

Academic Program Review: 2016

**Masters of Business Administration
College of Business
Ferris State University**

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Dean's Comments

During the last couple of years, the college faculty, led by a small group of dedicated individuals, have worked diligently to reengineer the MBA program in an effort to expand its market relevance. The resulting curriculum is very promising. It will provide a solid foundation of business knowledge and skills for students whose undergraduate degrees are typically not in business, while also providing them an opportunity for some specialization aligned with their interests and/or career focus. Additionally, the college is testing a variety of delivery approaches (e.g., on-line, blended, cohort) in hopes of developing a competitive advantage by being both responsive and flexible to individual and market needs. It is acknowledged that we need to be more than a cloned program; that our value is predicated upon and consistent with our strengths; and that we provide an educational package that is both enticing and sustainable. The faculty and administration of the college are committed to achieving these objectives.

Program Name and History

Name: Ferris State University Masters in Business Administration History

The original Ferris State University MBA program, *The Ferris MBA: A Performance-Metric Based MBA*, was introduced in 2003 and was primarily based on the Malcolm Baldrige National Quality Award's programming. The Malcolm Baldrige National Quality Award system provided exclusive programming which included Performance Management/Metric based Concepts, Balanced Scorecard and excellence theory and practice. The program focused on leadership, strategic planning, customer and market systems, measurement, analysis, knowledge management, workforce management, process management, and finally business results.

Delivery of the original Ferris MBA was online with the exception of two (2) Saturday classes used to orient students in their first semester. These courses were seven (7 ½) weeks in length. The 7 ½ week courses allowed students to pursue the MBA at a part-time, full-time, or accelerated pace and complete the degree in one to two years, with a limit of five years to completion. Faculty for the original MBA came from various COB departments including; AFIS, MGMT, and MKTG. The original proposal required thirteen (13) 3-credit courses plus three (3) additional 3-credit courses for students without business foundation competencies for a total of 39-48 required credits. Four required core courses were shared at that time with the ISM program.

The original MBA operated using the following equipment: a wireless mobile laptop laboratory used for "off-campus" to support the hands-on course components. Between 2003 and 2013 several cross-program and cross-college initiatives were pursued including:

- 2004 Master of Nursing with Administration concentration from MBA approved and still active
- 2005 Doctor of Pharmacy/MBA dual program approved and still active

- 2005 Education and Administration concentration (no outcome)
- 2005 5-year Accountancy CPA/MBA approved and active until excluded from new MBA curriculum
- 2005 5-year CNS/MBA (no outcome)
- 2006 Advanced Study Certificate in Design and Innovation Management (ASDI) approved and still active as standalone certificate and MBA concentration
- 2006 MBA with Nursing concentration from MSN approved and still active as Professional Track
- 2009 Advanced Study Certificate in Sports Management (ASSM) and MBA w/ASSM (no outcome)
- 2010 Advanced Study Certificate in Health Care Management, PCAF approved, curriculum proposal stalled due to insufficient resources at College of Allied Health (no outcome)
- 2011 Advanced Study Certificate in Plastics and Polymer Engineering, PCAF approved, curriculum pulled at UCC stage due to concerns at COE about intellectual rights.

Other fields identified through the years as viable certificates/concentrations, some of which were pursued were: Human Resources, ISO, Standards, and Entrepreneurial. A certificate in Accountancy and Finance was endeavored many times over the ten years.

In 2011 meetings with administration from the Office of International Education resulted in a focus to recruit international MBA students. Face to face classes were added to the schedule as requested but were cancelled for no enrollment. Although OIE assured they would admit MBA students, it was discovered that the recruiting agencies they partnered with only recruit undergraduate applicants. It appears that the 2009 MBA APR identified a number of MBA curricula areas that needed review and leadership attention: Less emphasis on Malcolm Baldrige programming that appeared to be repeated with other course offerings, and Financial/Accounting courses needed to be added. Face to face classes and the 7-1/2 week delivery of classes was also being examined.

The basic structure and unique value proposition of the original *The Ferris MBA: A Performance-Metric Based MBA* remained the same until recent years (2013) when both faculty and students began to voice concerns about the programs ability to be attractive to students and employers. Discussions and proposals highlighted the need to reevaluate the current MBA value propositions, and determine if they needed to be re-strategized to better position the MBA program to be more attractive to the consumer and result in a better overall fit within the college of business and the university in general. A Preliminary Curriculum Approval Form (PCAF) was approved in 2013 to pursue revisions to the MBA curriculum. The proposed revisions were met with mixed feelings from the MBA Advisory Board in October 2013, but ultimately it was agreed that the core should include other methods besides just Baldrige and that Accounting and Finance should most certainly be added.

A proposal was introduced in 2015 that addressed the needs of the Ferris MBA, specifically, the need to further develop the MBA core curriculum. Information for this proposal was gathered from multiple sources including general literature review, local

and regional employer input, academic partners, and a college of business MBA redesign team, however beyond the PCAF the MBA Advisory Board was no longer consulted. Several recommendations were made by stakeholders to bring the Ferris MBA curriculum more in line with what is being offered by competitors and what is expected from employers. These changes included adding accounting, finance, management, business law, international business, information systems strategy, economics, strategic marketing, and an MBA thesis to the core curriculum by replacing many of the Malcolm Baldrige based economic and systems metrics courses.

Today, as a result of the approved 2015 proposal, the Ferris MBA Program consists of 36 credit hours of core coursework and a 12-credit concentration for a total of 48 required credits. The core draws from primary pillars of business administration: Business Management, Finance, Accounting, Marketing, Economics, and Business Law. Other classes included in the MBA core include Information Systems Strategy, Lean Enterprises Systems, and an MBA Thesis, which is directed and mentored by program faculty for each candidate. In addition to the core program, students are required to choose one of seven (7) 12-credit advanced study certificates, which serve as their program concentration. Alternately students who have specific career interests may work with an advisor to select a combination of existing graduate courses and/or propose independent research to customize a concentration in nearly any field of study. This allows the candidate to specialize in a specific cognate or concentration based on his or her employment interest.

Presently, unless otherwise arranged, all MBA classes are taken online and are taught by FSU College of Business tenured and tenure-track faculty located in Big Rapids, Michigan. The MBA program is an open enrollment program. Meaning it is possible to register during the semester prior to taking courses. The application process is well reasoned in terms of standards and review. The applicant must complete an application to the MBA program and provide a cover letter of intention, resume, letters of recommendation, and transcripts from all previous schools attended. A satisfactory GMAT or GRE is required however a candidate may have the GMAT/GRE requirement waived if they have previously earned a Graduate or Professional degree, or if they obtained their Bachelor degree with a 3.5 or higher GPA from an approved learning institution. Competencies in Accounting and Finance, Statistics, and Marketing as evidenced by a C grade or better, or a passing score of 80% or better on an Ivy Software test is required prior to enrollment. Students without these competencies can enroll in and complete the appropriate Ivy Software course(s) to obtain a score 80% or higher on the course exam.

Program Mission and Goals

MBA Program Mission

The MBA program's mission statement is an extension of Ferris State University's and the College of Business' mission statements. It ~~and~~ embodies the equivalent over-arching goals and value propositions that Ferris has embraced to shape its unique and key higher education success factors.

- The MBA Mission statement identifies with several key linkages to both the University and College of Business' mission statements and acts to carry these mission statements further by providing a curriculum generating several levels of leadership development and cross functional relationships with industry.
 - The MBA mission is to produce candidates prepared to solve management level problems in business and have a vision and understanding of the roles of leadership. This links itself to both the University's and the College of Business-mission to prepare students with academic excellence and quality teaching.
 - The MBA mission is to provide candidates with a vision of ethical management and leadership and commitment to social responsibility. This mission speaks directly to the University's mission of responsible citizenship and the College of Business' mission for ethical conduct.
 - The MBA mission to embed a foundation of support and access to industry, both domestic and global, is linked to the University's mission to create partnerships, be career oriented, broad based, and to serve the domestic and global markets. It links to the College of Business' mission of staying responsive to changes in workforce needs, building and maintaining good relationships with employers and communities, both local and global.
- The MBA Mission incorporates into decisions impacting the program in several ways:
 - Curriculum design (core program restructuring to a more traditional MBA model vs. the Malcolm Baldrige quality and excellence model)
 - Concentrations offered by the MBA program
 - The amount of rigor designed into the program and courses
 - Acceptance rates and criteria for the program
 - Decisions to target specific industry segments
 - Decisions to partner with key organizations and industry leaders (Spectrum Health, Ford Motors, Nestle)
- The Mission Statement for the MBA program is communicated through the following channels:
 - College of Business Web Site
 - Collateral material developed for the MBA Program
 - Prep documents provided to faculty teaching MBA courses

- The MBA program
 - A steering committee exists to ensure the program successfully achieves its mission and goals.
 - It is a faculty-based program that requires voting consensus from a faculty-populated committee.
 - The MBA program is governed by a set of bylaws and procedures, which are consistent with all Ferris programs.

College of Business Mission Statement:

We in the College of Business are committed to:

- Academic excellence, ethical conduct, and a learner-centered environment characterized by quality teaching, outcomes assessment, and continuous improvement.
- Our students can take pride in their developed competencies and the distinctiveness of the College's programs.
- We shall be noted for being responsive to changes in workforce needs; building/maintaining good relationships with employers and community; preparing our students to excel in a global environment; and providing high-quality interns and graduates who meet and exceed employer expectations, deal effectively with change, and are committed to lifelong learning.

University Mission Statement

Prepare students for successful careers.

Responsible Citizenship and Lifelong Learning

Through partnerships and a career-oriented, broad-based education, Ferris will serve a rapidly changing global economy and society.

MBA Mission Statement

Inspire MBA candidates to have successful careers as business leaders, managers, and coaches.

Provide a basis of understanding for leadership's vision to ethical and social responsibility through learning.

Embedded within The MBA program itself will be a foundation of support and access to industry both domestic and global

MBA Program Goals

Program Goals

1. MBA graduates prepared to make managerial and leadership decisions based on systematic processes and methods, which synthesize appropriate options and alternatives to choose from.
2. MBA Graduates will have exposure to real-life applications immersed in problem solving challenges related to efficiency and effectiveness within organizations through case study analysis and a satisfactory thesis topic and completion.
3. MBA Graduates will understand the principles of ethical business choices. Further, through case study analysis, and other practicum, MBA graduates will be exposed to both unethical and ethical leadership choices and the social economic impacts of each upon all organizational and community stakeholders.
4. MBA graduates will have a firm foundation of leadership tools and cognitive management capacities to develop successful business strategy and to maximize shareholder value within a profit and non-profit organization. A conscious effort is made to inter-connect MBA courses to build into each mechanism to systematically research options and alternatives that solve problems within the organization.

How the MBA goals prepare students for professional careers

1. Each MBA graduate will eventually be faced and challenged with business related problems and the need for complex decision-making. Teaching students to use systematic processes and methods to produce and synthesize options and alternatives for critical decision making is an absolute for any measure of success of the Ferris MBA program and the MBA graduate.
2. Case study focus is an ideal way for students to examine and learn successes and failures within organizations. Students can peer deeply into these resources to determine what went right or wrong. With instructor leadership, students examine where key success factors were attained or missed and plausible explanations are provided. Alternatively, scenario analysis played against these situational products yields content and learning rich outcomes. Further, a student's thesis allows the student to identify and choose a business related problem of challenge related to effectiveness or efficiency and posit theoretical solutions. This process incorporates real world problem understanding and root cause analysis, problem resolution analysis, choosing problem resolution options and alternatives, problem resolution implementation, and optimization of options and alternatives.
3. Again, using case studies students are exposed to a variety of ethical and legal business challenges. Students are brought to a broader sense of reasoning and

- understanding that is accomplished by student engagement within the case studies themselves. The outcome is a clear understanding of the different ethos and management styles and the direct influences they have on stakeholders.
4. MBA graduates must have a solid toolbox of approaches to strategy development and mastery of decision-making processes. Maximizing shareholder value is the pinnacle focus of a business leader. The MBA program is rich in content and direction to achieve this goal.

Program Goals Dissemination

MBA program goals are communicated through the following channels:

- Stakeholders, prospective and current students can review program mission and goals on the MBA program website.
- Collateral material developed for prospective and current students as well as internal and external stakeholders; will have MBA mission and goal statements embedded.
- Faculty are able to review the MBA mission and goals on data sheets provided with each MBA course summary packet.
- All MBA program policy and procedure data –including MBA mission statement and goals are available to faculty and administrators on the COB “J” drive.

MBA Program Assessment

- Direct Learning Outcomes are created to identify for the instructor and stakeholder measureable items to be learned from the course. These items can be measured through testing, writing, thesis, etc.
- DLO’s are directly linked to the goals and mission of the MBA Program.
- Assessment of the MBA program is an on-going process. Each semester measurements are taken to determine success of DLO’s. If calibration is necessary to achieve better measurements of DLO’s, it is shared with faculty and collaboration facilitates corrective action.

How have the program goals changed in the last five years?

- While former MBA goals were systems oriented, a shift toward systematic synthesis of decision maker options and alternatives may parallel more now with industry practice and expectations.
- The former MBA program was centered on the Malcolm Baldrige National Quality Award Criteria. Faculty and leadership at Ferris made a decision in 2013 to reorganize the core of the MBA to resemble a more traditional MBA program therefore the goals were re-calibrated to match the complete and

integrated needs of the business environment; business management and administration, economics, finance, accounting, marketing, and human resources.

- The MBA Program has many unique concentration options including; Business Intelligence and Informatics, Design and Innovation Management, Incident Response, Lean Systems and Leadership, Performance Metrics, Project Management, and Supply Chain Management. As part of the MBA's continued evolution, a return to a few traditional concentrations is likely to occur; Management, Finance, Human Resources as data shows that a larger aggregate of employers are still motivated to hire graduates with those specialties as well. It is not our intention to replicate competitors, rather to fill market positions lost by competitors (evidence of increase in employability and earnings) or take those away which are ripe to pick (primarily an online MBA Program that is value added). FSU's unique selling position will always be being closest to the customer and stakeholders. FSU has a brand identity of being closest to its students, and industry. This is where many regional competitors are not putting the numbers on the board and where FSU will have to emerge as that player. In the end students want good paying jobs or evidence that the MBA can further their career and earnings opportunities.

Operational Strategic Plan

Because the MBA program has just formally gone through an official "restart" or reorganization, there isn't a lot of detail to provide at this point in terms of the MBA vision and strategic plan. At this time only an outline of what "we" as administrators currently see as a logical direction for this program. It is our goal to complete a strategic plan development process over the next 12- 18 months that incorporates the input of College of Business administrators, program faculty, students and other stakeholders. The following is a preliminary vision. More input and influence will need to be absorbed to get a vetted plan.

Short-term strategic plan (12 months)

- Systemize the accept/reject candidate application process.
- Re-establish acceptance criteria to better serve the University's long term goals; this means a well calibrated GRE and GMAT cut score as well as a rejection rate comparable to nationally ranked online MBA programs.
- Vet current program certificates and determine what can be added or deleted based on historical data.
- Collaboratively create a math and statistics program for new students to take prior to entrance into MBA classes.
- Plan and conduct an on-campus spring MBA Open House
- Re-establish an APR team, revisit APR submissions and continue the process.
- Develop a 3-5 year sales and marketing plan.

Midterm strategic plan (12 -18 months)

- Double enrollment. N=150
- Collaboratively determine future concentration needs
- Develop a capacity and human capital needs list based on projected enrollment and curriculum needs.
- Develop a technology needs list based on future growth expectations.
- Collaboratively increase enrollment within campus programming.

Long-term strategic plan

- Become a nationally ranked online MBA program
- Triple current enrollment. N=300
- Open an office and serve the Grand Rapids area in a mixed delivery manner
- Provide mixed delivery MBA classes in Traverse City

Goal Attainment

- In the past there does not appear to have been a systematic process to use measures of program outcomes to synthesize overall judgment as to whether the program was succeeding or failing. One measurement that could have been considered was growth. There seemed to be steady growth in the program although I would say that growing to just over 100 active MBA students in 13 years would probably be considered meager growth comparatively to most MBA program's in universities the size of Ferris.
- Criteria for measurement will need to be determined by the Ferris MBA committee. That criteria should be measured each year and be communicated in future APR reviews.

Curriculum

The primary motivation for changing the curriculum was faculty and advisory board concerns that the narrow scope of the previous MBA curriculum would not meet employer and accreditors expectations with regards to the competencies delivered to students. In response, the faculty of the College of Business took major reviews of the program so that it changed from one focused on the Malcolm Baldrige Quality Assurance method to a more comprehensive survey of core business competencies coupled with concentrations in specialty areas.

The MBA Core

The new MBA curriculum consists of eleven core courses that cover the business competencies of accounting, finance, marketing, business law, management, international business, economics, statistical methods, and information systems.

- ACCT 614: Accounting for Managers
- BLAW 626: Managers and the Legal Environment
- FINC 616: Corporate Finance
- MISI 615: Information Systems Strategy
- MGMT 636: Leadership and Organizational Change
- STQM 646: Statistical Research Methodologies
- ECON 726: Managerial Economics
- MKTG 716: Strategic Marketing Decisions
- MGMT 736: Lean Enterprise Systems
- MGMT 746: Business Strategy and Innovation
- INTB 656: Global Business
- MMBA 796: MBA Thesis

The core culminates in a MBA thesis, giving students the opportunity to produce a professional business analysis on the industry and topic of their choosing under the guidance of an experienced advisor.

Significant Differences:

The new core curriculum differs from the previous curriculum in three primary ways: focus, breadth, and culminating experience.

Focus: The previous MBA was focused primarily on the Malcolm Baldrige method of quality assurance. As such, each of the core courses was designed to increase the student's ability to assess quality in different business functions. Therefore, the marketing class was designed to do this instead of that.

Breadth: With its strict focus on Malcolm Baldrige, the previous MBA curriculum did not include many courses that are considered necessary for a competent MBA graduate. In response, the core expanded from 9 courses and 27 credits to 12 courses and 36 credits. The courses that were added included graduate level accounting, finance,

business law, statistical methods, and change management courses. There was a prerequisite accounting and finance course that was deemed not to have the depth necessary for an MBA graduate. In response, the new curriculum has added an Accounting for Managers and Financial Management class. Similarly, the previous MBA did not have a statistical research methods course. The new MBA has added Statistical Research Methods in order to prepare students to present material to employers and clients in a manner that reflects current business practice.

Culminating Experience: The previous MBA culminated in a simulation exercise intended to prepare students to make decisions that involved multiple business functions. While the value of a simulation is appreciated, the College of Business faculty determined that a final thesis, or business analysis was more valuable to students. The new MBA thesis will be a business analysis on the industry and topic of the students choosing, written under the guidance of an experienced advisor. The completed thesis should be a work product that the student can use in a portfolio to demonstrate real strategic management skills to employers or clients.

Concentrations

The previous MBA was developed as a core and a required concentration. Discussions with faculty and advisory board members suggested that this structure was beneficial to the students. Therefore, the new MBA keeps this general structure by requiring a four-course certificate or concentration along with the core. Again, as the program has only just begun admitting students, we have not had any students start a concentration, much less complete one but we plan to offer the following concentrations:

- [Advanced Studies Certificate in Business Intelligence \(Offered by MISI Program\)](#)
- [Advanced Studies Certificate in Design and Innovation Management. \(Offered by Kendal\)](#)
- [Advanced Studies Certificate in Incident Response \(Offered by MISI Program\)](#)
- [Advanced Studies Certificate in Lean Systems and Leadership](#)
- [Advanced Studies Certificate in Performance Metrics](#)
- [Advanced Studies Certificate in Project Management \(Offered by MISI Program\)](#)
- [Advanced Studies Certificate in Supply Chain Mgmt and Lean Logistics](#)
- [Pharmacy Concentration](#)
- Professional Concentration
- Diversified Concentration
- Nursing Concentration

The new curriculum seeks to build on the strength of the previous concentration model by adding concentrations in lean logistics and leadership as well as including a professional track and diversified concentration. The professional and diversified concentrations allow students to tailor their concentration experience to the professional skills that they want to develop even if we do not have a concentration designed to do this. The diversified concentration allows students to bundle 4 different electives, under the guidance of an advisor, that complement each other to produce the opportunity for significant learning in a core business competency area. The professional concentration allows students to

include independent studies with professors both inside and outside of the College of Business in a group of four courses that will allow them to focus on a specific technical field within their concentration.

A third innovation with the new curriculum is that each concentration has been designed as a stand-alone certificate as well. Students who are not enrolled in the full MBA can apply for and be accepted into any of the concentrations as a stand-alone certificate. It is believed that this innovation will draw some students who are not convinced of the need for a full MBA and later convert them to MBA students. It will also give our MBA students another official credential that they can use as part of their employment portfolio.

Policies and procedures to ensure quality, consistency, and currency related to content within each course within the program.

In order to ensure that we maintain the quality and consistency and currency of content within each course in the program and the overall curriculum design, we have set up the following administrative and assessment procedures:

Program faculty are experts in field: The revised curriculum means that the MBA is now drawing from each of three departments within the College of Business: Accounting, Finance and Information Systems, Marketing, and Management. This will help to ensure the ongoing currency of program courses, as program faculty will now be fully engaged in their program offerings and professional development in their fields of expertise. For example, an accounting professor has a much closer connection to the professional and academic standards currently operating in the field of accounting than does a management professor who must also keep abreast of advances in management, finance, supply chain management, etc.

MBA Director: Previously, the MBA program faculty consisted of only a few faculty who were specialists in one field. Therefore, it was determined that no coordinator or Director was necessary. However, as we have worked to widen the breadth of the MBA focus we have created a need for a Director to ensure that MBA program faculty from different departments are coordinating their efforts to ensure consistency. In response, the Dean of the College of Business has authorized one program faculty member to receive a course release to coordinate and facilitate the MBA operations, admissions processes, curriculum review, stakeholder relations, recruiting and advising. We believe that designating one of the program faculty as MBA Director will ensure that MBA offerings are consistent across faculty and with stakeholder expectations.

Bi-Monthly Meetings: As the program faculty of the new MBA are no longer concentrated in one department, communication amongst faculty regarding course content, standards, assessments, etc. is more difficult. As a response, the MBA program faculty will meet at least every other month to discuss course procedure, curriculum and assessment, as well as other topics that emerge in the course of the program.

Course Assessment: As will be discussed in greater detail below, each faculty teaching a course in the MBA will create assessments designed to assess each of the course outcomes each semester, record the data and submit it to the MBA Director for inclusion in TracDat. The MBA Director will ensure that the assessments are consistent across faculty and that faculty are given the opportunity to discuss assessment results as a group to ensure continuous improvement.

Advisory Board: In an effort to ensure that the MBA remains current and consistent with employer and student expectations, the MBA program will continue to maintain an Advisory Board consisting of Ferris alumni and business professionals in a variety of relevant fields. The Advisory Board will meet at least once per academic year and the composition will be carefully managed to ensure a mix of Ferris alumni and area employers.

