of the Newsletter of the World Trade Club of St. Louis, Inc. (fall 1988 to spring 1992)

Chairperson of Task Force of the Archdiocese of St. Louis which developed a Personnel Policy Manual (April 1989 to May 1990)

Developer of several seminars for the World Trade Club of St. Louis, Inc. and for the Missouri Small Business Development Centers. Seminars were primarily directed at helping small and intermediate sized businesses in the areas of international trade and investment.

Consultant with the U.S. Small Business Administration and the State of Missouri's Small Business Development Centers to provide and supervise student consultants for local small businesses in need of management, marketing, financial, and related assistance

Master of Ceremonies for the Symposium: "Ethical Decision Making in the Workplace" presented at Clayton High School; Clayton, Missouri; April 21, 1988. Also assisted in the preparation of materials for the symposium and for subsequent events presented elsewhere in the State of Missouri

Lecturer and Consultant, through the International Education Consortium, to St. Louis high school teachers seeking to teach international business

PUBLICATIONS AND PROFESSIONAL PAPERS

Books and Monographs

- Student Resource Manual* to accompany *Managing* (by Pierce and Dunham) (with Michael C. Shaner and Joseph F. Michlitsch). Scott, Foresman/Little, Brown, 1990.
- Student Resource Manual* to accompany *Management* (by Dunham and Pierce) (with Michael C. Shaner and Joseph F. Michlitsch). Scott, Foresman/Little, Brown, 1989.
- Managing God's Organization: The Catholic Church in Society*. Ann Arbor, Michigan: U.M.I. Research Press, 1985.

Articles

- "Leadership Lessons from Lieutenant William Bligh," *Naval History* (forthcoming).
- "No Harm No Foul? Organizational Intervention in Workplace Spirituality" (with Kathy Lund-Dean). *International Journal of Public Administration*. Vol. 31, No. 4 (2008) (359-371).
- "The Ethics of Spiritual Inclusion," *Spirituality in Business* (with Kathy Lund-Dean and Charles Fornaciari), Jerry Biberman and Len Tischler, eds. New York: Palgrave MacMillan 2008 (188-202).
- "Impact of Entrepreneurship Education," *Academy of Management Learning and Education Journal*. Vol. 3, No. 3 (September 2004) (340-2).
- "Virtual Instant Global Entrepreneurship: Cybermediation for Born International Service Firms" (with J. Katz and O. Khan), *Journal of International Entrepreneurship*, 2003. Reprinted in Leo Paul Dana (ed.), *Handbook of Research on International Entrepreneurship*, (Cheltenham, UK: Edward Elgar, Spring 2004).
- "Standardization in the Midst of Innovation: Structural Implications of the Internet for SMEs" (with Jerome Katz), *Futures Journal*. Vol. 35 (2003) (323-340).
- "Rejoinder to Thomas V. Kovandzic's Comment on Our Article 'The Effectiveness of Gun Control Laws: Multivariate Statistical Analysis'" (with Ik-Whan Kwon, Bradley Scott, and Muen Bae), *The American Journal of Economics and Sociology*. Vol. 57, No. 3, July 1998 (369-72).