Program Assessment: Each year the MBA faculty will meet to assess the performance and progress of the MBA students over the last year. As will be detailed below, the MBA Director will gather information assessing program outcomes from course assessment, advisory board meetings and interviews with students and will facilitate a discussion among MBA program faculty to determine areas for improvement and areas of success. In addition, it will be imperative to solicit MBA graduate survey responses as to employment growth and earnings. Likewise, employers should also be queried to determine the usability of the MBA program and overall competitiveness of FSU graduates.

Communicating Program Requirements and Experiential Experiences to Students

The revision of the MBA program has created a need to clearly communicate the new program requirements and components of the MBA to prospective students and stakeholders in the following three areas:

Program Prerequisites: The revised MBA prerequisites are significantly different from the previous program. The new program does not require any graduate level courses as prerequisite regardless of an applicant's previous education. Instead, the program requires each applicant to have received a C+ or better in Accounting and Statistics and a B- in Marketing in order to be admitted to the program. This is necessary to comply with our accreditation standards. If an applicant does not meet these requirements they have the option of taking an online course and competency exam administered by IVY software for a fee of \$60 each. These requirements are communicated to students in a letter from the MBA Secretary upon admission, are listed on the MBA website and are reiterated should students fail to meet them.

Program Requirements: The revised MBA requires students to complete a 12 course core as well as a four course concentration while maintaining a 3.0 GPA. These requirements are communicated to students in a letter from the MBA Secretary upon admission, are listed on the MBA website and are reiterated should students fail to meet them.

Thesis Experience: One of the distinguishing characteristics of the revised MBA curriculum is the MBA thesis. This addition creates a truly experiential learning experience for students as they are asked to complete an analysis of a real business or industry in such a manner that it would be valuable to their employer or future employers. The choice of topic for the analysis is completely student driven, with guidance from an experienced advisor. As this is culmination of the program and one of its most valuable attributes, this feature is communicated to students in both the recruiting and advising phase of admissions. It is also communicated on the website and in promotional materials. One of the future plans is to use these student created business analyses as discussion material in the advisory boards so as to refine the expectations and the process to make it more consistent with the demands of the business world.

Assessment of Student Learning

The MBA began offering courses under the new revision in Spring 2016. Therefore, there has been no assessment of student learning as of yet. What follows is a plan for the assessment of student learning on the individual course level and the program level.

MBA Assessment Plan

The MBA assessment plan is designed to ensure the consistency, currency and relevance of all MBA courses. This is particularly important for the MBA as the core courses are dispersed across three departments.

Assessment Goals:

The MBA has the following goals for its assessment process:

1. Ensure each course has measurable outcomes that align with MBA program outcomes.
2. Ensure that all course outcomes are assessed at least once per year.
3. Use assessment results as part of a continuous improvement process.

Assessment Process:

1. MBA program faculty will design assignments to assess each outcome in their courses each semester.
2. The MBA Director will solicit course assessment results from program faculty and ensure that results are placed in TracDat.
3. Once each semester, MBA program faculty will gather to discuss how the assessment results from each course relate to overall program goals, identify actions related to continuous improvement and follow-up on previously discussed actions. (See Appendix A for an example of several worksheets that will structure these discussions.)
4. Twice annually, the MBA Director will convene the MBA Advisory Board to discuss employer expectations of graduates' knowledge skills and abilities.
5. Once per year program faculty will discuss the program mission and curricular design to incorporate feedback from students, Advisory Board Members and other stakeholders.

Program Profile

As the new MBA program has only been in operation since Spring 2016, there is not sufficient data to provide analysis of program profile trends. However, several of the measures, such as apps, admits and enrolled, are relevant to an evaluation of the potential for success in the new program. To that end, we have completed several comparison of the last few academic years or semesters in the areas where only a few semesters of data might provide insights into the success of the transition.

Apps, Admits and Enrolled

Term	Applications	Admits	Enrolled
Fall 2014	44	15	66
Spring 2015	37	19	78
Summer 2015	31	22	62
Fall 2015	47	13	69
Spring 2016	39	8	64
Summer 2016	32	15	57
Fall 2016 (as of 08/1/16)	64	16	66

Enrollment and Headcounts

Term		Old Curriculum	New Curriculum	Total
Spring 2016	Part- Time	48	7	55
	Full- Time	9	0	9
Summer 2016	Part- Time	38	15	53
	Full- Time	4	0	4

Enrollment Trends

Data from academic year 14/15 was included in order to provide context to the applications, admits, and total enrollment of the MBA through the transition year. While it is obviously too soon to draw many conclusions from the enrollment in the MBA, it is nevertheless a positive indication that enrollment has not fallen in the new transition and enrollment in the new MBA has increased between Spring 2016 and Summer 2016 as there has been very little recruiting during the transition from the old curriculum to the new curriculum. Applications remain strong, and indeed, have increased substantially for Fall 2016, as of 08/1/2016.

Going forward, one of the stated duties of the MBA director is to develop a recruiting and positioning plan that will grow MBA enrollment substantially over the next two years.

Student Credit Hours and Productivity

Term	Student Credit Hours	FTEs	Productivity
2012	1291		
2013	1527		
2014	1187		
2015	1132		
Fall 2015	420		
Spring 2016	387		
Summer 2016	325		

Student Credit Hours and Productivity Trends

The table above includes the information from the old curriculum in order establish a baseline for the productivity of the new curriculum. As can be seen, the student credit hours have been declining since 2013, however, the pace of the decline slowed in AY 2015/16 with the introduction of the new curriculum.

Trends in Enrollment By Gender and Ethnicity and Residency

As the new program has only been in operation since Spring 2016 we do not have sufficient data to provide analysis of these trends.

Program Value beyond Productivity and Enrollment Numbers

- The MBA provides another gateway to industry for the College of Business. Perhaps in its most important manner; leadership and management. This is important to the College of Business or the university in general as it offers a pipeline of learning and practice which is critical to the comprehensive development of curricula, assessment, and the programs offering to industry.
- The MBA program is also a critical product to have in the College of Business product mix. The MBA is a highly sought after graduate degree that is nearly expected of any university that is considered a progressive and complete portfolio of academic options. This therefore is a critical piece to the overall branding strategy of the university, which is to provide a complete industry driven portfolio of educational opportunity at its highest level.
- In its current form the MBA has been a mechanism for local business and organizations to partner with on several levels including, internships, problem solving, idea generation, and continuing education like the MINI MBA and it has created synergies with other colleges on campus including; nursing, pharmacy, etc. Again, this is important to FSU in the further development of its branding. The key to any organizations growth is to continue to offer more reasons for customers to come through the door. The MBA is a door opener and each year will continue to grow and offer more reasons.
- In the future the MBA Director hopes to develop and deploy product develop and creativity labs in the college of business that can be directed and run through the MBA. This will be a collaborative system between industry and the College of Business. Spectrum Health is already asking for mechanism to test and develop org. behavioral strategies and outcomes. We can do this quite effectively right here in the college of business and the overarching logic model is fairly simple; industry brings FSU the challenges and we apply a consultative methodology of evaluation, KSF identification, standards development, prototyping solutions, presentations of options and alternatives, field trials. There is no other program in the region doing such and it would be a way to give back, open doors, and link further with our community.

Visibility, Distinctiveness and Demand

FSU MBA Current Market Situation

- Distinctiveness or typically known as USP –unique selling position, is a term in business that also implies advantage, specifically, competitive advantage. The FSU MBA program has a few distinctive or unique features that may make it stand apart from others in a manner that makes it more competitive;
 - The FSU brand in itself is a competitive advantage over many other institutions offering an MBA. It is well known domestically as a university whose graduates are work ready.
 - The MBA is primarily online. Regionally, this in itself is a huge competitive advantage as local competitors cling to traditional delivery methods.
 - Our professional certificates and concentrations have been called distinctive by former MBA administrators. While I will agree with that description, I am not sure how powerful these advantages may be as they appear to cast a very narrow net at the overall market place.
 - Our faculty are distinctive. They have years of real world professional experience coupled with academic qualifications. This is often attempted and advertised by leading universities, but I don't think you get the same street credibility with it at research universities as you do at a university like Ferris State.

Competitive Situation

- Competitive SWOT analysis was performed within the last three years and is attached as appendix B.
- There are several key features MBA programs compete on; accreditation, number of credit hours to complete, pre-requisites prior to admission, delivery format, and cost.
- Presently FSU is in a very competitive position in terms of price point and delivery format. Only Ferris and Baker are exclusively online at this point. Baker College does not have the brand equity in the market that Ferris has and is comparably priced. Assuming that a wide population of working adults would prefer online delivery format, FSU's MBA is highly desirable and a good value.
- Other competing programs are offering the MBA with less credit hours to complete. Western, Eastern, Central, and GVSU are 36 credit hour programs. These schools vary in terms of required pre-requisites. FSU is a 48 credit hour MBA program. The FSU MBA requires a student to take 36 credit hours for the core classes in the MBA program and 12 credit hours for a chosen concentration. All four of these universities are AACSB accredited. Which appears to the consumer to be a higher accreditation than FSU's accreditation (ACBSP) as the AACSB is synonymous with

nearly all top tier university business schools in the United States. This is a key selling point these universities use to sell against us.

- In general, most of the universities identified provide a buffet of concentrations that stick closely to those that have been identified by researchers as those most sought by employers; Management, Finance, Human Resources, supply chain management, etc. We have strayed away from these traditional concentrations and are offering concentrations that are very unique which is good. However, we may consider adding a few more traditional concentrations as they capture a much larger audience.

Future Plans to consider

In the next academic year the MBA focus group or committee will review the following market positioning strategies:

- Length of the FSU MBA program. Can we bring the program to a 36 hour program?
- Admission requirements. We need to get in line with our regional competitors. Our current GMAT cut score required is 580 while Western Michigan, GVSU, Central, and Eastern are at 450.
- Concentration additions: We will query the committee to determine if they think adding concentrations which are more traditional is possible and if so, what they would like to see.
- Annual benchmarking and on-going bench marking of regional competitors is already being accomplished. This information is stored in the administrators PC.

Preeminent program

- Arizona State University online MBA offered and marketed nationally. ASU boasts a 2,000 MBA headcount at \$58,750.00 USD per student to complete the 2-year program.
 - Is only similar in that it is offered exclusively online.
 - Many factors make the ASU MBA program attractive:
 - All online
 - Concentrations are highly sought: Finance, International Business, Marketing, Supply Chain Management
 - 24 month program
- At some point FSU should consider nationally marketing an online MBA program. This should be done after concentrations have been added that will make the FSU program more desirable.
- To become a preeminent MBA program in the next 10 years, the following will have to occur.
 - Continue seeking a national ranking status in the business magazines (Newsweek, Forbes, Business week, etc).

- Requires alumni surveys
 - Degree completion rate
 - Evidence that program participation outcomes have been career and financial progress.
 - Requires an accurate accept/reject strategy that demonstrates significant rejection of candidates.
 - Requires continuous participation in events and data sharing with these magazines.
- Develop a nationally strategized marketing plan that optimizes online candidates.
 - Create an info-matics and CRM center on campus that efficiently and effectively dispositions leads and lead generation on a national level.

Demand

We have no survey data to support the following information at this time. We will try to answer them as complete as possible with the information we do have

- It appears that most MBA students enroll into the MBA program because it is offered online and it is a good value when compared to other programs. Students see FSU as a comparable educational opportunity to most state colleges and universities in Michigan with the exception of Michigan State and The University of Michigan.
- From data gathered in the past, please reference the 2009-10 APR, and current student course surveys, yes, they would choose it again and recommend it to others.
- We cannot answer any of the alumni questions at this time as we do not have survey data to draw from.
- GMAC data shows an increase in expected hiring of MBA graduates. See appendix C.
- The demand trend for the FSU MBA is increasing with no real sales effort. Recently Spectrum Health Big Rapids/Reed City has partnered with FSU to put middle and upper management employees through the Ferris MBA program. This is a key event for FSU as it opens the door for us in Grand Rapids and legitimizes the program from a corporate partnership perspective.

Overall use of market info-matics and intelligence

- As the MBA at FSU has evolved, critical design and positioning was completed with a solid understanding of offerings and positioning in the marketplace. Past MBA administrators have tried to align the program to the strengths of the university which worked, but may have had limited success due to two primary factors; length of time to complete the FSU MBA the and non-traditional concentrations being offered may be sending candidates to programs with concentrations employers have highly endorsed in national surveys. There was no

doubt a need for an MBA program at FSU as the business schools reputation and faculty are well respected in industry.

- Clearly, the growth record of the MBA program demonstrates a strategy of slow but sure growth. To be in our 13th year and have 60-70 students is a signal indicating two things: There's a lot of low hanging fruit for FSU in the market, there is a need for the MBA committee to consider positioning the FSU MBA to be more attractive to a larger audience. Further, it is important now to identify our mid and long term market level strategies and determine proper planning to achieve those strategies.
- There is no doubt significant demand in this region for an MBA from accredited universities. Please see Appendix C, which is data collected by GMAC. Particular growth is seen in management and finance concentrations. It will be important to determine what concentrations are being demanded, the length of time to complete, and the delivery formats. The previous are the factors that applicants are primarily focused on.
- It will be first priority each academic year to review and discuss the market decisions of our local competitors and the annual results of the GMAC employer and student surveys to determine if our compass is calibrated correctly for success of the FSU MBA program.

Program Flexibility and Access

Delivery: The MBA program is offered completely online. Courses are offered in either Fall or Spring semester each year and then 4 course rotation in the Summer semesters.

Spectrum Cohort: In Fall 2016, leadership from Spectrum Big Rapids/Reed City will begin the MBA program as a Face-to-Face Mixed Delivery Cohort with classes in the evenings. We will offer two courses per semester in this format for 8 semesters.

Trends

One of our program objectives for the next two years is to increase the number of face-to-face classes being offered. While we are satisfied with the online offerings we believe that a face-to-face environment will attract top students in Grand Rapids and provide an opportunity to become more connected with the business community in Western Michigan. To that end, we are seeking to duplicate the cohort model that was established with Spectrum and explore the possibility of recruiting face-to-face students in Grand Rapids.

Survey of Student Achievement, Employability of Graduates and Perceptions of Overall Quality

As the MBA proceeds, we intend to incorporate several surveys to learn more about our student achievement and impressions of the program. We plan to administer these surveys yearly and as a graduation exit survey. In order to determine the perceptions of overall quality, we intend to survey program faculty, College of Business faculty, students, and Advisory Board members.

Faculty Composition and Engagement

Tenured or tenure track faculty teaching within the program	12*
Tenured or tenure track faculty teaching the majority of their load in Big Rapids	0
Tenured or tenure track faculty teaching the majority of their load off-campus	0
Tenured or tenure track faculty teaching the majority of their load fully on-line	12
Full-time temporary faculty teaching within the program.	0
Adjunct faculty teaching within the program.	0

- There are no faculty who teach only in the MBA. Therefore, what is referenced here will be in relation to their **MBA** load rather than their load over all.

Faculty Education

Name	Highest Degree Earned	Average Semester Load
Jennifer Dirmeyer	PhD, Economics	4
Lisa Eshbach	PhD, Industrial Engineering and Business Administration	4
Anita Fagerman	PhD, Organization and Management	4
Emily Fransted	JD, Law	4
Greg Goglin	PhD, College and University Administration	4
Donna Green	PhD, Business Administration- Marketing	4
Jean Inabinett	DBA, Business Administration	4
Cheolwoo Lee	PhD, Finance	4
Alexander Manga	PhD, Management- Evaluation	4
David Marion	PhD, Manufacturing Management	4
David Steenstra	PhD, Higher Education	4
Spence Tower	PhD, Organizational Behavior	4

Evaluation of Composition

The College of Business has made it a priority to staff the MBA with tenured or tenure-track faculty. The rationale for this policy is to offer the highest quality instruction to our graduate students.

Faculty Achievements and Engagement

MBA program faculty are active and engaged in professional activities, service and research. A few highlights follow and complete CVs are available in Appendix D.

Faculty	Service
Lisa Eshbach	<ul style="list-style-type: none"> • Student Organization Advisor- Business Professionals of America (2012-2014) • Presenter- Women in Technology Monthly Meeting (2013) • Committee Member- Annual Program Review Committee (2010-2013)

Jennifer Dirmeyer	<ul style="list-style-type: none"> • Committee Member, University Graduate and Professional Council. (September 23, 2015 - Present). • Committee Member, Cultural Enrichment Committee. (November 2014 - Present). • Committee Member, COB Core Curriculum Revision. (March 2014 - Present).
Anita Fagerman	<ul style="list-style-type: none"> • Faculty Advisor, MBA Advisory Board. (August 2006 - May 2014). • Committee Member, COB Promotion/Merit Committee. (September 2015 - Present). • Committee Member, Academic Senate. (August 2014 - Present).
Greg Goglin	<ul style="list-style-type: none"> • Committee Member, COB Web Advisory Board. (August 24, 2014 - Present).
Donna Green	<ul style="list-style-type: none"> • AQIP Systems Appraiser, Higher Learning Commission - AQIP with 9 categories. (2009 - June 2014).
Alex Manga	<ul style="list-style-type: none"> • For Profit Organization, NW Ohio Partners In Womans Health, Toledo, OH. (June 1, 2015 - April 30, 2016). • Development of evaluation instruments, Stryker Medical, Kalamazoo, MI. (January 15, 2011 - April 30, 2011).
David Marion	<ul style="list-style-type: none"> • Directed Student Learning: Lean course, "Six Sigma," Management. (August 31, 2015 - December 12, 2015). Advised: Dakota Dotson
David Steenstra	<ul style="list-style-type: none"> • Committee Chair, Promotion Merit Committee. (August 25, 2015 - February 2, 2016). • Special Institutional Assignment, Michigan College of Optometry Vision Research Institute. (August 25, 2015 - November 25, 2015). • Board Member, Tip of the Mitt Watershed Council, Petoskey, Michigan. (2010 - 2013).
Spence Tower	<ul style="list-style-type: none"> • Chairperson, Strategic Planning and Resource Council (SPARC). (May 2014 - Present). • Faculty representative, University E-Learning Management Advisory Team (E-MAT). (April 2010 - Present). • Committee Member, COB Core Curriculum Revision. (March 2014 - Present).

Faculty Research Highlights

Faculty	Research
Lisa Eshbach	<ul style="list-style-type: none"> • Eshbach, L., L. N. (2015). In John Lawrence and Debbie Ettington (Ed.), Ferris Valley Foods:Corporate Governance and Reentry (4th ed., vol. 35). Case Research Journal. • Eshbach, L., Gilley, A., Kouider, E., Gilley, J. W. (2013). Gender Differences in Leading Change. Center for Scholastic Inquiry, 1(1), 104-124. www.csiresearch.com
Jennifer Dirmeyer	<ul style="list-style-type: none"> • Butler, L. F. (Presenter Only), Dirmeyer, J. (Presenter Only), College of Business Colloquium,"Assessment Demystified: Why it's really just about student learning.," Statistics Faculty Data Team, BUS 310. (November 12, 2015).
Greg Goglin	<ul style="list-style-type: none"> • Gogolin, G. E. (2013). The Use of Embedded Mobile, RFID, and Augmented Reality in Mobile Devices. IGI Global. • Gogolin, G. E. (2014). Digital Forensic Issues in Civil Proceedings. Journal of Civil & Legal Sciences. • Gogolin, G. E., Kam, H.-J. (2014). Virtual Worlds and Social Media: Security and Privacy Concerns, Implications, and Practice. International Journal of Artificial Life Research.
Donna Green	<ul style="list-style-type: none"> • Green, D. (1995). Learning Capitalist Market by Simulation. Marketing News, 12.
Cheolwoo Lee	<ul style="list-style-type: none"> • Jeon, J. Q., Lee, C. (2015). A New Measure for Heated Negotiation in the IPO Syndicate. North American Journal of Economics and Finance, 33(July), 278-304. www.sciencedirect.com/science/article/pii/S1062940815000492 • Lee, C., Jeon, J. Q., Ryoo, J. (in press). Do Marketing Activities Enhance Firm Value? Evidence from M&A Transactions. European Management Journal.
David Marion	<ul style="list-style-type: none"> • Marion, D. (Presenter & Author), Midwest Decision Sciences, "Factors Influencing the Adoption of Lean Techniques," Midwest Decision Sciences, Toledo, OH. (April 23, 2010).
David Steenstra	<ul style="list-style-type: none"> • Steenstra, D., CMED Conference on Management Executive and Professional Development Programs, Phoenix, Arizona. (November 19, 2015).
Spence Tower	<ul style="list-style-type: none"> • Tower, S., IIBA National Conference, "Reluctant Professors: Why Are We Avoiding The Teaching-Tech Web Parade?," International Interdisciplinary Business Advancement Conference, Las Vegas. (May 2015).

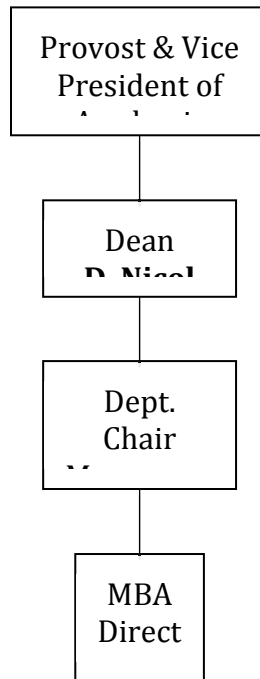
Faculty Continuing Education Highlights

Faculty	Continuing
Anita Fagerman	<ul style="list-style-type: none"> • On-line training, "Transition Training & Assessment to ISO9001:2015," Exemplar Global College. December 29, 2015 - December 31, 2015). • Workshop, "2015 Michigan Performance Excellence Examiner Training for Site Visit," Michigan • Performance Excellence Program, Lansing. (September 2, 2015). • Continuing Education Program, "Lean Office Simulation," Michigan Manufacturing Technology Center at NMC. (April 23, 2015). • Continuing Education Program, "2015 Senior Examiner Training," Michigan Performance Excellence Program. (April 1, 2015).
Emily Fransted	<ul style="list-style-type: none"> • Ongoing Faculty Collaborative Effort, "ISSO: Improving Student Success in Ferris Online Courses," Ferris Faculty Center for Teaching and Learning, Big Rapids, MI, United States. (August 2015 -May 2017). • Workshop, "Integrated Course Design Workshop," Faculty Center for Teaching and Learning, Big Rapids, MI, United States. (September 2015 - January 16, 2016). • Online Course, "Teaching and Learning Online Certification Series, Part III: Assessing Learners," Blackboard. (December 29, 2015).
Jean Inabinett	<ul style="list-style-type: none"> • Conference Attendance, "2016 Business Educators Forum in Nashville," Cengage Learning, Nashville, Tennessee, USA. (March 3, 2016 - March 4, 2016).
David Marion	<ul style="list-style-type: none"> • Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2015 - December 2015). • Conference, "Lean Accounting Summit," Lean Accounting Association, Orlando, Florida, USA (October 17, 2013 - October 21, 2013).
Spence Tower	<ul style="list-style-type: none"> • Workshop, "Can Online Learning Be Experiential?," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015). • Seminar, "Flipped Classroom Adoption Survey Findings," Center for Digital Education & Sonic Foundry. (September 2015).

Program Policies and Procedures, Hiring and Retention

As the MBA is taught with faculty across several departments, it has no individual policies or procedures with regard to faculty qualifications, hiring, or retention.

Program Administration and Support



Administration: The MBA program is housed in the Management Department in the College of Business. The program has a Director who is a program faculty member with a .25 release and a Secretary 3 shared with the MISI program. The current administrative structure is workable but there may need to be some revision as the program grows.

Recommendations for consideration:

- As the program grows it may be necessary to increase the release time for the Director.
- While the program is housed in the Management department, it now includes faculty from three different College of Business departments and should be rightly thought of as a College of Business program rather than a Management Department program. To that end, it may make sense to have the MBA Director report to the Dean or the Associate Dean rather than the Management Department Chair.

Support Services

While we anticipate use of almost all university support services at some point over the course an academic year, the primary support services used by the MBA are related to the nature of an online graduate program. What follows will be a plan for several areas that we expect to be using university support services in the near future.

FLITE	The nature of graduate programs requires student access to research materials such as databases and academic journals. We expect our students to make liberal use of the resources in FLITE and are satisfied that FLITE is well prepared to provide for their needs.
Faculty Center for Teaching and Learning	As the MBA program is currently offered completed online, many of our program faculty may need to develop more online teaching capabilities. FCTL has many resources to aid in the development of those skills should faculty need them.
Technology Assistance Center	The online nature of the program requires TAC to be responsive to technology challenges that arise during the course of the semester. As many of our students are working adults, we need night and weekend support as well as business hour support. We are satisfied that TAC will provide what is needed.
University Advancement and Marketing	UA &M is essential to our recruiting efforts. We hope to work with them to create marketing campaigns for the program and to ensure that online materials are attractive to current and prospective students.

Facilities and Equipment

Space, Computers and Equipment

The program as offered currently is completely online. Therefore, the only space used is College of Business meeting rooms twice per semester for program faculty meetings and twice per semester for advisory board meetings. There are no computers or equipment used beyond faculty computers. We find our facilities and equipment to be totally adequate.

Implementation of Findings

As the next year unfolds and we have offered the complete slate of new MBA curriculum courses, the MBA Director will continue to gather information that is relevant for continuous improvement. We will use this pre-self-study to guide our strategy for overall program assessment. In particular, we will:

- Ensure that surveys sent to students, faculty, stakeholders and alumni address the questions presented in the APR and other related questions.
- Ensure that the annual program assessment collects and makes use of program profile data to track trends and make changes that ensure continuous improvement.
- Look for ways to utilize and highlight the impressive accomplishments of program faculty.

Appendix A: Assessment Materials

SAMPLE DRAFT

Program Assessment Worksheet

Date:

Program: Legal Studies (A.A.S.)

Program Faculty:

Gayle Lopez
Emily Fransted
Aaron Madziar

Adjunct Faculty:

M. Honoman
J. White
N. Hull

Advisory Board:

(List all advisory board member names, professional positions, and Ferris affiliation.)

Program Mission: The mission of the Legal Studies program at Ferris State University is to give students the opportunity to develop the technical and personal skills necessary to function as paralegals or in similar law related occupations. The curriculum provides students with a strong general education background and a series of legal specialty courses culminating in an AAS in Legal Studies, while it also provides the opportunity to integrate into bachelor degree programs at Ferris State University.

Program Outcomes:

1. Demonstrate knowledge of substantive and procedural areas of the law.
2. Demonstrate competence in legal research, analysis and writing skills and proficiency in drafting legal documents.
3. Recognize potential ethical issues that arise in the legal environment and analyze the problem to arrive at an appropriate solution.
4. Create a professional identity which encompasses an understanding of a legal office, the paralegal's role and appropriate technologies.

Courses:

General Education	Business Core	Program Courses
COMM 121	ACCT 201	LLAW 160
ENGL 150	BLAW 321	LLAW 161
ENGL 250	ISYS 105	LLAW 251
MATH 109		LLAW 253
MATH 114		LLAW 260
MATH 115		LLAW 261
		LLAW 280
		LLAW 291

Outcome Mapping:

	BLAW 321	LLAW 160	LLAW 161	LLAW 251	LLAW 253	LLAW 260	LLAW 261	LLAW 280	LLAW 291
1	I	I	I,R	I		I	I	I,R	
2			I	R	A,M,R			R	
3					A,M,R	I,R	I,R	I,R	
4	I	I	I	I,R	A,R	I,R	I,R	R	

I= Introduced R= Reinforced M= Mastered A= Assessed

Assessment Methods:

Internal:	External:
Formative:	Summative:

Assessment:

1. Program Mission: Does the program mission reflect internal and external stakeholder expectations of the value of the program?

a. Assessment method:

b. Insights/analysis:

c. Recommended actions:

2. Outcomes: Do program outcomes align to the program mission and reflect the important learning going on in the program?

a. Assessment method:

b. Insights/analysis:

c. Recommended actions:

3. Curriculum Design: Is the program curriculum current and relevant to the program mission? Does it enable the achievement of program learning outcome goals?

a. Assessment method:

b. Insights/analysis:

c. Recommended actions:

4. Outcome Analysis:

Outcome 1	Demonstrate knowledge of substantive and procedural areas of the law.
Related Courses	
Assessment Methods	
Criteria for Success	
Insights and Analysis	
Recommended Actions/ Changes	

Outcome 2	Demonstrate competence in legal research, analysis and writing skills and proficiency in drafting legal documents
Related Courses	
Assessment Methods	
Criteria for Success	
Insights and Analysis	
Recommended Actions/ Changes	

Outcome 3	Recognize potential ethical issues that arise in the legal environment and analyze the problem to arrive at an appropriate solution.
Related Courses	
Assessment Methods	
Criteria for Success	
Insights and Analysis	

Recommended Actions/ Changes	
Outcome 4	Create a professional identity which encompasses an understanding of a legal office, the paralegal's role and appropriate technologies.
Related Courses	
Assessment Methods	
Criteria for Success	
Insights and Analysis	
Recommended Actions/ Changes	

5. Follow-up: Have there been any program or curricular changes in the last year? Explain how they are related to previous assessment results.

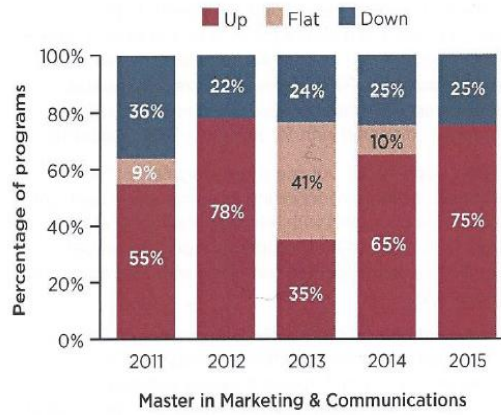
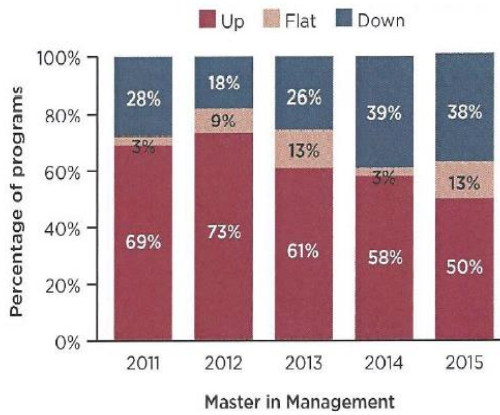
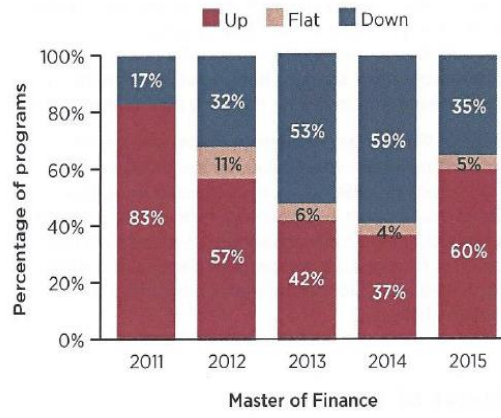
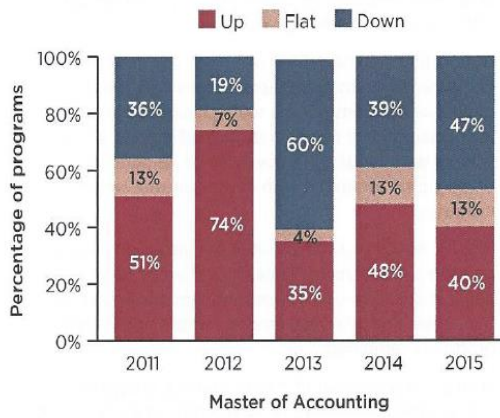
Appendix B: Benchmark Analysis

source: Eshbach, L., Steenstra, D. (2015). MBA Curriculum Revisions.

Michigan Institutions Granting MBA's	MBA Credits Required	Length	Format	Cost	National Recognition*
Baker College	54 credits	6 week Online	Online	\$22,140 (\$410/credit hour*54 credits)	
Central Michigan University	36-43 credits (depending on the concentration selected); 9 core courses and 3 courses for concentration; Has up to 9 foundational courses (extra 27 credits) for non-undergraduate business majors	12-15 week, Online, Weekend	Face-to-Face, Mixed Delivery, Online	A. \$21,600 (\$600/credit hour*36 credits) OR B. \$25,800 - \$42,000 (\$600/credit hour *43 credits OR \$600/credit*70 credits)	US News and World Report - Ranked 17th Online program
Davenport University	39-57 credits (Has up to 6 foundational courses (extra 18 credits) for individuals who received a "C" or below in the business undergraduate course AND for non-business undergraduates	7 weeks; Executive; 6 meetings/ year;	Face-to-Face and Online	\$25,857 - \$37,791 (\$663/credit *39 credits OR \$663/credit *57 credits)	
Western Michigan University	36-48 credits (12 of which are foundational credits) 36 credits (without foundational credits)	15 week	Face-to-Face, Mixed Delivery	A. \$20,592 (\$572/credit*36 credits) B. \$27,456 (\$572/credit *48 credits)	Princeton Review
Eastern Michigan University	54-57 credits (18 of which are foundational credits) 36-39 (without the foundational credits)	15 week ; Compressed in Summer	Face-to-Face, Mixed Delivery	A. \$19,800 - \$21,450 (\$550/credit*36 - 39 credits) B. \$29,700 - \$31,200 (\$550/credit*54 - 57 credits)	
Grand Valley State University	33-44 credits (part-time MBA; 11 additional credits required for non-business undergraduates); Full-time MBA 42 credits.	15 week	Face-to-Face Only	A. \$19,437 (\$589/credit hour*33) B. \$25,916 (\$589/credit hour*44)	
Wayne State University	36-60 (24 of which are foundational credits - some may be waived based on educational background) 36-42 (need at least 1 college math and 1 Information systems class) 18 core credits and 18 credits of 2-9 credit concentrations.	15 Week	Face-to-Face, Mixed Delivery	A. \$23,148 (36 credits* \$633/credit hour) B. \$26,5868 (42 credits* \$633/credit hour) C. \$37,980 (60 credits* \$633/credit hour)	
Ferris State University	Current: 36-48 (36 credits without foundational courses) Proposed: 48 credits	Current: 7 1/2 weeks Proposed: 15 weeks	Current: 100% Online Proposed: Face-to-Face, Mixed Delivery, and Online	Current: \$19,954 (36 credits*\$555/credit hour) Proposed: \$26,640 (\$555/credit hour *48 credits)	
Michigan Technological University	36 credits - 12 class core	15 week, Weekend MBA	Face-to-Face, Mixed Delivery, On-line	\$41,004 (36 credits *\$1,139/credit hour - Online MBA)	US News and World Report - Ranked 36th Online program
Michigan State University	60 credits (without foundational credits) - 30 credits of core, 15 credits of concentration and 15 credits of electives)	15 week, Executive MBA ; (21 month long full time program); MBA Dual Degree Programs (12 credits from another department e.g., law can be counted as 12 of the	Face-to-Face, Mixed Delivery	\$54,000 - (\$27K per year tuition only)	#44 US News and World Report - 44th overall (among private and public in nation) 19th (among public only universities in nation); Supply Chain/Logistics: 2nd; International: 13th; Accounting :23rd
University of Michigan	36-63 credits (Foundational classes vary based on student background and grades)	14 Week Evening,	Face-to-Face, Mixed Delivery	\$104,000 (\$52K per year) \$131,000 (Executive MBA)	US News and World Report

*: US News and World Report Rankings for Online Programs based on Faculty Credentials and Training, Student Services and Technology, Student Engagement and Admissions Selectivity

Appendix C: Market Research



Source: GMAC Applicant Surveys, 2015.

Appendix D: Faculty Vitas

Jennifer Dirmeyer

Ferris State University

MGMT

Email: JenniferDirmeyer@ferris.edu

Education

Ph D, George Mason University, 2009.

Major: Economics

Dissertation Title: The Political Economy of Local Governance and Service Provision

BBA, Loyola University, 2002.

Major: Economics

Professional Positions

Academic - Post-Secondary

Assistant Professor of Economics, Ferris State University. (August 18, 2014 - Present).

Assistant Department Chair, Ferris State University. (June 1, 2014 - Present).

Interim Director, MBA, Ferris State University. (May 1, 2015 – May 1, 2016).

Visiting Assistant Professor, Ferris State University. (January 1, 2014 - May 1, 2014).

Executive Director- Center for Entrepreneurship and Political Economy, Hampden-Sydney College. (August 1, 2011 - May 1, 2013).

Assistant Professor of Economics, Hampden-Sydney College. (August 1, 2008 - May 1, 2013).

Director of Student Development, Center for the Study of Political Economy, Hampden-Sydney College. (August 1, 2009 - August 1, 2011).

Professional

Assistant Manager of Operations- New Orleans and Copley, French Connection. (May 1, 1999 - August 1, 2004).

Development Activities Attended

Conference Attendance, "Advancing Justice Summit," Charles Koch Institute, New Orleans, LA. (November 4, 2015 - November 6, 2015).

Colloquium, ""Using the Web to Teach Students,"" COB Faculty Colloquium. (September 17, 2015).

Tutorial, "FerrisConnect Blackboard Training- Online Classes," Faculty Center for Teaching and Learning. (July 2015).

Workshop, "Managing Student Conduct," Faculty Center for Teaching and Learning. (February 19, 2015).

Workshop, "The Inclusive and Engaged University Community," Faculty Center for Teaching and Learning. (February 5, 2015).

Conference Attendance, "IUPUI Assessment Institute," Indiana University-Purdue University Indianapolis, Indianapolis, IN. (October 19, 2014 - October 21, 2014).

"Curriculum Proposal Seminar," FSU- University Curriculum Committee. (August 21, 2014).

Workshop, "New Faculty Orientation- FSU," Faculty Center for Teaching and Learning. (August 11, 2014 - August 15, 2014).

Workshop, "Summer Academic Advising Workshop," Ferris State University. (July 22, 2014).

Workshop, "Assessment Workshop: What to do with all this data?," Ferris State University. (June 5, 2014).

Conference Attendance, "Redesigning Undergraduate Curriculum," AACSB, Tampa, FL. (May 19, 2014 - May 20, 2014).

Teaching

Teaching Experience

Ferris State University

ECON 221, Principles of Macroeconomics, 8 courses.

ECON 222, Principles of Microeconomics, 2 courses.

ECON 726, Managerial Economics, 1 course.

Hampden Sydney College

ECON 101, Introduction to Economics

ECON 301, Intermediate Microeconomics

ECON 221, Law and Economics

ECON 308, Public Finance

ECON 421, Economic Writing Workshop

Directed Student Learning

Supervised Research, "The Rent-Price Ratio and New Orleans' Recovery," Management. (June 1, 2014 - August 25, 2014). Advised: Jena Neilsen

Research

Published Intellectual Contributions

Book Chapters

Boettke, P., Dirmeyer, J. (2008). "*Spontaneous Order*". The New Palgrave Dictionary.

Other

Dirmeyer, J. (2014). "*Book Review: Josh Hall, ed, Homer Ecomicus*". Review of Austrian Economics.

Dirmeyer, J. (2011). *"Transportation, Regulation and the Welfare of the Poor: The Jitney Potential"*. The National Center for Policy Analysis.

Periodicals

Dirmeyer, J. (2013). *"Egyptians Now Face a False Choice"*. Richmond Times-Dispatch.

Dirmeyer, J., Cartwright, A. (2012). *"Honor Codes Work Where Honesty Has Already Taken Root"*. The Chronicle of Higher Education.

Refereed Journal Articles

Dirmeyer, J. (in press). "Competition and Institutions: The Dutch Conquest of the Baltic Sea Trade." *Virginia Economic Journal*.

Dirmeyer, J. (2010). "The Power of Ideas: The Peter Boettke Strategy for Advancing the Science of Prosperity". *The Journal of Private Enterprise*.

Dirmeyer, J. (2009). "Poverty, Dignity, Economic Development and the Catholic Church". *Journal of Markets and Morality*.

Dirmeyer, J. (2008). "The Futile Fight Against (Human) Nature: A Public Choice Analysis of the US Army Corps of Engineers." *International Journal of Social Economics*.

Dirmeyer, J., Block, W. (2002). "Should Airlines Be Subsidized in Case of an Emergency?". *Journal of Social Political and Economic Studies*.

Presentations Given

Butler, L. (Presenter & Author), COB Research Colloquium, "Assessment Demystified," College of Business. (November 12, 2015).

Butler, L. F. (Presenter Only), Dirmeyer, J. (Presenter Only), College of Business Colloquium, "Assessment Demystified: Why it's really just about student learning.," Statistics Faculty Data Team, BUS 310. (November 12, 2015).

Dirmeyer, J., Loyola University Economics Club, "'Policing the Police: The Political Economy of Police Brutality'," Loyola University, New Orleans. (October 1, 2015).

Dirmeyer, J., Public Choice Society Annual Meetings, "'Explaining Corruption in American Cities: The Effects of Federal Grants on Local Corruption'," Public Choice Society, San Antonio, TX. (April 2015).

Dirmeyer, J. (Presenter & Author), Cartwright, A. (Presenter & Author), APEE International Conference, "The Price of Black Market Prostitution: The Effects of Prohibition on the Production of Quality in Markets for Sexual Services," Association for Private Enterprise Education, Las Vegas, NV. (April 2014).

Dirmeyer, J., Association for Private Enterprise Education- Annual Meeting, "'The Black Market and the Effectiveness of Minimum Quality Standards" Public Choice Society Annual Conference," Association for Private Enterprise Education. (2013).

Dirmeyer, J., Association for Private Enterprise Education- Annual Meeting, "'Student Development Through Co-Curricular Programming.," Association for Private Enterprise Education. (2012).

Dirmeyer, J., BB&T Moral Foundations of Capitalism Conference, "Liberty and Welfare: The Case for Social Insurance in a Free Society", Clemson University. (2012).

Dirmeyer, J., University of Virginia Political Philosophy Lecture Series, "Comments on John Tomasi's "Free Market Fairness", University of Virginia. (2012).

Dirmeyer, J., Association for Private Enterprise Education- Annual Meeting, "The Rent-Price Ratio and the Short-Term Investment Bias." Association for Private Enterprise Education, Association for Private Enterprise Education. (2011).

Dirmeyer, J., Public Choice Society- Annual Meeting, "Decline Before Crisis: The Effect of Federal Expenditures on New Orleans' Residents.," Public Choice Society. (2008).

Dirmeyer, J., Southern Economic Association- Annual Meeting, "Decline Before Crisis: The Effect of Federal Expenditures on New Orleans' Residents.," Southern Economic Association. (November 2007).

Dirmeyer, J., International Society for New Institutional Economics, International Society for New Institutional Economics, "Competition and Institutional Change: The Dutch Conquest of the Baltic Sea Trade." (2006).

Dirmeyer, J., Association of Private Enterprise Education- Annual Conference, "Competition and Institutional Change: The Dutch Conquest of the Baltic Sea Trade.," Association of Private Enterprise Education, Washington, DC. (April 2006).

Media Contributions

Newspaper

Capital News Service. (September 11, 2015).

Intellectual Contributions in Submission

Refereed Journal Articles

Dirmeyer, J., Cartwright, A. "The Black Market and the Effectiveness of Minimum Quality Standards". *Journal of Public Finance and Management*.

Service

Department Service

Faculty Advisor, Economics Study Session. (September 2014 - Present).

Economics Course Equivalency Advisor. (August 2014 - Present).

College Service

Committee Member, Business Core Redesign Team. (April 2014 - Present).

Interim Director, MBA (August 2015-May 2016)

University Service

Committee Member, University Graduate and Professional Council. (September 23, 2015 - Present).

Committee Member, Cultural Enrichment Committee. (November 2014 - Present).

Committee Member, Economic Inequality Initiative. (September 2014 - Present).

Faculty Mentor, Ferris Youth Initiative. (August 2014 - Present).

Dr. Lisa Eshbach
Ferris State University
MGMT
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Education

- Ph D, Wayne State University, 2004.
Major: Industrial Engineering and Business Administration
Supporting Areas of Emphasis: Lean Manufacturing
Dissertation Title: APPLICATION OF LEAN MANUFACTURING IN A PROJECT MANAGEMENT ENVIRONMENT
- MS, Wayne State University, 2002.
Major: Industrial Engineering
- MS, Central Michigan University, 1997.
Major: International Administration
Supporting Areas of Emphasis: International Business
Dissertation Title: Application of Business Process Reengineering
- Associates of Applied Sciences, Michigan Technological University, 1993.
Major: Electrical Engineering
- BS, Michigan Technological University, 1992.
Major: Business Administration
Supporting Areas of Emphasis: Industrial Engineering

Professional Positions

Academic - Post-Secondary

- Associate Professor, Ferris State University. (August 23, 2013 - Present).
- Assistant Professor, Ferris State University. (August 15, 2009 - August 22, 2013).
- Adjunct Faculty, Baker College. (May 1, 1998 - May 1, 2010).
- Adjunct Faculty, Lawrence Technological University. (September 1, 2004 - April 30, 2010).
- Senior Lecturer, Wayne State University. (August 26, 2005 - May 5, 2009).

Professional

- Senior Manufacturing Engineer, Visteon Corporation. (September 1, 2001 - July 15, 2006).
- Senior Manufacturing Engineer, Visteon Corporation. (September 1, 1998 - September 1, 2001).
- Project Manager, Ford Motor Company. (August 1, 1996 - September 1, 1998).
- Materials Planning and Logistics Analyst, Ford Motor Company. (June 1, 1993 - August 1, 1996).

Licensures and Certifications

Quality Matters Certificate, Faculty Center Training and Learning. (March 2012 - Present).

Professional Memberships

North American Case Research Association. (May 2009 - Present).

Lean Enterprise Institute. (August 2001 - Present).

Academy of Management. (August 2007 - August 2009).

Production Operations Management Society. (August 2007 - August 2008).

Society of Manufacturing Engineers. (May 2003 - May 2005).

Development Activities Attended

Conference Attendance, North American Case Research Association, Orlando, Florida, US.
(October 8, 2015 - October 11, 2015).

Conference Attendance, North American Case Research Association, Austin, Texas, United States.
(October 22, 2014 - October 25, 2014).