- “What Went Wrong in Bulgaria? Experience with Bulgaria’s Foreign Investment and Privatization Laws” (with Stephanie Dirscherl and Ellen Harshman), *International Legal Perspectives*. Vol. 9, No. 1 & 2, Spring/Fall 1997 (1-23).
- “The Effectiveness of Gun Control Laws: Multivariate Statistical Analysis” (with Ik-Whan G. Kwon, Bradley Scott, and Mueun Bae), *American Journal of Economics and Sociology*. Vol. 56, No. 1, January 1997 (41-50).
- “Basic Economics for the Current Health Care Practitioner” (with Patrick Welch and Ik-Whan Kwon), *Medical Practice in the Current Health Care Environment: A Handbook for Residents and Medical Students*, Janine C. Edwards, ed. Baltimore, Maryland: Johns Hopkins University Press 1995 (133-141).
- “The Impact of Education and Other Contextual Factors on Management Values: A Study of Managers in the Republic of Korea” (with Ik-Whan Kwon, Dong Chul Han, and Mu-Eun Bae), *Essays in Honor of Professor Hi-Young Hahn*. Seoul, Korea: Seoul National University Press, February 1993 (327-342).
- “The Impact of Advertising on Price and Practice Volume: A Case Study of Dental Markets” (with Ik-Whan Kwon and Joe H. Kim), *Health Services Management Research*. Vol. 6, No. 1, February 1993 (52-60).
- “Basic Economics Applied to Health Care” (with Patrick J. Welch and Ik-Whan Kwon), *Current Medical Practice: Managed Care and Beyond*, Janine C. Edwards, ed. St. Louis, Missouri: Saint Louis University School of Medicine, August 1992 (1-28).
- “Strategic Planning for the Growing Business” (with Ik-Whan Kwon), *SBA Emerging Business Series*, Linda Pinson and Jerry Kinnett, eds. Washington, DC: U.S. Small Business Administration, 1991 (#EB-6). (Also available at: <http://www.sba.gov/library/pubs.html>. December 13, 1999). Reprinted in the *National Nutritional Foods Association Retailer Training Series* (2002).
- “Consumer Information and Prices and Demand for Dental Services” [abstract] (with Ik-Whan Kwon and J. Kim), *Journal of Public Dentistry*, 1990.
- “International Symptoms of Domestic Problems,” *St. Louis Commerce*, February 1990 (38).
- “Analyzing Religiocultural Values,” (with Ik-Whan Kwon), *Christian Business Values in an Intercultural Environment*, Norlin Rueschhoff and Konrad Schaum, eds. Berlin: Duncker & Humblot, 1989 (143-156).

- “Religion and Management: An Attempt to Isolate Specific Relationships” (with Ik-Whan Kwon), *Advances in International Comparative Management*, Vol. IV, S. Benjamin Prasad, ed. Greenwich, Connecticut: J.A.I. Press, 1989 (171-182).
- “Religious Groups and Management Value Systems” (with Ik-Whan Kwon), *Advances in International Comparative Management*, Vol. III, Richard N. Farmer and Elton G. McGoun, eds. Greenwich, Connecticut: J.A.I. Press, 1988 (171-183).
- “Causes of Financial Difficulty in Catholic Hospitals” (with Ik-Whan Kwon, David G. Martin, and William Walker), *Health Care Management Review*. Vol. 13, No. 1, winter 1988 (29-37).
- “The Roles of Culture and Management Philosophy in Comparative Management: A Proposal for a New Approach” (with Ik-Whan Kwon), *International Journal of Management*. October 1987 (245-256).
- “Religion and Management,” *Advances in International Comparative Management*, Vol. II, Richard N. Farmer, ed., Greenwich, Connecticut: J.A.I. Press, fall 1986 (149-157).
- “Five Ways to Face Forward in Foreign Trade,” *St. Louis Commerce*, May 1986 (50).
- “Should Health Care Managers Adopt Theory Z?” (with Ik-Whan Kwon, William Walker, and Mark Unger), *Health Progress*, April 1986 (49-51, 73).
- “First Steps for Small Business in Getting Started in Area of International Trade” (with Keith P. Williams), *St. Louis Commerce*, May 1984 (38).

Papers and Presentations

- "A Culture of Assessment: Can You Really "Build" One - and How?" accepted for presentation at the Annual Meeting of the Higher Learning Commission, Chicago, Illinois. (April 11, 2011).
- "Small Wins Approach to Changing Minds About Blended Learning." Presented at the annual meeting of the International Association of Information Management, St. Louis, Missouri, December 2010 (with Craig VanSlyke and Nitish Singh).
- “Management IS Ethics: Critical Management Studies and Professionals in the MBA Program.” Presented at the 13th Annual Meeting of Colleagues in Jesuit Business Education at Marquette University, Milwaukee, WI, July 8-10, 2010.