Conference Attendance, North American Case Research Association, Victoria, British Columbia, Canada.
(October 17, 2013 - October 19, 2013).

Conference Attendance, Center for Scholastic Inquiry, Scottsdale, AZ, USA. (April 17, 2013 - April 18, 2013).

Workshop, "Online Courses Fair," Let's Get It Together - Language and Literature, Big Rapids, MI, USA. (February 20, 2013 - February 21, 2013).

Conference Attendance, North American Case Research Association, Boston, Massachusetts, USA. (October 25, 2012 - October 27, 2012).

Conference Attendance, North American Case Research Association, San Antonio, Texas, USA.
(October 13, 2011 - October 15, 2011).

Workshop, "Quality Matters," Faculty Center for Training and Learning, Big Rapids, MI, USA.
(July 2011 - September 2011).

Workshop, "Blackboard Learn 9.1," Faculty Center for Training and Learning, Big Rapids, MI, USA.
(July 25, 2011 - July 27, 2011).

Workshop, "3R's Rubrics + Readability = Retention," Faculty Center for Training and Learning, Big Rapids, MI, USA. (February 2011 - May 2011).

Conference Attendance, North America Case Research Association, Gatlinburg, TN, USA.
(October 28, 2010 - October 30, 2010).

Workshop, "Copyright, Fair Use and the Creative Commons," Faculty Center for Training and Learning, Big Rapids, MI, USA. (May 11, 2010).

Workshop, "Level 1 -4 Online Certification Training: Let's Get It Together," Faculty Center for Training and Learning, Big Rapids, MI, USA. (October 2009 - April 2010).

Faculty Orientation, "Faculty Orientation," Faculty Center of Training and Learning, Big Rapids, MI, U.S.A. (August 17, 2009 - April 21, 2010).

Workshop, "Rubrics Rock! Training," Faculty Center for Training and Learning, Big Rapids, MI, USA. (October 6, 2009 - November 24, 2009).

Workshop, "Grant and Research Education Series," Faculty Center for Training and Learning, Big Rapids, MI, USA. (October 6, 2009 - November 10, 2009).

Conference Attendance, "North American Case Research Association," North American Case Research Association, Santa Cruz, CA, USA. (October 29, 2009 - October 31, 2009).

Teaching

Teaching Experience

Ferris State University

INTB 310, International Business Systems, 3 courses.
MGMT 301, Applied Management, 3 courses.
MGMT 302, Team Dynamics - Organizational Behavior, 3 courses.
MGMT 305, Managerial Leadership, 16 courses.
MGMT 350, Management Metrics and Decision Making, 3 courses.
MGMT 412, Lean Culture and Skills Development, 3 courses.
MGMT 432, Lean Logistics and Supply Management, 2 courses.
MGMT 447, Business Ethics - Social Responsibility, 3 courses.
MGMT 488, Advanced Management Cases and Problems, 25 courses.
MGMT 490, Lean Service Enterprise Leadership, 2 courses.
MGMT 492, Lean Service Enterprise and Leadership, 10 courses.
MGMT 497, Independent Study, 1 course.

Directed Student Learning

"Looking in the Rearview Mirror," Operations Research. (May 2014 - Present). Advised: Alisa Deroo, Lukas Thompson, Mabel Acosta, Andrew Jared

Honors Option - MGMT 305 Managerial Leadership, "Mercedes W205 Middlefield Lamination Kaizen Event," Management. (May 2015 - August 2015). Advised: Logan England

Honors Option - MGMT 432 Lean Logistics & Supply Management, "Gentex - Case Overview," Management. (January 2015 - May 2015). Advised: Mabel Acosta

Research

Published Intellectual Contributions

Other

Eshbach, L., L. N. (2015). In John Lawrence and Debbie Ettington (Ed.), *Ferris Valley Foods: Corporate Governance and Reentry* (4th ed., vol. 35). Case Research Journal.

Eshbach, L. (2015). *Lean Systems Certificate and Minor Modifications. Certificate Changes: The proposal changed the MGMT 422 (Cost Management for Lean Systems) from a class option list of six classes offered to a required certificate course. Now, students can either take the*

MGMT 402 (Six Sigma for Business Processes) or MGMT 422 courses (Cost Management for Lean Systems) as one of the required certificate courses. The second change to the certificate involved adding the MGMT 432 (Lean Logistics and Supply Management) as a course option for the students to choose from amongst a list of six courses for the remaining three credits. Minor changes: The change included increasing the required courses from four to five and decreasing the amount of elective courses from two to one. The MGMT 432 (Lean Logistics and Supply Management) course was being added as the fifth required course..

Eshbach, L., Steenstra, D. (2015). MBA Curriculum Revisions. Led a 12 person cross-functional faculty team. Each faculty member, including myself, developed at least one course (MGMT 736) for the revised MBA core. Additionally, I developed two new MBA concentrations (Lean Systems and Leadership AND Supply Chain Management and Logistics) and authored five new classes to support the concentrations (MGMT 752, MGMT 754, MGMT 755, MGMT 757, and MGMT 758). I co-wrote the supporting paperwork for the required curriculum process. The result was 110 page proposal that was approved by the Senate and Provost..

Eshbach, L., Marion, D., Lyman, S. B. (2013). Operations and Supply Management Major Modifications. The Operations and Supply Management (OSM) program was reviewed during the 2012-13 APR cycle. Several suggestions from our advisory board and the APR committee were provided during the process. It was recommended that we review our program against the benchmark programs in the state, redesign where appropriate and look at ways to successfully promote our program. The revisions included a lean systems focused curriculum. The MGMT 432 (Lean Logistics and Supplier Development) new course was included in the proposal. The course will be offered during Spring 2014 semester..

Eshbach, L. (2013). Lean Systems Minor. The Lean Systems minor is designed to deliver a comprehensive education of how to apply lean concepts to various industries: e.g. banks, nonprofits, offices, hospitals, restaurants, manufacturing. The classes prepare individuals to lead, manage, and evaluate a continuous improvement system. Students will acquire the skills of applying the lean principles in a complex work environment. This cutting edge approach will provide graduates with highly sought-after capabilities to improve operational & financial performance and monitor growth within any type of organization. The new course, MGMT 422 (Lean Accounting), was developed as part of the proposal. This course will be offered during Spring 2014 semester..

Eshbach, L., Marion, D. (2012). Lean Systems Certificate. The Lean Systems certificate specifically integrates the Lean concepts (process efficiency), Six Sigma (process quality), and leadership techniques (employee centric) to assist the organization in achieving and sustaining optimal employee and organization/operational performance. Two new courses were developed as part of the proposal - MGMT 402 (Six Sigma Process Management) and MGMT 412 (Lean Culture and Skills Development). These courses were successfully offered during Spring 2013 semester..

Eshbach, L. (2011). Leadership and Supervision Certificate.

Eshbach, L., Ciaramitaro, B., Tower, S. (2011). Leadership and Project Management Minor. The minor proposal integrates multiple disciplinary topics to form an effective project management and modern leadership curriculum. Students gain the skills necessary for real world continuous improvement management. Undergraduates of this curriculum learn how to create customer value and continuous improvement through development of cost-effective, creative solutions in complex work environments. Concurrently, students are educated on how to effectively mitigate risk. The MGMT 492 course (Lean Service Enterprise Leadership) was created as part of the proposal. It has been successfully offered for four semesters (two as MGMT 490 and two as MGMT 492)..

Refereed Journal Articles

Eshbach, L., Gilley, A., Kouider, E., Gilley, J. W. (2013). Gender Differences in Leading Change. *Center for Scholastic Inquiry*, 1(1), 104-124. www.csiresearch.com

Presentations Given

Eshbach, L. (Presenter & Author), Levenburg, N. (Presenter & Author), North America Case Research Association, "Adam's Ribs: An Adventure in Food Cartology," Orlando, Florida. (October 8, 2015).

Eshbach, L. (Presenter & Author), Levenburg, N. (Presenter & Author), North America Case Research Association (NACRA), "Who's Next? Succession Planning At Royal Beginnings Bridal Shop," NACRA, Austin, TX. (October 22, 2014).

Eshbach, L. (Presenter & Author), Levenburg, N. (Presenter & Author), North America Case Research Association, "Royal Beginnings - Supply Chain Decision Making in the Bridal Business," NACRA, Victoria, British Columbia. (October 17, 2013).

Eshbach, L. (Presenter & Author), Gilley, A. (Author Only), Kouider, E. (Author Only), Center for Scholastic Inquiry, "Gender Differences and Leading Change," Center for Scholastic Inquiry, Scottsdale, AZ. (April 17, 2013).

Eshbach, L. (Presenter & Author), Grand Valley State University, L. N. (Presenter & Author), North America Case Research Association (NACRA), "Project Management at Tiger Metalbenders Inc.," North America Case Research Association (NACRA), Boston, MA. (October 25, 2012).

Eshbach, L. (Presenter & Author), N. L. (Presenter & Author), North America Case Research Association (NACRA), "Ferris Valley Foods: Corporate Governance and Responsibility," NACRA, San Antonio, TX. (October 13, 2011).

Eshbach, L. (Presenter & Author), North America Case Research Association (NACRA), "City of Grand Rapids: Lean Times Require Lean Measures," NACRA, Gatlinburg, TN. (October 29, 2010).

Eshbach, L. (Presenter & Author), North America Case Research Association (NACRA), "Application of Lean Principles at the Grand Rapids Public Library," NACRA, Santa Cruz, CA. (October 29, 2009).

Media Contributions

Internet

College of Business Website. (April 2015).

College of Business Website. (February 2015).

Contracts, Grants and Sponsored Research

Grant

Eshbach, L. (Principal), "TIMME Grant," Sponsored by TIMME- Academic Affairs, Ferris State University, \$750.00. (April 2010 - December 2010).

Eshbach, L., "NSF CCLI Phase 2 grant (award number 0618669) – June 2008," Sponsored by National Science Foundation, Federal, \$5,000.00. (April 2009 - July 2009).

Awards and Honors

Best Case of 2015 NACRA Conference - Bronze Award, North American Case Research Association. (October 10, 2015).

Outstanding Case in Corporate Governance - Honorable Mention. Case is awarded to the best case in corporate governance (in any discipline) as submitted and presented to the annual NACRA meeting. It is funded by The Directors College (Canada) of McMaster University, but is administered by NACRA. The award includes a first prize of \$1,000 plus an honorarium of \$500 to cover travel expenses to McMaster University where the winner will also present the case at a forum of The Directors College. The award also includes two honorable mentions - each worth \$500. Decision focused cases must deal with issues faced by a company's board of directors, such as transparency in governance, governance structures, corporate investment and disclosure, shareholder and shareholder relations, accountability, privacy and security, executive and board compensation, roles and responsibilities of board committees, director independence, effective board management relations, board recruitment, role of the board chair or lead director, proxy voting, and stock options, North American Case Research Association. (October 22, 2011).

Best Case Award in Production/Operations/Supply Chain Management Track. Nominated and selected for Best Case Award in Production/Operations/Supply Chain Management Track at the NACRA 2009 conference., North America Case Research Association. (October 29, 2009).

Intellectual Contributions in Submission

Refereed Journal Articles

Eshbach, L., Gilley, A., Kouider, E. Gender Differences and Leading Change. *Center for Scholastic Inquiry*, 1(1).

Research in Progress

"Adam's Ribs: An Adventure in Food Cartology" (On-Going). Tired of working 14 hours a day as a sous chef at Crosswater Club in Sunriver, Oregon, Adam is contemplating being his own boss and starting his own food truck business (either Tex-Mex or Indian cuisine) in Bend, Oregon. Adam's wife, Mary, works at Whispering Winds in Bend, Oregon, as an executive chef. They are a newly married couple and are very cost-conscious with respect to personal expenses and saving. As such, they have about \$20,000 in savings that could be put towards the purchase of a new (not equipped) or used (fully equipped) food truck.

Although the region encourages an "entrepreneur-friendly" environment, Adam faces intense competition within the food truck industry in Bend, OR. There are a multitude of "established" food trucks in the area that serve local customers – approximately 120 in Bend. Despite the rivalry, Adam is still encouraged because, based on his research, there is not a Tex-Mex food truck in the Bend, OR, area. And, if he focused on Indian cuisine, he would offer different types of foods from the existing food truck. He believes that if he could overcome the fierce competitive factors, comply with the licensing and regulations as well as obtain enough cash to start the business, he could be successful. This would lead Adam and Mary to ultimately enjoying a more personal enriching lifestyle and exploring the exciting opportunities that the Bend, OR area has to offer.

The case provides a general overview of the factors involved in starting a new food truck business – location, demographics, customer preference, licensing/regulations, product branding and other personal related considerations.

"City of Grand Rapids: Lean Times Require Lean Measures" (Writing Results). The longitudinal case study evaluates the Grand Rapids city government's implementation of municipal lean. The case also outlines the quantitative benefits (resource and time savings) realized by the execution of this lean project. The setting of priority goals and the performance measurement in achieving those goals are analyzed. The performance improvement tools used in evaluating the program's impact are fully defined and examined

"Implementing Lean Administration in the Grand Rapids Public Library System" (Writing Results). The case examines the application of lean principles used by a large municipal public library system to achieve process and cost efficiencies. These tools (i.e. value stream mapping, kanban, standardized work processes, visual factory, poke yoke and 5-Why problem solving tools) were successfully used to achieve cost and process based improvements within the organization.

"Looking in the Rearview Mirror" (Writing Results). ABC Company is in the automotive technology industry. The company started 40 years ago. All the production plants are in the US while they have sales and engineering teams in Germany, France, The United Kingdom, Korea, Sweden, China, and Japan. ABC is an innovation company that continues to grow every year. There are already five production teams. They are trying to keep overhead costs at a minimum and have thought of an idea to either buy or lease a warehouse. This warehouse would also be the distribution center (DC). The goal would be to remove a portion of the warehouses out of each production plant to create more manufacturing space. This would mean material sequencing from the warehouse/DC. Data that would need to be readily available to students doing analysis of the case would be: leasing prices, the square footage of a warehouse, and data to do an ROI. Exhibits that would be provided are: current logistics map, proposed interior and exterior warehouse/DC map, and current vs. future supplier drop-offs.

"Project Management at Tiger Metalbenders, Inc." (Writing Results). Set in the metro Detroit area, the Launch Engineer at a large automotive stamping plant must address the issue of why the completion times for designing and constructing dies vary across 18 stamped parts for four different vehicles. To add complexity, two of the vehicles were designed in North America for the North American market, and two of the vehicles were designed abroad and modified for the domestic market. The former used more locally sourced dies and the latter used more globally sourced ones. The firm's largest customer – and for which the vehicles were produced – was one of the world's largest automakers.

The case provides an opportunity for students to apply project management methods/concepts and statistical tools to evaluate a firm's performance, and identify if (and how) it should adopt changes to ensure that future projects are completed on schedule.

"Royal Beginnings - Supply Chain Decision Making in the Bridal Business" (Writing Results). Set in a small community in Michigan's Upper Peninsula, the owner of a bridal and formal wear shop is focusing on the firm's business strategy, especially with respect to supply chain/vendor management. The shop's merchandise includes wedding and bridesmaid gowns, mother's and flower girl dresses, prom dresses, and accessories. It also rents tuxedos for men. There are typically around 150 wedding gowns, 300 bridesmaid gowns, and 150 mother's dresses in the store. Brides frequently spend 12 hours (or more) shopping in the store before they make a buying decision; they typically seek stylish gowns in high-quality fabrics and reasonably pricing. Because approximately 60 percent of the store's revenues come from sales of wedding apparel, vendor-related decisions are critical.

The case is designed to be used in a course in which students focus on small business operations as a part of business strategy.

"Who's Next? Succession Planning at Royal Beginnings Brial Shop" (Writing Results). Royal Beginnings' 67-year-old owner is eyeing retirement, and is beginning to contemplate alternatives for continuance of the business. All of the owner's children (now married, and with families of their own) reside hundreds of miles from the store, and the oldest grandchild (a granddaughter) is 14 years old – not a likely successor if the owner would like to retire within the next year or two. An expert seamstress and the owner's "right-hand girl" (a long-time employee) has expressed no interest in acquiring the business. Nor have any local businesspeople.

The case provides a general overview of retail operations within a small apparel (bridal and formal wear) shop, as well as insights into its market and the supplier's behavior. It focuses on succession planning in a business where there are no viable family successors.

Service

Department Service

Committee Member, Emily Fransted Tenure Committee. (September 2015 - Present).

Committee Member, Management Faculty Search Committee. (April 2014 - May 2014).

Committee Member, Law Faculty Search Committee. (April 2013 - May 2013).

Committee Member, Operations and Supply Management (OSM) Program Review. (December 1, 2011 - August 13, 2012).

Co-Editor, Management Newsletter. (March 2010 - August 2010).

Student Service

Academic Advising. (September 2010 - Present).

Student Org Advisor (Professional Org), Business Professionals of America. (November 2012 - August 2014).

Guest Speaker - Presenter, Women In Technology. Monthly Meeting. (March 5, 2013).

College Service

Committee Member, College Curriculum Committee. (August 2013 - Present).

Presenter, DECA. (January 2011).

Presenter, DECA. (January 2010).

Participant, College of Business Celebration Fest. (September 2009).

University Service

Committee Member, TIMME Travel Grant Committee. (August 2013 - Present).

Attendee, Graduation, FSU Commencement. (May 2010 - Present).

Committee Member, Annual Program Review Committee. (August 2010 - August 2013).

Quality Matters Presenter, Online Teaching and Learning Committee. (February 20, 2013 - February 21, 2013).

Faculty Trainer and Mentor, Blackboard Learn 9.1 Implementation Team. (September 1, 2011 - August 20, 2012).

Committee Member, Hiring Committee - HealthCare Systems Administration. (March 2012 - June 2012).

Guest Speaker, CLLS 465 - Management Clinical Lab. (December 7, 2011).

Guest Speaker, HCSA 474 - Health Care Strategic Applications. (March 2011).

Judge for Student Posters, Michigan Energy Conference. (April 2010).

Professional Service

Vice President of Communications, North American Case Research Association. (October 2015 - Present).

Reviewer, Journal Article, Case Research Journal. (June 2015).

Reviewer, Journal Article, Journal of Critical Incidents. (June 2015).

Reviewer, Conference Paper, North America Case Research Association. (June 2015).

Reviewer, Journal Article, Case Research Journal. (December 2014).

Reviewer, Conference Paper, North American Case Research Association (NACRA). (June 2014).

Reviewer, Journal Article, North American Case Research Journal. (August 1, 2013).

Reviewer, Journal Article, Center for Scholastic Inquiry. (July 2013).

Judge, Family Enterprise Case Competition, Burlington, VT. (January 9, 2013 - January 12, 2013).

Reviewer, Journal Article, North American Case Research Association (NACRA): Case Research Journal. (November 2012).

Session Chair, Midwest Decision Science Institute, Grand Rapids, MI. (April 12, 2012 - April 14, 2012).

Reviewer, Conference Paper, North American Case Research Association (NACRA). (July 2011 - August 2011).

Reviewer, Conference Paper, North America Case Research Association (NACRA). (June 2010 - July 2010).

Public Service

Middle and High School Career and College Advisor, Algoma Christian School, Kent City, MI. (September 2012 - May 2015).

Guest Speaker, Grand Valley State University - MGT 661. (June 2011).

Consulting

Academic, Traverse City Chamber of Commerce. Taught one 3 hour session of the Lean Systems segment of the Mini-MBA to community leaders (entrepreneurs, managers, physicians, etc)., Traverse City, MI. (February 4, 2014).

Academic, Gentex Corporation . Taught two 3 hour sessions of the Lean Systems segment of the Mini-MBA to engineers and supervisors., Zeeland, MI. (January 22, 2014).

Awards and Honors

Service, University

Academic Advising Award, College of Business - Management Department. (August 2014).

Sytsma Faculty Excellence Award. The award promotes, recognizes and rewards faculty performance excellence and improvement. It acknowledges faculty who have "contributed by their work and example, often at personal sacrifice, to improving and furthering the educational mission of the college.", College of Business. (April 22, 2014).

Anita L. Fagerman
Ferris State University
MGMT
(231) 591-3162
Email: fagerman@ferris.edu

Education

Ph D, Capella University, 2006.
Major: Organization & Management
Supporting Areas of Emphasis: Leadership specialization
Dissertation Title: Land Patents and Condemnation: Developing a Measure based on Organizational Learning in the United States Land Management System

MS, Purdue University, 1992.
Major: Applied Statistics

BS, Ferris State University, 1990.
Major: Applied Mathematics

Professional Positions

Academic - Post-Secondary

Faculty, Ferris State University. (2004 - Present).

Temporary - Full Time Instructor, Ferris State University. (August 2001 - August 2004).

Government

Trustee, Charter Township of Haring. (January 1, 2006 - Present).

Professional

Member, Fagerman Family Farms.

Co-owner, Calm Actions, LLC. (2001 - Present).

Co-owner, Functions of Metrology and Design, LLC. (1996 - 2003).

Quality Manager, Traverse City Products, Inc. (1994 - 2001).

Licensures and Certifications

Certified ISO/TS16949 Supplier Auditor, AIAG. (December 12, 2013 - Present).

Kaplan & Norton Balanced Scorecard Certified, Palladium Group, Inc. (July 9, 2009 - Present).

Certified Manager of Quality/Organizational Excellence (ASQ), ASQ. (October 20, 2001 - Present).

Quality Management Systems Associate Auditor, RABQSA. (October 2001 - Present).

Certified Quality Engineer (ASQ), ASQ. (June 1, 1996 - Present).

Professional Memberships

International Taekwon Do Federation.

Michigan Association of Planning.

Michigan Townships Association.

United States Taekwon Do Federation.

Senior Member, Society of Manufacturing Engineers. (December 1, 1992 - Present).

Senior Member, American Society of Quality. (March 24, 1992 - Present).

American Statistical Association. (April 1, 1991 - Present).

Development Activities Attended

On-line training, "Transition Training & Assessment to ISO9001:2015," Exemplar Global College. (December 29, 2015 - December 31, 2015).

Workshop, "2015 Michigan Performance Excellence Examiner Training for Site Visit," Michigan Performance Excellence Program, Lansing. (September 2, 2015).

Continuing Education Program, "Lean Office Simulation," Michigan Manufacturing Technology Center at NMC. (April 23, 2015).

Continuing Education Program, "2015 Senior Examiner Training," Michigan Performance Excellence Program. (April 1, 2015).

Continuing Education Program, "2015 Examiner Training," Michigan Performance Excellence Program. (March 19, 2015).

Seminar, "Atomic Learning," Faculty Center for Teaching and Learning. (February 20, 2015).

Webinar, "Respondus 4.0. Instructor Training. Create & Manage Exam Content," Respondus Inc. & Faculty Center for Teaching and Learning. (February 12, 2015).

Webinar, "Instructor Training: LockDown Browser and Respondus Monitor," Respondus Inc. & Faculty Center for Teaching and Learning. (February 11, 2015).

Webinar, "ISO/DIS 9001:2015 – Pushing for Continuous Improvement," ASQ Northern Michigan Section 1014. (February 5, 2015).