- “Fascinating Complexity: PEAQ Team Visits.” Panel presentation at the Peer Review Corps Program, Higher Learning Commission Annual Meeting, Chicago, IL April 10, 2010 (panel member/convener with Henry Q. Rinne and Nancy Ellen Talburt).
- “Closing the Loop: Collecting and Using Assessment Results for Program Improvement.” Presented at the IUPUI Assessment Institute, Indianapolis, Indiana, October 27, 2008.
- “The Other Visits: Special Emphasis, Focused, Pre-, and Advisory,” Peer Review Corps Professional Development Program, Annual Meeting of the Higher Learning Commission, April 11-13, 2008, Chicago, Illinois (panel with David O. Wendler and Celestino Fernandez).
- “Student Learning Assessment: Accreditor’s and Administrator’s Perspectives,” 2006 National Collegiate Entrepreneurs’ Annual Meeting (Faculty Track), Chicago, Illinois, November 3, 2006.
- “Complex, Multi-Site, Unusual, and International Visits: Team Chairs That Can Handle Anything,” Peer Review Corps Professional Development Program, Annual Meeting of the Higher Learning Commission, April 1, 2006, Chicago, Illinois (with Jeanine Varner).
- “Involving Professionals in Classroom Assessment: Developing Rubrics, Data Collection Tools and Analysis.” Presented at the IUPUI Assessment Institute, Indianapolis, Indiana, November 2, 2004.
- “Organizational Roles in Spirituality and Religion at Work.” Paper presented at the Annual Meeting of the Academy of Management, Seattle Washington, August 2003 (with Kathy Lund-Dean).
- “Religion in Organizations: In Search of Authenticity?” Caucus at the Academy of Management Annual Meeting; Chicago, Illinois; August 9, 1999 (with Kathy Lund-Dean).
- “Conducting Multi-Campus and Multi-Regional Visits.” North Central Association, Commission on Institutions of Higher Education Annual Meeting; Chicago, Illinois; April 11, 1999.
- “Taking Your Ideas Home - Selling Undergraduate Program Improvement Recommendations.” Closing plenary presentation at the AACSB 1999 Undergraduate Program Seminar; St. Louis, Missouri. February 2, 1999 (with Neil Seitz).

- “Human Resources, Small Business, Family Business.” Caucus at the Academy of Management Annual Meeting; San Diego, California; August 10, 1998 (with Pam Williams).
- “Cross Cultural Interaction.” Presentations to AACSB staff, St. Louis, Missouri; April 28 and May 22, 1998 (with Seung Kim).
- “Issues in Communication.” Presentation to the Paralegal Professional Development Seminar, Scott Air Force Base, Scott Air Force Base, Illinois, August 19 and 20, 1997.
- “Conducting a Shared Visions Program on Campus.” Panelist at the Jesuit Higher Education Conference—Heartland II, May 19 to 22, 1997, St. Louis, Missouri.
- “The Roman Catholic Church: A Limited Study of Organizational Structures and Processes.” Presented at the 4th Annual Meeting of the International Association of Jesuit Business Schools; Los Angeles, California; July 26, 1996.
- Keynote Speaker at the Fall Faculty Assembly of Harris-Stowe State College; August 22, 1995. Topic: Student Outcomes Assessment.
- “The Nature and Changing Needs for Human Resource Management Programs in Baccalaureate and Professional Degree Offerings” (with Ellen Harshman). Presented at the Annual Meeting of the Midwest Division of the Academy of Management; St. Louis, Missouri; March 31, 1995.
- “The Impact of Consumer Information on Price and Demand in the Dental Market” (with Ik-Whan Kwon and Joe H. Kim). Presented at the Annual Meeting of the American Dental Association; Honolulu, Hawaii; November 2, 1989.
- Invited Presenter, Conference on “Christian Values in an Intercultural Environment.” University of Notre Dame; Notre Dame, Indiana; September 26 to 27, 1988.
- “Identifying Relationships Between Religious Variables and Managerial Values: A Canonical Analysis” (with Ik-Whan Kwon). Presented at the Annual Meeting of the Academy of International Business; Chicago, Illinois; November 12 to 15, 1987.
- “Starting From Scratch – Experiences with a New MIS Program” (with Philip G. Enns). Presented at the International Interdisciplinary Consortium for Information Systems; San Diego, California; December 1986.

Invited Panelist, 1986 Midwest Conference on Exports; Bridgeton, Missouri, September 1986 (sponsored by U.S. Congressman Robert A. Young).

“The Role of Religion in Comparative Management: A Factor Analysis” (with Ik-Whan Kwon). Presented at the Annual Meeting of the Academy of International Business; New York, October 17 to 20, 1985.

“The Relationship of Structure to Strategic Focus in International Enterprises: A Study of Factors Affecting Structural Choices.” Presented at the Annual Meeting of the Academy of International Business; Cleveland, Ohio; October 17 to 20, 1984.

“A Framework for Systematic Assessment of the Influence of Religious Factors on Markets.” Presented at the Ninth Macromarketing Seminar; Vancouver, British Columbia; August 16 to 19, 1984.

“Situational Economics: A Practical Approach to Latin American Development.” Presented at the 31st Annual Meeting of the Rocky Mountain Council on Latin American Studies, April 1983 (paper subsequently published in proceedings of the meeting, pp. 87 to 93).

“Convergence of Policies Toward Multinationals by Poland and Venezuela: The Need to Generate Foreign Exchange” (with David Moore). Presented at the Fifth Student Conference on International Business, April 1980.

“C.A.B. Versus I.A.T.A. Fare-Setting Pact” (with Francis Sailer). Presented at the 35th National Meeting of the American Society of Traffic and Transportation, August 1980.

Dissertation Committee Service

“Religion, Spirituality, and Work: Transcendence in the Organization,” (Committee Chair), Kathy Lund Dean, Saint Louis University, John Cook School of Business.

“A Study of the Relationship Between Measures of Organizational Effectiveness and Actual Performance in the Medical Group Practice Environment,” William C. Minnis, Saint Louis University, John Cook School of Business.

“The Jesuit Mission to New France: An Application of a Metapopulation Diffusion Model to a Human Organization,” Rev. Greg Konz, S.J., Saint Louis University, School of Business and Administration.

- “Defining the Client in a Complex Consulting Relationship from a Management Perspective,” Katherine Kleindorfer, Saint Louis University, School of Business and Administration.
- “Convergence vs. Divergence: The Impacts of Education on Management Values,” (Committee Chair), Mu Eun Bae, Saint Louis University, School of Business and Administration.
- “New Venture Growth: The Interactive Relationship of Entrepreneurial Growth Propensity, Strategic Management Practices, and Growth Opportunities,” Bradley R. Johnson, Saint Louis University, School of Business and Administration.
- “Health Protective Behavior: The Role of Symptoms and a Physician’s Advice,” Kathleen A. Vinehaut, Saint Louis University, Health Services Administration.
- “The Roles of Administrator and Community Goals in Determining the Capital Structures of Not-For-Profit Hospitals,” David G. Martin, Saint Louis University, School of Business and Administration.
- “Control Systems for the Market-Driven Organization,” Kirk L. Wakefield, Saint Louis University, School of Business and Administration.
- “An Analysis of the Impact of Information Technology on the Organizational Structure of a Firm in the Transportation Industry,” John Hamilton, Saint Louis University, School of Business and Administration.
- “The Effects of Certain Personal and Organizational Variables on the Attitudes of Internal Auditors Toward Ethical Dilemmas,” Kay Carnes, Saint Louis University, School of Business and Administration.

St. Louis Business Journal Columns

- “Opportunities Abound for St. Louis Companies Abroad,” February 10-16, 1986.
- “How I Spent My Vacation . . . Or Happiness is An Old Dorm,” September 16-22, 1985.
- “Protectionist Legislation Requires Long, Hard Thought,” April 8-17, 1985.
- “Problems of Management ‘How-To’ Books,” March 11-17, 1985.
- “Be Sure You Need All the Business Data You Collect,” October 1-7, 1984.