Webinar, "Instructor Training: Using the Respondus Test Bank Network to Quickly Create Online Exams," Respondus Inc. & Faculty Center for Teaching and Learning. (January 29, 2015).

Webinar, "ADOBE CONNECT Webinar," Clarix Technologies, Inc. (January 22, 2015).

Webinar, "Running meetings & webinars on Lync," Microsoft Office. (December 20, 2014).

Webinar, "Up and Running with Lync Online with David Rivers," Lynda.com. (November 27, 2014 - December 20, 2014).

Webinar, "Value Stream Integration Fundamentals Webinar Series: How to Setup Value Streams," SME. (December 5, 2014).

Webinar, "Customer Ongoing Training for Adobe Connect," Clarix Technologies. (December 1, 2014).

Webinar, "Adobe Connect 9.3 - What's New?," Clarix Technologies. (November 21, 2014).

Continuing Education Program, "5S Workplace Organization Simulation," Michigan Manufacturing Technology Center at NMC. (October 15, 2014).

Continuing Education Program, "Lean Manufacturing Simulation," Michigan Manufacturing Technology Center at NMC, Traverse City, Michigan. (June 13, 2014).

Continuing Education Program, "2014 Michigan Quality Council Senior Examiner Training," Ann Arbor, Michigan, United States. (April 2, 2014).

Continuing Education Program, "2014 Michigan Quality Council Examiner Training," Michigan Quality Council, Howel, Michigan, United States. (March 2014).

Seminar, "RABQSA-Certified ISO 9001 Lead Auditor Training with AIAG ISO/TS 16949 Supplier Auditor Certification training," AIAG, Southfield, Michigan. (December 9, 2013 - December 13, 2013).

Workshop, "Using Policies to Manage Your Township," Michigan Township Association, Gaylord, Michigan. (December 3, 2013).

Continuing Education Program, "Certificate for Online Adjunct Teaching," MarylandOnline, Inc. & Faculty Center for Teaching and Learning. (October 2012 - December 2012).

Continuing Education Program, "Quality Matters," Faculty Center for Teaching and Learning. (September 2012 - November 2012).

Continuing Education Program, "2012 Michigan Quality Council Examiner Training," Michigan Quality Council, Howel, MI. (March 7, 2012).

Workshop, "Balckboard Learn 9.1 Training - Phase II," Faculty Center for Teaching and Learning. (February 15, 2012).

Workshop, "Balckboard Learn 9.1 Training - Phase I," Faculty Center for Teaching and Learning. (February 7, 2012).

Seminar, "Financial Management for Executives: Driving Value," Michigan State University, Eli Broad Graduate School of Management, Lansing, MI, USA. (January 11, 2012 - January 12, 2012).

Workshop, "2011 Michigan Quality Council Examiner Training for Site Visit," Michigan Quality Council, Howell, MI. (September 26, 2011).

Workshop, "Clarifying and Aligning Strategy," Palladium, Orlando, Florida, USA. (March 16, 2011).

Seminar, "Kaplan-Norton Master Class," Palladium, Orlando, Florida, USA. (March 14, 2011 - March 15, 2011).

Continuing Education Program, "2011 Michigan Quality Council Examiner Training," Michigan

- Quality Council, Howell,, Michigan, USA. (March 2, 2011).
- Workshop, "Introduction to Transportation Asset Management," Michigan Transportation Asset Management Council; Michigan Tech: Center for Technology & Training; Wexford County Road Commission; Osceola County Road Commission; Missaukee County Road Commission; Michigan's Local Technical Assistance Program, Cadillac, MI. (December 16, 2010).
- Workshop, "MyDegree Training," Ferris State University. (October 11, 2010).
- Workshop, "Open Meetings Act," Michigan State University Extension, Cadillac, MI, Wexford. (September 30, 2010).
- Workshop, "GRANT RESEARCH & EDUCATION SERIES: A Learning Community on Writing Successful Proposals," Ferris State University. (October 2009 - November 2009).
- Workshop, "WebEx Training," Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (April 15, 2009).
- Continuing Education Program, "2009 Michigan Quality Council Examiner Training," Michigan Quality Council, Howell, MI, USA. (March 11, 2009 - March 12, 2009).
- Seminar, "2008 Certification Boot Camp, Kaplan & Norton Balanced Scorecard Certification Program," Palladium Group, Inc., Lincoln, MA, USA. (December 9, 2008 - December 12, 2008).
- Continuing Education Program, "2008 MBNQA Examiner Training," ASQ, NIST, MBNQA Program, Gaithersburg, MD, USA. (April 30, 2008 - May 2, 2008).
- Leadership Development Activity, "FSU Leadership Development Program," Ferris State University, Big Rapids, MI, US. (September 20, 2007 - April 17, 2008).
- Continuing Education Program, "2008 Michigan Quality Council Examiner Training," Michigan Quality Council, Howell, MI, USA. (March 12, 2008).
- Book Discussion, "Book Discussion on How People Learn: Brain, Mind, Experience, and School," Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (October 2007 - February 2008).
- Workshop, "Get Web-Ready with Macromedia FlashPaper," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (September 18, 2007).
- Continuing Education Program, "2007 MBNQA Examiner Training," ASQ, NIST, MBNQA Program, Gaithersburg, MD, USA. (May 2, 2007 - May 4, 2007).
- Continuing Education Program, "2007 Michigan Quality Council Examiner Training," Michigan Quality Council, Ann Arbor, MI. (March 22, 2007).
- Book Discussion, "Book Discussion on Harry Boyte's Everyday Politics," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (2005).
- Workshop, "Critical Thinking Faculty Learning Community," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (2005).
- Workshop, "Learner-Centered Teaching Faculty Learning Community," FCTL, Big Rapids, MI, US. (2005).

Continuing Education Program, "2005 MBNQA Examiner Training," ASQ, NIST, MBNQA Program, MD, USA. (May 2005).

Tutorial, "Institute Review Board & Human Research testing," University of Miami School of Medicine, Miami, FL, US. (2004).

Continuing Education Program, "2004 MBNQA Examiner Training," ASQ, NIST, MBNQA Program, MD, USA. (May 2004).

Continuing Education Program, "2003 Michigan Quality Council Examiner Training," Michigan Quality Council, MI, USA. (March 2003).

Book Discussion, "Palmer Parker's "The Courage to Teach"," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (2002).

Workshop, "How to Teach Through Writing," Crossroads Writing Project/National Writing Project, Traverse City, MI, US. (2002).

Workshop, "Learner Centered Teaching," Faculty Center for Teaching and Learning. (2002).

Continuing Education Program, "2002 Michigan Quality Council Examiner Training," Michigan Quality Council, MI, USA. (March 2002).

Workshop, "Transition Training to ISO9000:2000," Detroit, MI, US. (2001).

Workshop, "ISO9000:2000 Lead Auditor Training," Detroit, MI, US. (2000).

Teaching

Non-Credit Instruction

Workforce Training: DOE, Michigan Technical Education Center (MTEC), 4 participants. (November 2009 - December 2009).

Workforce Training: Problem Solving & FMEA, Michigan Technical Education Center (MTEC). (June 2004 - August 2004).

Workforce Training: ISO 9000:2000, Michigan Technical Education Center (MTEC). (February 2003 - June 2003).

Workforce Training: QS9000, Michigan Technical Education Center (MTEC). (August 2002 - May 2003).

Workforce Training: SPC, Michigan Technical Education Center (MTEC). (December 2002 - January 2003).

Directed Student Learning

Dissertation Committee Member, "Continuous Improvement Model for University Finance Departments," Other (Within Ferris State University). (May 2009). Advised: Michael Carson

Awards and Honors

Certified Online Instructor, Level 5, Ferris State University. (December 2012).

Certified Online Instructor - Level 4, Ferris State University. (March 2008).

Research

Published Intellectual Contributions

Conference Proceedings

Tower, S., Fagerman, A. L., Grennier, R. (2007). *Why We Can't Kumbaya, Group Hug, and Share the Same Lean Manufacturing Straw: Using Motivation Theories to Clarify and Minimize the Barriers to Positive Supply Chain Relations* (vol. 7). International Conference on Industry, Engineering: 2007 International Conference on Industry, Engineering, and Management Systems.

Other

Fagerman, A. L. *Land Patents and Condemnation: Developing a Measure based on Organizational Learning in the United States Land Management System* (vol. 3229504). UMI.

Presentations Given

Fagerman, A. L., Crossroads Writing Project/National Writing Project, "Best Teaching Practice," Crossroads Writing Project/National Writing Project, Traverse City, MI. (2003).

Contracts, Grants and Sponsored Research

Grant

Fagerman, A. L., "Lean Six Sigma Black Belt online, on demand training," Sponsored by ASQ, Ferris State University, \$2,790.00. (December 22, 2014 - January 31, 2016).

Fagerman, A. L., "RABQSA-Certified ISO 9001 Lead Auditor Training with AIAG ISO/TS 16949 Supplier Auditor Certification training," Sponsored by AIAG, Ferris State University, \$3,100.00. (December 9, 2013 - December 13, 2013).

Fagerman, A. L. (Principal), "Palladium Group Master Class & Workshop," Sponsored by Palladium Group, Ferris State University, \$4,575.00. (March 31, 2011 - March 9, 2012).

Service

Department Service

Faculty Advisor, MBA Advisory Board. (August 2006 - May 2014).

Committee Chair, MBA Program. (August 2008 - May 2013).

Nominator, COB Student Excellence Award Nominator. (March 2011).

Committee Member, Academic Program Review. (May 2008 - December 2009).

Committee Member, Hiring Committee (Management faculty). (January 2009 - March 2009).

Nominator, COB Student Excellence Award Nominator. (February 2009).

Nominator/Presenter, COB Student Excellence Award Nominator. (February 2008).

Attendee, Meeting, COB Leap Forward Workshop. (2006 - 2007).

Committee Member, Collaborative Meeting - MBA Design Certificate. (May 31, 2007).

Nominator/Presenter, COB Student Excellence Award Nominator. (February 2007).

Committee Member, Collaborative Meeting. (December 12, 2006).

Nominator/Presenter, COB Student Excellence Award Nominator. (February 2006).

Coordinator and Booth attendant, Cadillac Business Expo. (2005).

College Service

Committee Member, COB Promotion/Merit Committee. (September 2015 - Present).

Committee Member, COB Promotion/Merit Committee. (September 2013 - May 2014).

Ex-Officio Committee Member, COB Curriculum Committee. (August 2010 - May 2013).

Committee Member, COB Promotion/Merit Committee. (September 2010 - May 2012).

Faculty Advisor, MBA Program Champion. (October 2009 - May 2011).

Committee Chair, COB Curriculum Committee. (August 2008 - May 2010).

Committee Member, COB Decision Making Ad Hoc Committee. (August 2008 - May 2009).

Committee Member, COB ACBSP Professional Development Team Member. (2006 - 2007).

Committee Member, COB Leadership and Strategic Planning Committee. (2004 - 2005).

University Service

Committee Member, Academic Senate. (August 2014 - Present).

Committee Member, University Graduate and Professional Council. (August 2010 - Present).

Committee Member, Ferris Foundation Gifts and Grants Committee. (2007 - Present).

Committee Member, Academic Program Review Committee. (August 2013 - May 2015).

Committee Member, University Curriculum Committee. (August 2010 - May 2013).

Special Institutional Assignment, 2013 Michigan Graduate Education Day. (February 19, 2013).

Special Institutional Assignment, 2012 Michigan Graduate Education Day. (March 29, 2012).

Committee Member, Task Force on Graduate Education. (October 2010 - May 2011).

Committee Member, Faculty Advisory Group for the Faculty Center for Teaching & Learning. (2006 - 2010).

Attendee, Meeting, HLC Steering Committee Report Reviewer. (March 2010 - May 2010).

Committee Chair, University Graduate and Professional Council. (August 2009 - May 2010).

Committee Member, Academic Policy and Standards Committee. (September 2007 - May 2010).

Special Institutional Assignment, 2010 Michigan Graduate Education Day. (April 13, 2010).

Committee Member, University Graduate and Professional Council. (2004 - 2009).

Committee Member, Hiring Committee (Distance Librarian faculty). (August 2008 - October 2008).

Attendee, Meeting, Support MSN Program Accreditation Process. (October 2007).

Attendee, Meeting, Small Group Discussion with President Eisler. (September 2005).

Attendee, Meeting, President's Task Force on Communication. (November 2004).

Judge, College Of Technology pumpkin contest. (October 2004).

Professional Service

Examiner, Michigan Performance Excellence Program, Southeast Michigan. (August 3, 2015 - November 6, 2015).

Reviewer, Book, ASQ Quality Press. (April 2015 - May 2015).

Reviewer, Book, ASQ Quality Press. (February 2013 - March 2013).

Reviewer, Book, ASQ Quality Press, Milwaukee, WI. (January 13, 2012 - February 17, 2012).

Examiner, Michigan Quality Council, Southeast Michigan. (2011).

Reviewer (QMS Item Review Committee), RABQSA. (January 2011 - April 2011).

Reviewer, Book, ASQ Quality Press, Milwaukee, WI. (April 2010).

Examiner, Michigan Quality Council, Ann Arbor, MI. (2007 - 2009).

ASQ (CMQ/OE Question Bank), Milwaukee, Wisconsin. (2008).

Reviewer, Book, ASQ Quality Press, Milwaukee, WI. (2008).

Examiner, MBNQA Program - NIST, Gaithersburg, Maryland. (2008).

ASQ (CQE Question Bank), Milwaukee, Wisconsin. (2007).

Judge, ASQ, International Team Excellence Award, Deerfield, IL. (2007).

ASQ (Course Reviewer), Milwaukee, Wisconsin. (July 2007 - October 2007).

Reviewer, Book, ASQ Quality Press, Milwaukee, WI. (2006).

Officer, Vice President, Northern Michigan Section of ASQ, Cadillac/Traverse City, MI. (2005).

Examiner, MBNQA Program - NIST, Gaithersburg, Maryland. (2004 - 2005).

Reviewer, Manuscript, ASQ Quality Press, Milwaukee, WI. (2003 - 2004).

Examiner, Michigan Quality Council. (2002 - 2003).

Public Service

Committee Member, Haring Charter Township Policy Committee. (2013 - Present).

Board Member, Haring Charter Township Board of Trustees. (2006 - Present).

Committee Member, Haring Charter Township Planning Commission. (2009 - August 2013).

Officer, Secretary, Haring Charter Township Planning Commission. (2005 - 2008).

Discussant, MSU Focus Group. (2007).

Committee Member, Haring Charter Township Planning Commission. (2004 - 2005).

Juror, Federal Grand Jury, Western District of Michigan. (2002 - 2003).

First Aid Instructor, American Red Cross. (2001 - 2002).

Consulting

Leelanau Industries, Traverse City, MI. (2003 - Present).

Saber Tool, Cadillac, MI. (2002 - Present).

Emily W. Fransted
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Education

JD, Michigan State University College of Law, 2005.
Major: Law

BA, Michigan State University, 2002.
Major: Public Policy and Administration

Professional Positions

Academic - Post-Secondary

Assistant Professor, Ferris State University. (August 2013 - Present).

Adjunct Faculty, Ferris State University. (January 2012 - May 2013).

Government

Judicial Clerk, 49th Circuit Court. (August 2005 - August 2007).

Professional

Partner, Lobert & Fransted, P.C. (formerly Lobert & Downey, PLC). (July 2008 - December 2013).

Associate Attorney, Lobert & Downey, PLC. (December 2007 - June 2008).

Licensures and Certifications

Member, Federal Court for the Eastern District of Michigan. (November 9, 2010 - Present).

Member, Federal Court for the Western District of Michigan. (April 17, 2008 - Present).

Member, State Bar of Michigan. (November 18, 2005 - Present).

Professional Memberships

Vice-President, Mecosta Osceola Bar Association. (February 2013 - Present).

State Bar of Michigan. (February 24, 2006 - Present).

Development Activities Attended

Ongoing Faculty Collaborative Effort, "ISSO: Improving Student Success in Ferris Online Courses," Ferris Faculty Center for Teaching and Learning, Big Rapids, MI, United States. (August 2015 - May 2017).

Workshop, "Integrated Course Design Workshop," Faculty Center for Teaching and Learning, Big Rapids, MI, United States. (September 2015 - January 16, 2016).

Online Course, "Teaching and Learning Online Certification Series, Part III: Assessing Learners," Blackboard. (December 29, 2015).

Workshop, "An Overview of the Curriculum Development Process, Initiating and Managing a Curriculum Proposal," University Curriculum Committee, Big Rapids, MI, United States. (August 27, 2015).

Conference Attendance, "8th Annual Great Lakes Conference on Teaching and Learning: Creating Connections that Promote Success in Higher Ed," Central Michigan University, Mt. Pleasant, MI, United States. (May 13, 2015 - May 15, 2015).

Conference Attendance, "HR Spring Training," Miller Canfield, Kalamazoo, MI, United States. (April 28, 2015).

Colloquium Attendee, "Designing the Student-Centered Classroom Experience: Lessons from Cognitive Science," College of Business Monthly Colloquium, Big Rapids, MI, USA. (April 9, 2015).

Online Course, "Teaching and Learning Online Certification Series, Part II: Enhancing Communications," Blackboard. (March 17, 2015).

Conference Attendance, "American Association for Paralegal Education National Conference," American Association for Paralegal Education (AAfPE), Las Vegas, NV, USA. (November 5, 2014 - November 8, 2014).

Teleconference Attendee, "(Not So) Trivial Pursuit - The Employment Edition Webinar," Michigan Restaurant Association and Plunkett Cooney. (September 16, 2014).

Colloquium Attendee, "Greater Student Engagement through Experiential Education," FSU College of Business Colloquium, Big Rapids, MI, USA. (September 11, 2014).

Tutorial, "My Degree Training," FSU Office of Educational Counseling and Disabilities Services, Big Rapids, MI, USA. (August 18, 2014).

Online Course, "Using Technology to Improve Student Learning: The Flipped Classroom Strategies and Tips," California University of Pennsylvania. (July 22, 2014).

Seminar, "Summer Academic Advising Workshop 2014," FSU Office of Educational Counseling and Disabilities Services, Big Rapids, MI. (July 22, 2014).

Online Course, "Teaching and Learning Online Certification Series, Part I: Building Courses," Blackboard. (July 5, 2014).

Workshop, "Building a Rubric to Assess Student Learning," Office of Academic Affairs, Big Rapids, MI, USA. (June 22, 2014).

Continuing Education Program, "Certificate for Online Adjunct Teaching," Maryland Online and the Faculty Center for Teaching and Learning, Big Rapids, MI. (September 23, 2013 - November 26, 2013).

Seminar, "Active Learning Strategies," FSU - Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (November 21, 2013).

Seminar, "Using Socratic Questioning to Develop Students' Critical Thinking Skills," FSU - Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (November 21, 2013).

Seminar, "Using Rubrics to Measure Student Learning," FSU - Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (September 26, 2013).

Seminar, "Assessment of and Feedback on Student Learning," FSU - Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (September 12, 2013).

Various Programs, "New Faculty Orientation Week," FSU - Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (August 19, 2013 - August 23, 2013).

Teaching

Teaching Experience

Ferris State University

BLAW 301, Legal Environment of Business, 12 courses.

BLAW 350, Insurance Law Online, 1 course.

BLAW 421, Employment Law - Online, 9 courses.

LLAW 160, Law in the United States I, 3 courses.

LLAW 161, Law in the United States II, 3 courses.

Research

Intellectual Contributions in Submission

Journal Articles

Fransted, E., Brotherton, T. (2015). With Egg On Its Face, Unilever Considers Pulling a Lawsuit Over Hampton Creek's Egg-Free Mayo. *Business Case Journal*.

Service

Department Service

Committee Member, Management Faculty Search Committee. (November 2014 - Present).

Committee Member, Legal Studies Advisory Board. (January 2012 - Present).

Committee Member, Law Faculty Search Committee. (December 2014 - March 2015).

ABA re-accreditation Process Participant. (February 10, 2013 - February 12, 2013).

Student Service

Student Org Advisor (Professional Org), Phi Alpha Delta - professional pre-law fraternity. (March 2014 - Present).

Legal Consultation Program, Affiliated with Office of Student Government. Legal Consultation Program. (January 2010 - December 2011).

University Service

Attendee, Michigan Legal Milestone Program. (August 28, 2014).

Guest Speaker, New Faculty Orientation Week. (August 15, 2014).

Guest Judge, American Marketing Association. (March 2014).

Attendee, Graduation. (December 14, 2013).

Professional Service

Vice-President, Mecosta Osceola Bar Association, Big Rapids, MI. (February 2013 - Present).

Public Service

Board Member, Youth Attention Center for Mecosta and Osceola Counties, Big Rapids, MI.
(January 2012 - Present).

Board Member, Rotary of Big Rapids, Big Rapids, MI. (July 2008 - Present).

Volunteer, Salvation Army's Angel Tree Event. (December 2014).

Dr. Greg E. Gogolin
Ferris State University
AFIS
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Education

Ph D, Michigan State University, 2000.
Major: College and University Administration
Supporting Areas of Emphasis: Instructional Technology
Dissertation Title: "A Case Study of an Approach to Nursing Education using a Mixed Model of Distance and Live Instruction"

Doctoral Education - 20 credits, NOVA Southeastern University, 1999.
Major: Computer Information Systems
Supporting Areas of Emphasis: Human-Computer Interaction

MS, Ferris State University, 1991.
Major: Computer Information Systems Management
Dissertation Title: "An Evaluation of CASE Technology compared to traditional Third-Generation Development Methodologies"

BS, Ferris State University, 1987.
Major: Applied Biology

BS, Ferris State University, 1987.
Major: Computer Information Systems

AA, Ferris State University, 1983.
Major: Arts

Professional Positions

Academic - Post-Secondary

Professor, Ferris State University. (August 15, 1999 - Present).

Professional

Systems Analyst, Database Administrator, Project Manager, Amway Corporation. (1991 - 1999).

Licensures and Certifications

ACE, Access Data. (December 2012 - Present).

PI - Professional Investigator, State of Michigan. (July 2009 - Present).

Certified Handheld Examiner, Paraben. (May 19, 2009 - Present).

EnCE - Encase Certified Examiner, Guidance Software. (November 2008 - Present).

CISSP - Certified Information Security Professional, ISC2. (April 2008 - Present).

PMP - Project Management Professional, Project Management Institute. (April 2003 - Present).

Professional Memberships

Mensa. (April 21, 2016 - Present).

International Information Systems Security Certification Consortium. (2009 - Present).

Project Management Institute. (2003 - Present).

Development Activities Attended

Readings.

Website visitation/subscriber.

Conference Attendance, "CEIC - Digital Forensic Conference," Guidance Software, Las Vegas, NV, USA. (May 2015).

Conference Attendance, "CEIC - Digital Forensic Conference," Orlando, FL, USA. (May 2013 - 2013).

Workshop, "Forensic Bootcamp," Access Data. (December 2012).

Workshop, "EnCase Internet and Email Investigations," Guidance Software. (April 2010 - 2010).

Workshop, "Ethical Hacking." (May 2010 - 2010).

Workshop, "PresentationZen," Ferris State University, Big Rapids, MI, USA. (September 2010 - October 2010).