OTHER PROFESSIONAL ACTIVITIES

- Consultant-Evaluator for the Higher Learning Commission of the North Central Association of Colleges and Schools. Experience as team member and as team chair in over 40 accreditation visits (have chaired both comprehensive and focused visits as well as an international visit) (November 1985 to present). Member of NCA Accreditation Review Council (Fall 1992—Spring 1996; Fall 2001—2005), Commission Appeals Body (Fall 2005 – Fall 2007; Spring 2010 - present)
- Manuscript reviewer for *The Role that Large Scale, Integrative Simulations Can Play in Fulfilling AACSB Learning and Assessment Goals*, by Ernest R. Cadotte, Leff Bonney, and Dick Riley, August 2009.
- Co-Chairperson for the Gateway Conferences; St. Louis, Missouri; April 2006 and April 2007
- Unigroup Scholarship Foundation Selection Committee, St. Louis, Missouri (1998-1999)
- Textbook reviewer for *International Management: Competing in a Culturally Diverse World*, Thompson Learning, July 2003.
- Textbook reviewer for *International Management* (3rd ed.) by Helen Deresky. Addison Wesley Longman, August 1998
- Editorial Board Member, *International Journal of Commerce and Management* (spring 1990 to 2001)
- Faculty reviewer for the Midwestern Association of Graduate Schools Distinguished Master's Thesis Award, 1992-1993, 1993-1994
- Editor of *Bulletin*, newsletter of the International Council for Small Business (June 1988 to June 1990)
- Director, International Trade, Missouri Small Business Development Centers (fall 1988 to fall 1989)
- Co-Chairperson of the Small Business Administration International Trade Task Force for the Eastern Missouri District (June 1988 to May 1989)
- Program/Meeting Chair for the Region VII Annual meeting of the Small Business Institute Directors' Association; Kansas City, Missouri; October 5-6, 1989
- Session Chair/Participant for the Gateway Conference; St. Louis, Missouri; November 1989

Conference Co-Chairperson and Paper Referee, Datacon Educators' Conference;
St. Louis, Missouri; March 1987

Paper Referee for the Academy of International Business' Midwestern Regional
Meeting; Chicago, Illinois; March 1986

CONSULTING

Provide advice to institutions of higher education on a broad range of issues
associated with HLC/NCA (Regional) accreditation

Pro-Bono consultant with the United States Transportation Command
(USTRANSCOM), Scott Air Force Base, Illinois, as part of a sabbatical
(June – December 2002)

Prepared a position paper for Unigroup, Inc., on issues of authority and
organization structure; made structuring recommendations (2002)

Provided consulting under contract with Reed, Joseph & Company in
management planning and strategy, goal setting, personnel management,
and related areas (1987-90)

Acted as external consultant for the Department of Management; Metropolitan
State College; Denver, Colorado. Provided advice on programs in
management, library and computer support as part of the State of
Colorado's accreditation process (May 1988)

Served as part of a team conducting group team-building sessions for employees
of the U.S. Small Business Administration and the Missouri Small
Business Development Centers; Jefferson City, Missouri; December 1987.

MEDIA CONTACTS

- *St. Louis Business Journal*, "Where We Stand" Column, March 16-
22, 2001 (p. 54)
- *St. Louis Post-Dispatch*, "Seattle's Loss May Still be Our Gain,"
(editorial), April 6, 2001 (p. C9)
- *Chicago Tribune*, Quoted in "Contest to Land Boeing Heats Up,"
by John Schmeltzer, April 14, 2001
- *Bellville News-Democrat*, "SLU Professor Takes Notes at
Transcom," December 16, 2002
- *USA Today*, "Military Uses Private Sector Supply Tactics," April
18, 2003

- *KWMU Radio*, Interview with Tom Weber on the resignation of Mr. Harry Stonecipher as CEO of Boeing

On Boeing-Joint Strike Fighter (2002):

- Associated Press, Oct. 25, 2:30 p.m. Phone Interview,
- KSDK TV (Ch 5), Oct. 26, 'Today in St. Louis' (6:30 a.m. in newsroom)
- KMOV TV (Ch 4), Oct. 26, 6 PM News (6:10 p.m. in newsroom); 10 PM News (Sound byte—taped in studio)
- KTVI TV (Ch 2), Oct. 26, 9 PM News (Sound byte—taped in my office)
- KTRS AM (550), Oct 26, 7:15 a.m. Phone Interview; Oct. 28, 7:10 a.m. Phone Interview
- KMOX AM (1120), Oct. 26, 4:55 p.m. Phone Interview; Oct. 27, 7:50 a.m. Phone Interview
- Metro Network, Oct 26, 4:15 p.m. Phone Interview (with Jill Andrews)