Workshop, "Reading and Rubrics," Ferris State University, Big Rapids, MI, USA. (September 2010 - October 2010).

Conference Attendance, "Lilly Conference Presentation," Lilly Teaching Scholars, Traverse City. (September 19, 2009).

Continuing Education Program, "Paraben Handheld Forensics," Paraben, Columbus, OH. (May 15, 2009 - May 18, 2009).

Continuing Education Program, "Advanced EnCase Training," Guidance Software, Chicago, IL. (April 1, 2009 - April 4, 2009).

Workshop. (1991 - 2008).

Continuing Education Program, "Digital Forensics Certification Training," Guidance Software, Chicago, IL. (September 1, 2008 - September 4, 2008).

Seminar, "EnCase EnCE examination training." (July 2008).

Workshop, "EnCase Forensic Training II," Guidance Software, Dulles, VA. (June 20, 2008 - June 24, 2008).

Seminar, "EnCase Computer Forensics I training." (May 2008).

Workshop, "Course Portfolio Workshop," Ferris Center for Teaching & Learning, Big Rapids, MI, US. (2007).

Conference Attendance, "i2 User Conference – Intelligence," Washington, DC, US. (May 2007).

Workshop, "Design & Delivery of Online Instruction," Ferris Center for Teaching & Learning, Big Rapids, MI, US. (May 2007).

Workshop, "Ferris Connect, Overview for Fall Phase-in," Ferris Center for Teaching & Learning, Big Rapids, MI, US. (May 2007).

Seminar, "Visual Analysis training – i2," Washington, DC, US. (May 2006).

Seminar, "EnCase Forensic examiner training." (2005).

Workshop, "Faculty learning community," FSU's Faculty Center for Faculty development, Big Rapids, MI, US. (2005).

Workshop, "Learner-Centered Teaching Workshop," Ferris Center for Teaching & Learning, Big Rapids, MI, US. (2005).

Workshop, "Rethinking College Teaching Workshop," Ferris Center for Teaching & Learning, Big Rapids, MI, US. (2005).

Workshop, "Critical thinking workshop," FSU's Faculty Center for Faculty development., Big Rapids, MI, US. (2005).

Workshop, "Instructional design workshop," FSU's Faculty Center for Faculty development, Big Rapids, MI, US. (January 2005).

Teaching

Non-Credit Instruction

Workshop, 30 participants. (August 24, 2014 - Present).

Seminar, Policía Nacional del Perú, 25 participants. (August 2015).

Guest Lecture, University of Debrecen, 20 participants. (May 2014 - June 2014).

Seminar, PDI CIBERCRIMEN, 12 participants. (August 2013 - October 2013).

Directed Student Learning

Master's Thesis Committee Chair, Accounting. (August 24, 2014 - December 13, 2014). Advised: Anudeep Nayakoti

Master's Thesis Committee Chair, Accounting. (August 24, 2014 - December 13, 2014). Advised: Nolan Reicha

Master's Thesis Committee Chair, Accounting. (August 24, 2014 - December 13, 2014). Advised: Parabind Baliarsingh

Master's Thesis Committee Chair, Accounting. (August 24, 2014 - December 13, 2014). Advised: Rao Maduir

Master's Thesis Committee Chair, Accounting. (August 24, 2014 - December 13, 2014). Advised: Torkaman Tamadonigamchi

Awards and Honors

Distinguished Professor of the Year, Presidents Council, State Universities of Michigan. (April 1, 2012).

Distinguished Professor, Ferris State University. (April 2011).

UCEA Mid-America Most Creative Program Award - B.S. Information Security and Intelligence, University Continuing Education Association. (October 28, 2009).

Research

Published Intellectual Contributions

Book Chapters

Gogolin, G. E. *The Chasm Between Law Enforcement and Digital Crime*. NOVA Science Publishing.

Gogolin, G. E. (2010). In Barbara Ciaramitaro (Ed.), *Security and Privacy Concerns of Virtual Worlds*. Hershey, PA: IGI Global.

Books

Gogolin, G. E. (2013). *The Use of Embedded Mobile, RFID, and Augmented Reality in Mobile Devices*. IGI Global.

Gogolin, G. E. (2013). *Digital Forensics Explained* (1st ed., vol. 1, pp. 200). New York: Taylor & Francis - CRC Press.

Conference Proceedings

Kam, H.-J., Katerattanakul, P., Gogolin, G. E. (2013). *A Cross Industry Study: Differences in Information Security Policy Compliance between the Banking Industry and Higher Education*. International Conference on Information Systems (ICIS).

Journal Articles

Gogolin, G. E. (2014). Digital Forensic Issues in Civil Proceedings. *Journal of Civil & Legal Sciences*.

Gogolin, G. E., Kam, H.-J. (2014). Virtual Worlds and Social Media: Security and Privacy Concerns, Implications, and Practice. *International Journal of Artificial Life Research*.

Gogolin, G. E. (2010). Law Enforcement's Ability to Deal with Digital Crime and the Implications for Business. *Journal of Digital Forensic Practice*.

Other

Gogolin, G. E. (in press). *Review manuscript 'Art of Engineering'*. London, England: Information Security Journal: A Global Perspective.

Gogolin, G. E. (2014). *Maximizing Data Recovery*. Deerfield, IL: Quality Magazine.
www.qualitymag.com/articles/92183-maximizing-data-recovery?v=preview

Gogolin, G. E. (2006). *First Responder Training Curriculum - Revised*. Michigan Commission On Law Enforcement.

Gogolin, G. E. (2004). *First Responder Training Curriculum*. Michigan Commission On Law Enforcement.

Periodicals

Gogolin, G. E. (2009). *Personal Information Security* (pp. 7). Ludington, MI: Ludington Daily News.

Gogolin, G. E. (2003). *"The Difference Between Here and There"*. Grand Rapids, MI: The Grand Rapids Press.

Refereed Journal Articles

Gogolin, G. E. (in press). Law Enforcement's Ability to Deal with Digital Crime and the Implications for Business. *Journal of Digital Forensic Practice*.
www.informaworld.com/smpp/title~content=t716100764~db=all

Gogolin, G. E. The Digital Crime Tsunami. *Digital Investigations - Elsevier*,
doi:10.1016/j.diin.2010.07.001, 6.

Jones, J. H., Gogolin, G. E. (2010). Law Enforcement Preparedness for Digital Crime. *Information Security Journal*.

Gogolin, G. E. (2010). Law Enforcement's Ability to Deal with Digital Crime and the Implications for Business. *Information Security Journal: A Global Perspective*, 15. www.informaworld.com

Presentations Given

Gogolin, G. E., Ferris State University Commencement, "Commencement Address," Ferris State University, Big Rapids.

Gogolin, G. E. (Presenter & Author), Web training for teacher and students, Rockford Public School System, Rockford, MI.

Gogolin, G. E., Michigan Infragard Conference, "Developments and Challenges in Digital Forensics," FBI and private sector, Grand Rapids. (May 18, 2016).

Kam, H.-J. (Presenter & Author), Gogolin, G. E. (Author Only), Emerick, G. (Author Only), 43th IEEE Frontiers in Education Conference (FIE), "Authentic Learning in Cybersecurity: Learning Opportunities and Pedagogical Challenges," Madrid, Spain. (October 2014).

Gogolin, G. E., Universidad de Chile Exchange, "Digital Forensics in Practice," Universidad de Chile, Santiago, Chile. (October 2014).

Kam, H.-J. (Presenter & Author), Katerattanakul, P. (Author Only), Gogolin, G. E., IFIP Working Group 8.11/11.13 of Dewald Roode Workshop on Information Systems Security Research, "Cyber Jihad: Terrorists as Knowledge Workers and Cyber Learners," New Castle, England. (July 2014).

Kam, H.-J. (Presenter & Author), Katerattanakul, P. (Author Only), Gogolin, G. E. (Author Only), International Conference on Information Systems (ICIS), "A Cross Industry Study: Differences in Information Security Policy Compliance between the Banking Industry and Higher Education," Milan, Italy. (December 17, 2013).

Kam, H.-J. (Presenter & Author), Gogolin, G. E. (Author Only), Blakemore, D. L. (Author Only), Emerick, G. (Author Only), IEEE Frontiers in Education Conference (FIE), "Playing Online Games on Facebook: The Conscious and Unconscious Learning in Database Design," Oklahoma City. (October 24, 2013).

Gogolin, G. E., Fulbright, "Information Security Implications and Practice," Fulbright Commission, Santiago, Chile. (August 2013).

Kam, H.-J. (Presenter & Author), Katerattanakul, P. (Author Only), Gogolin, G. E. (Author Only), Pacific Asia Conference on Information Systems (PACIS), "Information Security Policy Compliance in Higher Education: A Neo-Institutional Perspective," Jeju Island, South Korea. (June 21, 2013).

Gogolin, G. E., Computer Enterprise Investigators Conference, "Living Dangerously – Malware Analysis," Guidance Software, Orlando, FL. (May 2013).

Gogolin, G. E., Secure World, "Digital Crime: Can We Survive the Tsunami?," Secure World, Detroit. (October 6, 2010).

Gogolin, G. E., Lilly North, "Educating Students and Faculty on the Emerging Use of Virtual Worlds in E-Commerce," Lilly Conference of Teaching Scholars, Traverse City. (September 25, 2010).

Gogolin, G. E., Ferris State University Digital Forensics Conference for Law Enforcement, "Cell Phone Digital Forensics," Ferris State University, Big Rapids. (May 2010).

Gogolin, G. E., Ferris State University Digital Forensics Conference for Law Enforcement, "Visual Analysis in Law Enforcement," Ferris State University, Big Rapids. (May 2010).

Gogolin, G. E. (Presenter Only), Traverse City Area Bankers Security Meeting, "Using visual analysis and encryption to combat fraud," Traverse City Area Bankers, Traverse City. (December 17, 2009).

Gogolin, G. E., Lilly Conference North, "Integrating Podcasting, WebEx, Twitter and Other Interactive Technologies into an E-Learning Environment," Traverse City. (September 26, 2009).

Gogolin, G. E. (Presenter & Author), Lilly Conference North, "Using Effective Podcasting to Augment Instruction," Traverse City, MI. (2008).

Gogolin, G. E. (Presenter & Author), AESA National Conference, "Using Computerized Data to Make Curriculum Decisions," AESA, Savannah, GA. (2005).

Gogolin, G. E. (Presenter & Author), Banner Oracle Advanced Training. (2004).

Gogolin, G. E. (Presenter & Author), Banner Oracle Intro Training. (2004).

Gogolin, G. E. (Presenter & Author), Banner Oracle PL/SQL Training. (2004).

Gogolin, G. E. (Presenter & Author), Lilly Conference North, "The Effectiveness of Distance

- Education," Big Rapids, MI. (2004).
- Gogolin, G. E. (Presenter & Author), Oracle 9i Database Administration. (2004).
- Gogolin, G. E. (Presenter & Author), Advanced Microsoft .Net. (2003).
- Gogolin, G. E., Oracle 9i Database Administration, updated. (2003).
- Gogolin, G. E. (Presenter & Author), e-Commerce workshop, Ferris State University, Big Rapids, MI. (2002).
- Gogolin, G. E. (Presenter & Author), Oracle 9i Database Administration. (2002).
- Gogolin, G. E. (Presenter & Author), Oracle 9i SQL. (2002).
- Gogolin, G. E. (Presenter & Author), Database training, Sagestone Corporation. (2001).
- Gogolin, G. E. (Presenter & Author), Fastrack to ColdFusion. (2001).
- Gogolin, G. E. (Presenter & Author), "e-Business," Grand Rapids, MI. (2000).
- Gogolin, G. E. (Presenter & Author), e-Commerce Workshop, Grand Rapids Community College, Grand Rapids, MI. (2000).
- Gogolin, G. E. (Presenter & Author), "Is Your Organization Ready For e-Commerce," ITMA, Grand Rapids, MI. (2000).
- Gogolin, G. E. (Presenter & Author), "e-Commerce in business classes," FSU, Big Rapids, MI. (1999).
- Gogolin, G. E. (Presenter & Author), Information Systems Development Methodology Training, Amway Corporation, Ada, MI. (1999).
- Gogolin, G. E. (Presenter & Author), "Information Systems Project Managment," ITMA, Grand Rapids, MI. (1999).
- Gogolin, G. E. (Presenter & Author), Project Management Training, Amway Corporation, Ada, MI. (1999).
- Gogolin, G. E. (Presenter & Author), Web training for teacher and students, Amway Corporation, Ada, MI. (1999).

Media Contributions

Newspaper

- Grand Rapids Press. (2009).
- Traverse City Record Eagle. (2008).
- Grand Rapids Press. (July 2008).

Radio

- CMU Public Radio. (May 2015).

WTCM studio. (2013).

TV

TV 7 & 4. (September 19, 2014).

FSU. (December 2013).

FSU. (2012).

Ferris TV. (February 5, 2010).

WXMI - Fox 17. (2007).

WWTW 10. (2007).

Contracts, Grants and Sponsored Research

Grant

Gogolin, G. E., "Smart TV and Robot Voice Capture Security Vulnerabilities," Sponsored by Ferris Foundation, Other, \$4,500.00. (June 2015 - April 2016).

Furstenberg, J. (Co-Principal), Gogolin, G. E. (Principal), Bindu Sai Yeliseti, K. (Supporting), Kesireddy, H. (Supporting), Vadlamm, M. (Supporting), "Smart TV and Robot Voice Capture Security Vulnerabilities," Sponsored by Exceptional Merit Grants Program for Faculty and Staff, Ferris State University, \$9,975.00. (June 2015 - February 2016).

Gogolin, G. E., "Diversity Awareness," Sponsored by Office of Diversity, Ferris State University, \$4,500.00. (April 2015 - July 2015).

Gogolin, G. E., "Digital Laser Microscopy Analysis of Active, Altered, and Damaged Storage Media for Security and Digital Forensic Recovery," Sponsored by NSF, Federal, \$25,458.00. (2014).

Gogolin, G. E. (Co-Principal), "EDU: Collaborative: Portable Online Interactive Cybersecurity Laboratory Exercises," Sponsored by NSF, Federal, \$298,930.00. (2014).

Gogolin, G. E. (Principal), "Digital Laser Microscopy Analysis of Active, Altered, and Damaged Storage Media for Security and Digital Forensic Recovery," Sponsored by NSF, Federal, \$330,860.00. (September 1, 2011 - August 31, 2014).

Gogolin, G. E. (Principal), "Acquisition of Electron Scanning Microscope and Supporting Equipment," Sponsored by NSF, Federal, \$810,405.00. (January 2011 - 2011).

Gogolin, G. E. (Principal), "Infrastructure - Michigan Digital Forensics Laboratory," Sponsored by NSF, Federal, \$948,545.00. (January 2011 - 2011).

Gogolin, G. E. (Principal), Jones, J. H. (Co-Principal), "Digital Forensics Imaging," Sponsored by Ferris Foundation, Ferris State University, \$4,800.00. (May 2010 - April 2011).

Gogolin, G. E. (Principal), "Software grant/gift in kind," Sponsored by Choicepoint, Private, \$977,296.00. (2007).

Gogolin, G. E., "Tech-Literacy Grant," Sponsored by Newaygo County RESA, Local, \$250,000.00. (2007).

Gogolin, G. E. (Principal), "Software grant/gift in kind," Sponsored by Choicepoint, Private, \$679,780.00. (2006).

Gogolin, G. E. (Principal), "Software/hardware grant," Sponsored by Paraben Corporation, Private, \$9,664.40. (2005).

Gogolin, G. E. (Principal), "Software in kind gift," Sponsored by Quest Software, Private, \$400,000.00. (2004).

Awards and Honors

Fulbright Scholar, Fulbright - Council for International Exchange of Scholars. (February 2013).

Intellectual Contributions in Submission

Other

Gogolin, G. E. "Developing a Backup and Recovery Strategy". SQL Magazine.

Gogolin, G. E. "Intranets". Internet Encyclopedia, John Wiley & Sons.

Refereed Journal Articles

Gogolin, G. E. The use of Embedded Mobile, RFID, Location Based Services and Augmented Reality in Mobile Applications. *International Journal of Handheld Computing Research*, 7(4). www.igi-global.com/journal/international-journal-handheld-computing-research/1146

Research in Progress

"Applied research for feasibility and composition of Information Security & Intelligence degree." (On-Going).

"Capstone Projects" (On-Going). Extensive research: have directed 150+ capstone projects, the majority of which have a research component.

"Comparative Digital Imaging Techniques in Digital Forensics" (On-Going). Evaluation of various imaging techniques and technologies for the recovery of deleted data and/or damaged media.

"Michigan Law Enforcement's Ability to Deal with Digital Crime" (Writing Results). Primary research including survey and interview data to determine Michigan's preparedness to deal with digital crime.

"Recovery of information from damaged media" (On-Going). NSF sponsored primary research into the recovery of data from damaged storage media. Utilizes Digital Laser Microscopy and Motion Analysis Microscopy

"Smart TV and Robot Voice Capture Security Vulnerabilities" (Writing Results). Smart televisions capture and relay end user information to manufacturers and potentially other parties without the knowledge of the end user. This is particularly troubling with voice recognition smart televisions, where discussions in the vicinity of the smart

television are captured and sent to the vendor. The same practice is occurring with Siri and other voice applications in mobile environments. Personal robots are being brought to market that have voice recognition and Internet capability and it may be that these devices are also capturing and transmitting discussions and possibly geographic information that may include blue printing a house. This practice may extended to children's toys and even baby monitors. We propose purchasing a smart television and two robots, along with advanced wireless network monitoring equipment to capture and analyze the the information that is transmitted by these devices. The desired outcomes include a conference presentation and journal article of our findings. We will also pursue a television interview. I have utilized all of these media for previous research and have published previously in the target journal. Additionally, I will present the findings in a university setting and at least one K-12 setting. This project will be a research based project by the Information Security & Intelligence faculty and one student researcher. The Information Security & Intelligence programs are ranked 22 nationally, and are designated Academic Centers of Excellence by the National Security Agency, the Department of Defense (in digital forensics), and the Air Force Cyber Command Center. Based on the results of this project, techniques and opportunities for enhancement of existing "study of effectiveness of distance education (Internet based)." (On-Going). Extensive: study of effectiveness of distance education (Internet based).

Service

Department Service

Faculty Mentor, Information Systems Management Student Association.

Committee Member, New ISM Student Orientation Committee - Graduate program.

Committee Chair, Tenure committee - Hwee-Joo Kam. (August 2012 - Present).

Committee Chair, Tenure committee - Jerry Emerick. (August 2011 - Present).

Committee Chair, Program Advisory Board. (2003 - Present).

Committee Member, Tenure committee - Jung Choi. (2011 - 2012).

Committee Member, Tenure committe - Barbara Ciaramitaro. (August 2009 - 2012).

Committee Chair, Department Tenure Review Committee. (August 2009 - May 2011).

Committee Chair, Tenure committee - James Jones. (August 2007 - 2010).

Committee Chair, Department Tenure Review Committee. (September 2008 - May 2010).

Committee Chair, Department Tenure Review Committee. (August 2008 - May 2009).

Committee Chair, Faculty Search Committee. (2008).

Committee Chair, Faculty Search Committee. (2007).

Committee Chair, Curriculum Development: Information Security and Intelligence. (2006 - 2007).

Committee Chair, Curriculum Development: ISM Curriculum. (2002).

Committee Member, Curriculum Development. (2001).

Committee Member, Faculty Search Committee. (2001).

Committee Member, Graduation Committee - Graduate program. (2001).

Student Service

Student Org Advisor (Professional Org), Information Security and Intelligence Association. (2012).

College Service

Committee Member, COB Web Advisory Board. (August 24, 2014 - Present).

Committee Chair, Develop new MS in Information Security & Intelligence. (2011 - 2012).

Committee Chair, ISM Academic Program Review. (2010 - 2011).

Committee Chair, Promotion and Merit. (October 2009 - May 2010).

Committee Chair, Core Assessment Team. (2005 - 2007).

Co-chair, Curriculum and Assessment Committee. (2004 - 2006).

Committee Member, Promotion Merit Committee. (2004 - 2006).

Committee Chair, College Curriculum Committee. (2002 - 2006).

Co-Chair, Curriculum and Assessment Committee. (2002 - 2006).

Committee Member, College of Business Strategy Committee. (2003 - 2004).

University Service

Committee Member, Graduate Council. (August 24, 2014 - Present).

Task Force Chair, Debrecen University (Hungary) articulation exploration with College of Business. (2013 - Present).

Committee Member, FSU Security Breach Response. (2013 - Present).

Committee Chair, Police Oversight Committee. (2013 - Present).

Chairperson, Saxion University (Netherlands) Partnership. (2011 - Present).

Committee Member, University Graduate Committee. (August 2010 - May 2013).

Committee Chair, Senate Committee - Academic Program Review - ISM. (August 2010 -

November 2011).

Committee Chair, Department Tenure Review Committee. (August 2010 - April 2011).

Co-Chair, University Preparedness – Technology. (2007).

Consultant. (2006 - 2007).

Committee Member, Banner Steering Committee. (2003 - 2007).

Committee Member, Senate subcommittee on Online Accreditation, Banner Steering Committee. (2003 - 2007).

Committee Member, Banner Oracle License Committee. (2006).

Committee Member, Nursing faculty search/recruitment committee. (2006).

Chauffeur for Guest Speaker. (2006).

Committee Member, Senate subcommittee on Online Accreditation Standards. (2006).

Committee Member, University Curriculum Committee. (2004).

Committee Member, Banner Oracle License Committee. (2003 - 2004).

Committee Member, ERP Committee. (2003).

Committee Member, Web Advisory Board. (2001 - 2003).

Committee Member, Chief Technology Officer search committee. (2002).

Committee Member, Nursing faculty search committee. (2001).

Committee Member, Nursing faculty search/recruitment committee. (2001).

Committee Member, Web Policy Board. (2000 - 2001).

Professional Service

Substitute Teacher, Traverse City Christian. (2012 - Present).

Chief Investigator, Digital Forensic Investigations. (2009 - Present).

Invited Lecture, Policía Nacional Del Perú, Lima. (August 2015).

Invited Lecture, University of Debrecen, Debrecen. (May 2014 - June 2014).

Interaction with Industry, Policía de Investigaciones, Santiago. (August 2013 - October 2013).

Reviewer, Grant Proposal, Department of Homeland Security (CEDAP). (2006 - 2010).

Public Service

Board Member, St. Peter's Lutheran Church and School - Board of Christian Education, Rockford, MI.

consultant, Assist law enforcement with digital cases, Michigan. (January 1, 2009 - Present).

Classroom volunteer, Elk Rapids Public Schools, Elk Rapids, MI. (2005 - Present).

Workshop Presentation, Newaygo County ISD Employees and Consultants, MI. (2001 - Present).

Event Director, Osceola County Community Foundation - Special Needs Fundraiser, MI. (2003 - 2005).

Classroom volunteer, Rockford Public Schools, Rockford, MI. (1998 - 2004).

Consulting

For Profit Organization, Michigan Digital Forensics, LLC. (2001 - Present).

For Profit Organization, Boyne USA, Boyne Falls, MI. (June 15, 2007 - March 17, 2013).

Public and private school systems. (1999 - 2012).

Michigan Commission on Law Enforcement Standards (MCOLES). (2008).

Michigan Commission on Law Enforcement Standards (MCOLES). (2005).

Awards and Honors

Service, Professional

Diploma de Honor, Peruvian National Police - Dirincri. (August 28, 2015).

Service, University

Certificate of Recognition, Office of Diversity. (March 3, 2016).

International Educator of the Year 2015, Ferris State University. (May 1, 2015).

Dr. Donna H. Green
Ferris State University
MKTG
(231) 591-2412
Email: Greend24@ferris.edu

Education

Ph D, University of Western Ontario, 1992.
Major: Business Administration - Marketing
Dissertation Title: Entry Strategy Performance: An Empirical Examination of the
Microcomputer Software Industry

MBA, University of Saskatchewan, 1983.

BS, Ohio State University, 1975.
Major: Psychology

Professional Positions

Academic - Post-Secondary

Associate Professor, Ferris State University. (January 2014 - Present).

Director of Faculty and Instructional Development Programs, Michigan State University. (2011 - 2012).

Executive Director of Faculty Development, Davenport University. (2006 - 2011).

Academic Dean, Davenport University. (2005 - 2006).

Director of Office for Teaching and Learning (OTL), Wayne State University. (2000 - 2005).

Associate Professor, Odette School of Business Administration, University of Windsor. (1990 - 2000).

Licensures and Certifications

Peer Reviewer - AQIP CQR, Higher Learning Commission. (September 11, 2015 - Present).

Peer Reviewer - AQIP, Higher Learning Commission. (October 2009).

Peer Reviewer - PEAQ Consultant Evaluator, Higher Learning Commission. (November 2008).

Professional Memberships

Higher Learning Commission. (2008 - Present).

Prgm Chair & President of the AMA Detroit Professional Chapter and Advisor to the FSU AMA Student Chapter, American Marketing Association. (1983 - 2016).

Leadership Detroit / Detroit Regional Chamber of Commerce. (2007 - 2014).

Professional and Organizational Development Network in Higher Education. (2000 - 2013).

Communications VP on Executive Board of Directors -07-10, Institutional Representative 05-07, American Council of Education Women Leaders in Higher Education. (2005 - 2010).

Development Activities Attended

Workshop, "AQIP Pathways Training for Comprehensive Quality Review," Higher Learning Commission, Illinois, USA. (September 9, 2015 - September 11, 2015).

Orientation, "New Faculty Orientation," Ferris State University, Big Rapids, Michigan. (August 11, 2014 - August 15, 2014).

Seminar, "New Criteria for Accreditation and the Federal Compliance Program," Higher Learning Commission, Webinar, USA. (December 6, 2012).

Conference Attendance, "Build Inclusion. Bold ideas, Creative Solutions," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (May 22, 2012).

Conference Attendance, "Conference on Quality in Higher Education," Higher Learning Commission (HLC). (2008 - 2011).

Conference Attendance, "Creating a Better Future Together," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (June 7, 2011).

Leadership Development, "National Leadership Forum," American Council of Education (ACE) Office for Women in Higher Education (OWHE). (December 2010).

Leadership Development, "Leadership Summit," American Marketing Association, Chicago, Illinois, United States. (2008 - 2010).

Conference Attendance, "The Professional and Organizational Network," The Professional and Organizational Network (POD). (2000 - 2010).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 5, 2010 - August 6, 2010).

Conference Attendance, "Celebrating Women's Voices," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (May 22, 2010).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 6, 2009 - August 7, 2009).

Conference Attendance, "Our Journeys: Pathways to Potential," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (June 8, 2009 - June 9, 2009).

Leadership Development, "Leadership Program by the Detroit Regional Chamber of Commerce," Leadership Detroit, Detroit, Michigan, United States. (2007 - 2008).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 7, 2008 - August 8, 2008).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 20, 2007 - August 21, 2007).

Conference Attendance, "Celebrating Women's Voices," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (June 14, 2007).

Conference Attendance, "Lilly North." (2001 - 2006).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 11, 2006 - August 12, 2006).

Conference Attendance, "Framing our Future II: Purposful Engagement," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (June 12, 2006 - June 13, 2006).

Workshop, "Various," Office for Teaching & Learning (OTL) Workshops at Wayne State University. (2000 - 2005).

Conference Attendance, "Assessment Institute," Indianapolis, Indiana, United States. (October 23, 2005 - October 25, 2005).

Conference Attendance, "Faculty Development," Davenport University's Teaching and Learning Institute, Michigan. (August 14, 2005 - August 15, 2005).

Conference Attendance, "Framing our Future II: Purposful Engagement," Michigan American Council on Education for Women Leaders in Higher Education, East Lansing, Michigan, United States. (June 14, 2005).

Conference Attendance, "American Arab Nursing Association (AANA) Conference," Michigan, United States. (May 19, 2005).

Conference Attendance, "'IT from a Higher Vantage Point'," Educause. (2004).

Leadership Development, "Core Superviso Development Program," Wayne State University, United States. (November 25, 2004 - November 30, 2004).

Continuing Education Program, "Online Instructor Training Course," Michigan Virtual University. (November 2003).

Leadership Development, "National Institute for New Faculty Developers," Professional and Organizational Development Network (IUPUI), Indianapolis, Indiana, United States. (June 28, 2003 - July 2, 2003).

Continuing Education Program, "Online Instructor Training Course," Michigan Virtual University. (June 2003).

Conference Attendance, "AAHE Assessment Conference," The American Association of Higher Education. (2002).

Continuing Education Program, "Twenty-first Annual Faculty Consortium," American Marketing Association, College Station, Texas, United States. (July 14, 2001 - July 17, 2001).

Conference Attendance, "Together, We'll think IT Through," Educause. (2000).

Conference Attendance, "Ontario Knowledge Network for Learning Symposium," The Ministry of

Education and the Ministry of Training, Colleges and Universities. (June 11, 2000 - June 13, 2000).

Conference Attendance, "Educ@tional Technology Conference." (May 2000).

Conference Attendance, "Educ@tional Technology Conference." (May 2000).

Conference Attendance, "American Marketing Association Nineteenth Annual Faculty Consortium," American Marketing Association, Orlando, Florida, United States. (July 10, 1999 - July 13, 1999).

Conference Attendance, "Annual Conference of the Society for Teaching and Learning in Higher Education," Society for Teaching and Learning in Higher Education. (June 14, 1995 - June 17, 1995).

Teaching

Teaching Experience

Ferris State University

MKTG 321, Principles of Marketing, 1 course.
MKTG 378, Marketing Data Analysis, 3 courses.
MKTG 425, Marketing Research, 3 courses.
MKTG 476, Marketing Strategy, 2 courses.

Awards and Honors

Runner Up for "Successful Strategies for Becoming a Master Teacher.", Best of the Great Ideas in Teaching Marketing. (February 2005).

Great Teacher in Marketing, Academy of Marketing Science. (May 1999).

Teaching Excellence Award, Academy of Business Administration. (April 1997).

Research

Published Intellectual Contributions

Book Chapters

Green, D., Hair, J. F., Lamb Jr., C. W., McDaniel, C. (2000). *Successful Strategies for Becoming a Master Teacher* (5th Ed. ed.). Cincinnati, Ohio: South-Western College Publishing.

Books

Innerd, W., Green, D., Towson, S., Collins, M. (1998). *Prior Learning Assessment and Recognition: The Learning Outcomes-Based Approach - A Handbook*. Human Resources Development Canada.

Conference Proceedings

Green, D. (2008). *Formative Feedback and Summative Evaluations - All in One Process*. Reno, NV: Professional and Organizational Development Network in Higher Education (POD).

Green, D., Faria, A.J. (1995). *Are Good Strategies Consistently Good?* (vol. 22, pp. 31-37). Association for Business Simulation and Experiential Learning: Developments in Business Simulation and Experiential Exercises.

Journal Articles

Green, D. (1995). Learning Capitalist Market by Simulation. *Marketing News*, 12.

Other

Green, D. *Analysis of Faculty Work and Support*. University of Windsor Faculty Association.

Refereed Journal Articles

Green, D. (1999). Learning Outcomes and PLAR [Prior Learning Assessment and Recognition]. *Learning Quarterly*, 3(3), 20-25.

Green, D. (1997). Student-Generated Exams: Testing and Learning. *Journal of Marketing Education*, 19(2), 43-53.

Green, D., Barclay, D., Ryans, A. (1995). Entry Strategy and Long-Term Performance: Conceptualization and empirical Examination. *Journal of Marketing*, 59, 1-16.

Presentations Given

Green, D. (Presenter & Author), Professional and Organizational Development Network in Higher Education (POD), "Formative Feedback and Summative Evaluations - All in One Process," Reno, NV. (October 2008).

Green, D. (Presenter & Author), Society for Teaching and Learning in Higher Education (STLHE), "Developing Learning Outcomes," Windsor, Ontario. (June 2008).

Green, D. (Presenter & Author), Lilly Conference North, "What to Believe about SETs," Traverse City, Michigan. (2004).

Green, D. (Presenter & Author), Professional and Organizational Development Network in Higher Education (POD), "SETs and Faculty Development," Montreal. (2004).

Green, D. (Presenter & Author), Lilly Conference North, "Learning Outcomes as a Pedagogical Tool," Traverse City, Michigan. (2003).

Ratner, H. (Author Only), Green, D. (Presenter & Author), Armstrong, D. (Author Only), Lilly Conference North, "A Convergence Model for GTA Orientation: From Need to Want," Big Rapids, Michigan. (2002).

Green, D., Annual Conference on Teaching and Learning in Higher Education, "Learning and Testing: Student Generated Exam Questions," Society for Teaching and Learning in Higher Education (STLHE), University of Western Ontario, London, Ontario. (June 1995).

Contracts, Grants and Sponsored Research

Grant

Green, D., "Travel Expense Grant," Sponsored by Professional Partnerships Program, Private, \$1,250.00. (1996).

Awards and Honors

Best Paper on Simulation and Gaming, Association of Business Simulation and Experiential Learning's 1995 conference. (March 1995).

Research in Progress

"Distractions Impair Learning" (Writing Results).

"On-campus Students' Perceptions of Online Test". Data collection completed in May 2015 (questionnaire survey) and data will be analyzed using SPSS.

Findings will be converted into a research article and submit to a marketing education journal for peer review later.

"Online Testing" (On-Going). This research is examining student reactions to online testing as a part of a traditional classroom course.

Service

Department Service

Attended presentation & lunch interview for two candidates, Search Committee for Data Analytics Faculty Member. (February 2015 - March 2015).

Not a committee but seems to be best place to enter data., Design of 1st FSU COB MBA Marketing Course Required. (July 2014 - October 2014).

Committee Member, Search Committee for Limited Term Faculty Member. (March 2014 - June 2014).

Committee Member, Search Committee for Tenure Track Faculty Member. (January 2014 - May 2014).

Student Service

AMA Case Competition, American Marketing Association. (May 2015 - Present).

Student Org Advisor (Professional Org), American Marketing Association. (January 1, 2014 - Present).

AMA Case Competition, American Marketing Association Collegiate Chapter. Co-Coach for presentation. (January 2014 - May 2014).

College Service

Committee Member, COB Assessment & Accreditation. (September 2015 - Present).

University Service

Committee Member, MBA Curriculum Redesign Committee, Ferris State University. (August 2014 - 2014).

Search Committee for limited term faculty member, Ferris State University. (January 2014 - May 2014).

Committee Member, Search Committee for tenure track faculty member, Ferris State University. (January 2014 - May 2014).

Various, Michigan State University. (2011 - 2012).

Coordinator of Collaborative Development, Lilly Seminars and Spring Institute. (May 2012 - November 2012).

Seminar Facilitator, Lilly Seminars and Spring Institute. (January 2012 - November 2012).

Committee Chair, Chair of Faculty Awards Team at Davenport University. (2011).

Committee Chair, Academic Promotions Board at Davenport University. (2008 - 2011).

Task Force Chair, Faculty Guide Task Force at Davenport University. (2008 - 2011).

Committee Member, Academic Promotions Board at Davenport University. (2006 - 2011).

Committee Chair, Internal Faculty Development Committee at Davenport University. (2006 - 2011).

Task Force Chair, Student Evaluation of Teaching Task Force at Davenport University. (2006 - 2011).

Committee Member, Academic Restructuring Committee at Davenport University. (2010).

Co-Chair, Curriculum Committee at Davenport University. (2010).

Co-Chair, Curriculum Framework Team at Davenport University. (2010).

Chairperson, Davenport University Teaching and Learning Institute. (2007 - 2010).

Committee Member, Academic Services Executive Team at Davenport University. (2006 - 2010).

Task Force Member, Experiential Learning Task Force. (2007 - 2009).

Chairperson, Faculty Evaluation Performance Task Force at Davenport University. (2008).

Committee Member, Interview Committee for Provost at Davenport University. (2008).

Institutional Representative for Davenport University, American Council on Education / Office of Women in Higher Education. (2006 - 2008).

Committee Member, Retention Committee at Davenport University. (2006 - 2008).

Workshop Organizer, Program Outcomes at Davenport University. (February 2008 - July 2008).

Task Force Chair, Adjunct Hiring Task Force at Davenport University. (2006 - 2007).

Task Force Chair, Classroom Observations Task Force at Davenport University. (2006 - 2007).

Task Force Member, First Year Initiative Task Force at Davenport University. (2005 - 2006).

Committee Member, Nursing Admissions Task Force Committee at Davenport University. (2005 - 2006).

Committee Member, Scheduling Committee at Davenport University. (2005 - 2006).

Committee Member, NCA Accreditation Steering Committee at Wayne Sate University. (2005).

Committee Member, Wynalda Planning Committee at Davenport University. (2005).

Committee Member, Computer and Information Technology (C&IT) / Library System Joint Management Team at Wayne Sate University. (2000 - 2005).

Committee Chair, Office for Teaching and Learning (OTL) Advisory Board at Wayne Sate University. (2000 - 2005).

Committee Member, Student Evaluation of Teaching Committee (SET committee) at Wayne Sate University. (2000 - 2005).

Editor and Writer, Teaching Matters: The Office for Teaching and Learning Newsletter. (2000 - 2005).

Workshop Organizer, Wayne State University. (2000 - 2005).

Interview Committee for Group Vice President for Academic Services at Davenport University. (May 2005 - August 2005).

Committee Member, Provost's Committee on Improving Instructional Technology Services at Wayne State University. (2003 - 2004).

Committee Member, Selection Committee for \$5,000 Innovative Instructional Technology Grants for Faculty at Wayne State University. (2003 - 2004).

Task Force Chair, Co-Sponsorship of Lilly North Conferences for Wayne Sate University. (2001 - 2004).

Committee Member, Organized and participated in the Ad hoc Online Coordination Committee at Wayne Sate University. (2001 - 2004).

Committee Member, Selection Committee for the Heberlein Excellence in Teaching Award at Wayne State University. (2001 - 2004).

Reviewer, Reviewer for Interdisciplinary Students Online Course Release Awards at Wayne State University. (2002 - 2003).

Teaching, Learning & Technology Roundtable (TLTR) at Wayne Sate University. (2000 - 2003).

Ad hoc Committee at Wayne State University. (2002).

Committee Member, Summer Institute Organizing Committee at Wayne State University. (2002).

Committee Member, Teach Act Committee at Wayne State University. (2002).

Task Force Member, Assessment Team at Wayne State University. (2001 - 2002).

Committee Member, Program Review - Faculty of Law at University of Windsor. (August 2000 -

December 2000).

Task Force Member, "Perceptions of the University of Windsor" Task Force at University of Windsor. (1999 - 2000).

Committee Member, Academic Policy Committee at University of Windsor. (1999 - 2000).

Faculty of Business Representative, Business Education and Law (BEL) College Coordinating Council at University of Windsor. (1999 - 2000).

BEL representative, Science & Engineering College Coordinating Council at University of Windsor. (1999 - 2000).

Committee Member, Senate Academic Policy Committee (APC) at University of Windsor. (1998 - 2000).

Committee Member, Explore Committee. (1997 - 2000).

Committee Member, University Review Committee on Faculty Workload at University of Windsor. (1996 - 2000).

Committee Member, Advisory Board for the Business Resource Centre at University of Windsor. (1995 - 2000).

Senator, University of Windsor. (1995 - 2000).

Committee Member, Faculty Association Council at University of Windsor. (July 1999 - June 2000).

Committee Member, Search Committee for Associate Vice President Academic Affairs at University of Windsor. (1999).

University of Windsor Equity Assessor. (1996 - 1999).

Committee Member, Senate Committee on Learning and Teaching at University of Windsor. (1996 - 1997).

Committee Member, Faculty of Business Computer Resources Committee at University of Windsor. (1995 - 1997).

Committee Member, Faculty of Business Appointments Committee at University of Windsor. (1991 - 1997).

Committee Member, Senate Instructional Development Committee at University of Windsor. (1992 - 1995).

Committee Member, Undergraduate Committee at University of Windsor. (1992 - 1995).

Professional Service

Reviewer, Journal Article, Journal of Critical Incidents. (2015 - Present).

AQIP Systems Appraiser, Higher Learning Commission - AQIP with 9 categories. (2009 - June 2014).

Consultant Evaluator, Higher Learning Commission - PEAQ. (2009 - 2011).

Board of Directors of a Company, Michigan American Council of Education Women Leaders in Higher Education. (2007 - 2010).

Reviewer of Presentation Proposals, Higher Education Conference. (2008).

Reviewer, Journal Article, Marketing Education Review. (September 2005 - September 2008).

Institutional Representative, Michigan American Council of Education Women Leaders in Higher Education. (2005 - 2007).

Reviewer of Faculty Proposals, Lilly Conference North. (2004).

Workshop Organizer, Large Canadian Insurance Company. (2000).

Workshop Organizer, University of Windsor. (February 2000 - June 2000).

Workshop Organizer, Fostering Respect in the Workplace. (October 1997 - October 1999).

Workshop Organizer, Foodservice Account Management Program. (October 1998 - March 1999).

Workshop Organizer, Preventing and Stopping Workplace Harassment. (October 1997 - September 1998).

Workshop Organizer, Developing and Using Learning Outcomes. (March 5, 1998).

Workshop Organizer, Learning Outcomes. (April 2, 1997).

Workshop Organizer, Successful Selling. (February 5, 1997).

Workshop Organizer, Managers in Transition Program. (April 1994 - April 1996).

Supervisory and Management Development Program. (January 1996).

Public Service

Chairperson, Lake Charnwood Property Owners Association. (2003 - Present).

Member, Windor & Essex County Lung Association. (1993 - Present).

Advisory Board, Windor & Essex County Lung Association. (1993 - Present).

Officer, President/Elect/Past, American Marketing Association, Detroit, Michigan. (2009 - 2012).

Officer, President/Elect/Past, American Marketing Association, Detroit, Michigan. (July 2010 - June 2011).

Committee Chair, Michigan American Council of Education Women Leaders in Higher Education, Board of Directors, Michigan. (2008 - 2010).

Chairperson, American Marketing Association, Detroit, Michigan. (2008 - 2009).

Officer, President/Elect/Past, Lake Charnwood Property Owners Association. (January 2006 - December 2008).

Board Member, Lake Charnwood Property Owners Association. (2002 - 2008).

Chairperson, Lake Charnwood Property Owners Association. (2004 - 2006).

Volunteer, City of Troy, Troy, Michigan. (2005).

Program Coordinator, Neighborhood Watch, London, Ontario. (1998 - 2000).

Board Member, Ontario Lung Association. (1998 - 2000).

Chairperson, Ontario Lung Association. (1998 - 2000).

Member, University of Windsor/ St. Clair College. (1998).

Task Force Member, Windsor & Essex County Lung Association. (1998).

Committee Member, Ontario Lung Association. (1997 - 1998).

Chairperson, Southwest Ontario Regional Council Ontario Lung Association. (1996 - 1998).

Representative, Windsor & Essex County Lung Association. (1996 - 1998).

Advisor, Windsor & Essex County Lung Association. (1995).

Committee Member, Windsor & Essex County Lung Association. (1994 - 1995).

Consulting

For Profit Organization, Green Custom Consulting. (2011 - 2013).

Dr. Jean M. Inabinett
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Education

DBA, University of Phoenix, 2010.
Major: Business Administration
Dissertation Title: Employee Tenure: A Quantitative Correlational Study Of Employees' Values And Corporate Culture

MBA, Keller Graduate School, 2002.
Major: Emphasis in Human Resource Management

BS, Northern Arizona University, 1981.
Major: Accountancy

Professional Positions

Academic - Post-Secondary

Accounting Program Coordinator, Ferris State University. (January 12, 2015 - Present).

Professional

Assistant Professor of Accounting, Ferris State University. (August 13, 2012 - Present).

Owner, Jean M. Inabinett, CPA. (August 1, 1995 - August 31, 2012).

Adjunct Professor, Keller Graduate School of Management/DeVry University. (February 7, 2011 - July 20, 2012).

Office Administrator, Helfrey, Neiers & Jones, P. C. (September 16, 2002 - March 30, 2012).

Billing Supervisor, Thompson Coburn LLP. (September 16, 1996 - September 13, 2002).

Commercial Business Manager, Zielinski & Associates, P. C. (January 2, 1992 - July 31, 1995).

Licensures and Certifications

Chartered Global Management Accountant, American Institute of Certified Public Accountants.
(September 30, 2012 - Present).

Certified Public Accountant, State of Michigan. (July 1, 2012 - Present).

Certified information Technology Professional, American Institute of Certified Public Accountants.
(March 31, 2012 - Present).

CPA, State of Missouri. (December 14, 1989 - Present).

Professional Memberships

Michigan Association of Certified Public Accountants. (April 1, 2013 - Present).

American Institute of Certified Public Accountants. (June 1, 1981 - Present).

Committee Chair, Missouri Society of Certified Public Accountants. (September 10, 1989 - June 30, 2015).

Development Activities Attended

Conference Attendance, "2016 Business Educators Forum in Nashville," Cengage Learning, Nashville, Tennessee, USA. (March 3, 2016 - March 4, 2016).

Conference Attendance, "2015 Midwest Region Meeting," American Accounting Association, St. Louis, Missouri, USA. (October 15, 2015 - October 17, 2015).

Workshop, "Wiley EdTech Summit for Introductory Accounting," Wiley, New Orleans, LA, USA. (March 5, 2015 - March 7, 2015).

Workshop, "TracDat Training - Advanced," Ferris State University, Big Rapids, MI, USA. (February 19, 2015).

Workshop, "TracDat Training - Basic," Ferris State University, Big Rapids, MI, USA. (February 19, 2015).

Workshop, "My Lab Training," Pearson, Big Rapids, MI, USA. (December 16, 2014).

Workshop, "McGraw Hill Higher Education Conference," McGraw-Hill, Chicago, IL, USA. (November 6, 2014 - November 8, 2014).

Conference Attendance, "Mega Conference," MICPA, Lansing, MI, USA. (October 30, 2014).

Seminar, "Respondus 4.0 Instructor Training: Create & Manage Exam Content," Respondus, Big Rapids, Michigan, USA. (September 4, 2014).

Seminar, "Instructor Training for LockDown Browser and Respondus Monitor: Prevent Cheating During Exams," Respondus, Big Rapids, Michigan, USA. (August 6, 2014).

Conference Attendance, "Spring Accounting Educators Conference - 2014," Michigan Association of CPAs, Grand Rapids, Michigan, USA. (May 30, 2014).

Training, "Office 365 Advanced Training," FSU, Big Rapids, Michigan, USA. (March 11, 2014).

Office 365 Training, "Microsoft Office 365 Intro & Overview," FSU, Big Rapids, Michigan, USA. (March 6, 2014).

Tutorial, "Office 365 Introduction," Ferris State University, Big Rapids, Michigan, USA. (January 16, 2014).

Continuing Education Program, "Women's Leadership Luncheon," MACPA, Grand Rapids, Michigan, USA. (December 12, 2013).

Seminar, "My Degree Training," Ferris State University/College of Business, Big Rapids, Michigan, USA. (August 22, 2013).

Workshop, "Summer Academic Advising Workshop," Educational Counseling and Disabilities

- Services, Big Rapids, Michigan, USA. (July 23, 2013).
- Conference Attendance, "MACPA Spring Accounting Educators Conference," Michigan Association of Certified Public Accountants, Traverse City, Michigan, USA. (May 10, 2013).
- New Faculty Training, "New Faculty Transition Program," Faculty Center for Teaching and Learning, Big Rapids, Michigan, USA. (September 6, 2012 - April 25, 2013).
- Seminar, "Teaching with Case Studies," FSU Marketing Department, Big Rapids, Michigan, USA. (January 17, 2013).
- Continuing Education Program, "2012 Tax Update," Tax Education, Inc., Chesterfield, Missouri, USA. (December 20, 2012).
- Continuing Education Program, "2011 Tax Update," Tax Education, Inc., Chesterfield, Missouri, USA. (December 19, 2011).
- Continuing Education Program, "Year-End Accounting and Tax Update," Rubin Brown, St. Louis, Missouri, USA. (December 15, 2011).
- Continuing Education Program, "Technology: Trends, Options & Opportunities," Rubin Brown, St. Louis, Missouri, USA. (November 2, 2011).
- Continuing Education Program, "Professional Ethics," Rubin Brown, St. Louis, Missouri, USA. (October 5, 2011).
- Continuing Education Program, "Retirement Plan Fiduciaries: Do You Know Your Duties," Rubin Brown, St. Louis, Missouri, USA. (January 13, 2011).
- Continuing Education Program, "Year-End Accounting and Tax Update," Rubin Brown, St. Louis, Missouri, USA. (December 15, 2010).
- Continuing Education Program, "Professional Ethics Seminar," Rubin Brown, St. Louis, Missouri, USA. (October 7, 2010).
- Continuing Education Program, "Year-End Financial Accounting and Tax Update," Rubin Brown, St. Louis, Missouri, USA. (December 15, 2009).
- Continuing Education Program, "Attorney Marketing & Ethics in a Recession," Husch Blackwell Sanders LLP, St. Louis, Missouri, USA. (October 21, 2009).
- Conference Attendance, "ALA 2009 Region 3 Educational Conference and Exposition," Association of Legal Administrators, St. Louis, Missouri, USA. (October 9, 2009 - October 10, 2009).

Research

Published Intellectual Contributions

Refereed Journal Articles

- Inabinett, J. (2014). Developing An Organization By Predicting Employee Retention By Matching Corporate Culture With Employee's Values: A Correlational Study. *Organization Development Journal*, 32(1), 55 to 74.

Service

Department Service

Accounting Program Coordinator, Accounting Program Coordinator. (January 12, 2015 - Present).

Committee Chair, Discover Accounting Careers. (September 17, 2015).

Committee Member, Accounting Program Scholarship Committee. (April 9, 2015).

Committee Chair, Discover Accounting Careers. (February 12, 2015).

Committee Chair, Discover Accounting Careers. (September 25, 2014).

Committee Member, Accounting Program Scholarship Committee. (April 24, 2014).

Committee Member, Accounting Program Scholarship Committee. (April 4, 2013).

Student Service

Employment recommendation letter, Jacob M. Johnson. Provided requested letter of recommendation. (June 2, 2015).

Student support at annual banquet. Ferris State University Torchbearer Awards. (April 29, 2015).

Student support at annual banquet, FSU Men's Basketball. The David Steenstra Championship Banquet. (April 19, 2015).

Student support at annual banquet. College of Business Student Excellence Award Ceremony. (April 16, 2015).

Employment recommendation letter, Courtney Olkowski. Provided requested letter of recommendation. (January 28, 2015).

Scholarship recommendation letter, Samantha Brummel. Provided requested letter of recommendation. (May 28, 2014).

Award Recommendation, Saleh Alharthi. International Department Award. (January 15, 2014 - May 9, 2014).

College Service

Faculty Volunteer, College of Business Festival. (September 18, 2014).

Food Service Committee, College of Business Festival. (September 20, 2013).

Registration Committee, College of Business Festival. (September 19, 2012).

University Service

Committee Member, Athletic Advisory Committee. (April 29, 2015 - Present).

Committee Member, First Impressions Program. (August 31, 2015).

Committee Member, Student Life Committee. (September 19, 2013 - April 30, 2015).

Judge, DECA District II Conference. (January 7, 2015).

Committee Member, Commencement Activities. (December 13, 2014).

Committee Member, First Impressions Program. (August 25, 2014).

Judge, DECA District II Conference. (January 20, 2014).

Faculty Mentor, Changsha Faculty Mentor. (February 1, 2013 - May 9, 2013).

Judge, DECA District II Conference Judge. (January 8, 2013).

Judge, 2012 Campus-Wide Public Speaking Contest. (October 29, 2012).

Professional Service

Editor, Journal Editor, Journal of Critical Incidents, Big Rapids, MI. (July 20, 2015 - August 30, 2015).

Editor, Journal Editor, Journal of Critical Incidents, Big Rapids, Michigan. (June 2, 2013 - August 12, 2013).

Public Service

Committee Member, Crop Hunger Walk, Big Rapids, Michigan. (October 4, 2015).

Accounting records advisor, Artworks, Big Rapids, MI. (May 31, 2014 - August 31, 2015).

QuickBooks Bookkeeper and part-time accountant, Habitat for Humanity -- Mecosta County, Big Rapids, MI. (November 15, 2013 - March 31, 2015).

Committee Member, Crop Hunger Walk, Big Rapids, Michigan. (October 5, 2014).

Committee Member, Crop Hunger Walk, Big Rapids, Michigan. (October 6, 2013).

Awards and Honors

Service, University

Outstanding Advising and Service, College of Business. (April 21, 2015).

Dr. Cheolwoo Lee
Ferris State University
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Education

Ph D, The University of Alabama, 2008.

Major: Finance

Dissertation Title: Three Essays on Initial Public Offerings

MBA, Kangwon National University, 1999.

Major: Finance

Dissertation Title: Economies of Scale and X-Efficiency in the Government-Driven Bank

M&As: Evidence from Korean Commercial Banks

BS, Kangwon National University, 1996.

Major: Industrial Engineering

Professional Positions

Professional

Associate Professor, Ferris State University. (August 2013 - Present).

Assistant Professor, Ferris State University. (August 2008 - August 2013).

Professional Memberships

Accounting & Finance Association of Australia and New Zealand. (October 2011 - Present).

Southern Finance Association. (November 2009 - Present).

Eastern Finance Association. (April 2009 - Present).

Financial Management Association. (October 2007 - Present).

Korea America Finance Association. (October 2007 - Present).

Academy of Economics and Finance. (February 2010 - February 2011).

Teaching

Awards and Honors

Invitee of 2013 Honors Program Senior Send-off Banquet, Ferris State University. (2013).

Honoree of Faculty Appreciation Night, Student Athlete Advisory Committee. (November 2011).

Research

Published Intellectual Contributions

Refereed Journal Articles

- Jeon, J. Q., Lee, C. (2015). A New Measure for Heated Negotiation in the IPO Syndicate. *North American Journal of Economics and Finance*, 33(July), 278-304.
www.sciencedirect.com/science/article/pii/S1062940815000492
- Lee, C., Jeon, J. Q., Ryoo, J. (in press). Do Marketing Activities Enhance Firm Value? Evidence from M&A Transactions. *European Management Journal*.
- Lee, C., Jeon, J. Q., Nasser, T., Via, M. T. (2015). Multiple Lead Underwriter IPOs and Firm Visibility. *Journal of Corporate Finance*, 32(June), 128-149.
www.sciencedirect.com/science/article/pii/S0929119915000528
- Lee, C., Jeon, J. Q. (2014). Effective Post-Signing Market Check or Window Dressing? The Role of Go-Shop Provisions in M&A Transactions. *Journal of Business Finance and Accounting*, 41(1-2), 210-241.
- Lee, C. (2013). Analyst firm parent–subsidiary relationship and conflict of interest: evidence from IPO recommendations. *Accounting and Finance*, 53(3), 763-789. dx.doi.org/10.1111/j.1467-629X.2012.00476.x
- Lee, C. (2012). Does the Gross Spread Split Compensate Lead Underwriters for Analyst Coverage? *Accounting and Finance Research*, 1(2), 36-58. dx.doi.org/10.5430/afr.v1n2p36
- Lee, C., Jeon, J. Q., Moffet, C. (2011). Effects of Foreign Ownership on Payout Policy: Evidence from the Korean Market. *Journal of Financial Markets*, 14(2), 344-375.
dx.doi.org/10.1016/j.finmar.2010.08.001
- Lee, C., Jeon, J. Q., Kim, B. J. (2011). Reciprocity in Syndicate Participation and Issuer's Welfare: Evidence from Initial Public Offerings. *Asia-Pacific Journal of Financial Studies*, 40(1), 138-198. onlinelibrary.wiley.com/doi/10.1111/j.2041-6156.2011.01036.x/abstract

Presentations Given

- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2015 Financial Management Association Annual Meetings, "Competition in Multiple Lead Underwriter IPOs and Analyst Behavior," Financial Management Association, Orlando, FL. (October 2015).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), Ryoo, J. (Author Only), 2015 Korean Operation Management Association Meetings, "Do Marketing Activities Enhance Firm Value? Evidence from M&A Transactions," Korean Operation Management Association, Seoul, Korea. (October 2015).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), Ryoo, J. (Author Only), 2015 Korean Operation Management Association Meetings, "Marketing Activities, Strategic Competition, and Firm Value," Korean Operation Management Association, Seoul, Korea. (October 2015).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), 2015 Asia Finance Association Annual Meetings, "Competition in Multiple Lead Underwriter IPOs and Analyst Behavior," Asia Finance Association, Nanchang, Jiangxi, China. (June 2015).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2015 Eastern Finance Association Meetings, "Competition in Multiple Lead Underwriter IPOs and Analyst Behavior," EFA, New Orleans, LA. (April 11, 2015).

- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), 2015 Korean Securities Association Conference, "Competition in Multiple Lead Underwriter IPOs and Analyst Behavior," Korean Securities Association, Seoul, Korea. (February 2015).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), Ryoo, J. (Author Only), 2015 Korean Securities Association Conference, "Do Marketing Activities Enhance Firm Value? Evidence from M&A Transactions," Korean Securities Association, Seoul, Korea. (February 2015).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), 2014 Korean Financial Management Association Meetings, "Competition in Multiple Lead Underwriter IPOs and Analyst Behavior," Korean Financial Management Association, Cheongju, Korea. (November 2014).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), Nasser, T. (Author Only), Via, M. T. (Author Only), 2014 Southern Finance Association, "Multiple Lead Underwriter IPOs and Firm Visibility," Southern Finance Association, Key West, FL. (November 2014).
- Lee, C. (Author Only), Jeon, J. Q. (Author Only), Nasser, T. (Presenter & Author), Via, M. T. (Author Only), 2014 The Ninth Conference on Empirical Legal Studies (CELS 2014), "Multiple Lead Underwriter IPOs and Firm Visibility," UC Berkeley School of Law, Berkeley, CA. (November 2014).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2014 Midwest Finance Association Meetings, "Effective Post-Signing Market Check or Window Dressing? The Role of Go-Shop Provisions in M&A Transactions," MFA, Orlando, FL. (March 7, 2014).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), Nasser, T. (Author Only), Via, M. T. (Author Only), 2013 Annual Conference on Asia-Pacific Financial Markets (CAFAM), "Multiple Lead Underwriter IPOs and Firm Visibility," Korea Securities Association, Seoul, KOREA. (December 2013).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2013 AABRI (Academic and Business Research Institute) International Conference, "Heated Negotiation within the IPO Syndicate and the Quality of Underwriter Services," AABRI, Las Vegas, NV. (October 2013).
- Lee, C. (Author Only), Jeon, J. Q. (Presenter & Author), Nasser, T. (Author Only), Via, M. T. (Author Only), 2013 Asia Finance Association Annual Meetings, "Multiple Lead Underwriter IPOs and Firm Visibility," Asia Finance Association, Nanchang, Jiangxi, China. (July 2013).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2013 Eastern Finance Association Meetings, "Effective Post-Signing Market Check or Window Dressing? The Role of Go-Shop Provisions in M&A Transactions," EFA, St. Pete Beach, FL. (April 13, 2013).
- Lee, C. (Author Only), Jeon, J. Q. (Author Only), Nasser, T. (Presenter & Author), Via, M. T. (Author Only), Kansas State University Department Seminar, "Multiple Lead Underwriter IPOs and Firm Visibility," Kansas State University, Manhattan, KS. (December 7, 2012).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), Nasser, T. (Author Only), Via, M. T. (Author Only), 2012 FMA Annual Meetings, "Multiple Lead Underwriter IPOs and Firm Visibility," Financial Management Association, Atlanta, GA. (October 19, 2012).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2012 Eastern Finance Association Meetings, "Heated Negotiation within the Syndicate and IPOs," EFA, Boston, MA. (April 12, 2012).
- Lee, C. (Author Only), Jeon, J. Q., 2011 Annual Conference on Asia-Pacific Financial Markets

- (CAFM), "Heated Negotiation within the Syndicate and IPOs," Korean Securities Association, Seoul, Korea. (December 2011).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2011 FMA Annual Meetings, "Heated Negotiation within the Syndicate and IPOs," Financial Management Association, Denver, CO. (October 20, 2011).
- Lee, C. (Presenter & Author), Jeon, J. Q. (Author Only), 2011 FMA Annual Meetings, "Effective Post-Signing Market Check or Window Dressing? The Role of Go-Shop Provisions in M&A Transactions," Financial Management Association, Denver, CO. (October 20, 2011).
- Lee, C. (Author Only), Jeon, J. Q. (Author Only), Kim, J. S. (Presenter & Author), 2011 KFA (Korea Finance Association) and TFA (Taiwan Finance Association) Joint Conference in Finance, "Heated Negotiation within the Syndicate and IPOs," KFA and TFA, National Taiwan University, Taiwan. (September 20, 2011).
- Lee, C. (Presenter & Author), 2011 Eastern Finance Association Meetings, "Analyst Firm Parent-Subsidiary Relationship and Conflict of Interest: Evidence from IPO Recommendations," EFA, Savannah, GA. (April 15, 2011).
- Lee, C. (Presenter & Author), 2010 Southern Finance Association Meetings, "Why is Multiple Bookrunning on the Rise?," SFA, Asheville, NC. (November 17, 2010).
- Lee, C. (Presenter & Author), 2010 AEF Annual Meetings, "Does the Gross Spread Split Compensate Lead Underwriters for Analyst Coverage?," Academy of Economics and Finance, Houston, TX. (February 10, 2010).
- Lee, C. (Presenter & Author), 2009 SFA Annual Meetings, "Does the Gross Spread Split Compensate Lead Underwriters for Analyst Coverage?," Southern Finance Association, Captiva Island, FL. (November 20, 2009).
- Lee, C., Jeon, J. Q., Kim, J. S., 2009 Korean Finance Association Annual Meetings, "Heated Negotiation within the Syndicate and IPOs," Korean Finance Association, Seoul, Korea. (August 2009).
- Lee, C. (Author Only), Jeon, J. Q. (Author Only), Kim, B. J. (Presenter & Author), 2009 Korean Securities Association Conference, "Reciprocity in Syndicate Participation and Issuer's Welfare: Evidence from Initial Public Offerings," Korean Securities Association, Seoul, Korea. (May 22, 2009).
- Lee, C. (Presenter & Author), 2009 EFA Annual Meetings, "Does the Gross Spread Split Compensate Lead Underwriters for Analyst Coverage?," Eastern Finance Association, Washington, D.C. (May 1, 2009).
- Lee, C. (Presenter & Author), 2008 FMA Annual Meetings, "Analyst Firm Parent-Subsidiary Relationship and Conflict of Interest: Evidence from IPO Recommendations," Financial Management Association, Grapevine (Dallas), TX. (October 18, 2008).
- Lee, C. (Presenter & Author), 2008 FMA Annual Meetings, "Reciprocity in Syndicate Participation and Issuer's Welfare: Evidence from Initial Public Offerings," Financial Management Association, Grapevine (Dallas), TX. (October 18, 2008).
- Lee, C. (Presenter & Author), 2008 FMA Annual Meetings, "Why is Multiple Bookrunning on the Rise?," Financial Management Association, Grapevine (Dallas), TX. (October 18, 2008).

Awards and Honors

Recipient of the Research Stipend for Fall 2015, Ferris State University. (August 2015).

Nominee of the 2015 3rd Author Celebration Event, Ferris State University. (March 2015).

Recipient of the Research Stipend for Spring 2015, Ferris State University. (January 2015).

Nominee of the 2014 2nd Author Celebration Event, Ferris State University. (March 2014).

Nominee of the 2013 1st Author Recognition Event, Ferris State University. (March 2013).

The WOORI Investments & Securities Co., Ltd. Outstanding Paper Award, 6th International Conference on Asia-Pacific Financial Markets (CAFAM). (December 2011).

Research in Progress

"Competition in Multiple Lead Underwriter IPOs and Analyst Behavior" (Writing Results). Recently, we have the newly emerged competition between lead underwriters in MLU (multiple lead underwriter) IPOs that is not present in single lead underwriter (SLU) IPOs. We examine IPO recommendations to capture how this new competition affects analyst behavior in terms of analyst optimism and investment value. In contrast to the popular conflict of interest perspective, our findings point to the notion that the competition suppresses bias in recommendations, consistent with Hong and Kacperczyk (2010). MLU affiliated analysts are not more optimistic and provide more informative research coverage whose informativeness, however, fades away shortly after the recommendation releases.

"Marketing Activities, Strategic Competition, and Firm Value" (Writing Results). Recently, substantial effort has been devoted to establishing financial accountability of marketing, by studying the effect marketing activities on firm value. This study extends prior literature by examining strategic competition—strategic substitutes and strategic complements—as a mediator that engenders different outcomes in the bridge between marketing and firm value. A group of work in the area of strategic competition finds that the nature of strategic competition affects financial outcomes differentially. We develop the competitive strategic measure (CSM) and examine the relationship between marketing activities and firm value with strategic competition as a mediating instrument. Our findings show that marketing spending is beneficial (detrimental) to firm value when the firm is in strategic substitutes (complements) and the efficacy is a decreasing function of the degree of the industry competition. We further find that the relative competitive position of a firm in the industry—whether it is a leader or a follower—matters in the quality of as well as the size of the effect of marketing spending on firm value. Results show that marketing spending can be more effective for small firms. By bifurcating the nature of strategic competition into strategic substitutes and complements, we disentangle the dichotomous effects of marketing activities on firm value.

"Why is Multiple Bookrunning on the Rise?" (Writing Results). Multiple lead underwriter IPOs have significantly increased since 2000, taking up roughly half of the IPOs in 2005. Using IPOs sample from 2001 to 2005, we find strong evidence that issuers add additional lead underwriters for increased pre- and post-IPO promotional activities: pre-IPO marketing efforts—measured by news coverage during the registration period—and aftermarket analyst coverage. These IPOs tend to have more prestigious lead underwriters, which suggests that multiple bookrunning is not a by-product from a pooling of low reputation underwriters to handle bigger IPOs. Commercial banks' inroads into the underwriting business propelled by the deregulatory act in 1999 also appear to drive the advent of multiple lead underwriter IPOs.

Service

Department Service

Committee Member, Academic Program Review Committee. (August 25, 2009 - September 25, 2010).

College Service

Committee Member, Sabbatical Leave Committee. (August 25, 2014 - Present).

Committee Member, MBA Course Development. (May 2014 - May 2015).

Committee Member, COB Diversity Committee. (August 25, 2011 - May 2015).

Attendee, Meeting, Math 122 Content Meeting. (April 2014).

Committee Member, Common Core Group. (August 25, 2012 - December 2012).

University Service

Committee Member, Ferris Distinguished Teacher Award Committee. (August 25, 2014 - Present).

Committee Member, Academic Policy and Standards. (August 25, 2010 - August 25, 2013).

Professional Service

Reviewer, Journal Article, Journal of Economics and Business. (October 7, 2015 - October 27, 2015).

Discussant, Eastern Finance Association, New Orleans, LA. (April 8, 2015 - April 11, 2015).

Reviewer, Journal Article, Quarterly Review of Economics and Finance. (March 2015).

Discussant, Southern Finance Association, Key West, FL. (November 18, 2014 - November 21, 2014).

Reviewer, Journal Article, Quarterly Review of Economics and Finance. (September 2014 - October 2014).

Reviewer, Journal Article, Quarterly Review of Economics and Finance. (April 8, 2014 - May 20, 2014).

Reviewer, Journal Article, Asia-Pacific Journal of Financial Studies. (April 8, 2014 - May 1, 2014).

Discussant, Midwest Finance Association, Orlando, FL. (March 5, 2014 - March 8, 2014).

Reviewer, Journal Article, The Financial Review. (November 30, 2013 - January 5, 2014).

Reviewer, Journal Article, Journal of Critical Incidents. (June 2013 - August 2013).

Discussant, Eastern Finance Association, St. Pete Beach, FL. (April 10, 2013 - April 13, 2013).

Discussant, Eastern Finance Association, Boston, MA. (April 2012).

Reviewer, Journal Article, The Financial Review. (August 31, 2011 - October 26, 2011).

Discussant, Eastern Finance Association, Savannah, GA. (April 2011).

Discussant, Southern Finance Association, Asheville, SC. (November 2010).

Reviewer, Book, Content Connections (publisher). (March 1, 2010 - April 1, 2010).

Discussant, Academy of Economics and Finance, Houston, TX. (February 2010).

Discussant, Eastern Finance Association, Washington, D.C. (April 2009).

Reviewer, Journal Article, Journal of Economics and Business. (October 19, 2008 - December 31, 2008).

Mr. Alex W. Manga
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MGMT
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Education

MBA, Western Michigan University, 2002.
Major: Finance
Dissertation Title: Impact of China's Labor on Plastics Globalization

BS, Western Michigan University, 1992.
Major: General Studies
Supporting Areas of Emphasis: MBA Prep (After transfer from EMU Plastics Eng.)

Professional Positions

Academic - Post-Secondary

MBA Director, Western Michigan University. (July 2009 - November 2012).

Professional

Regional Sales and Business Dev Mgt, N.A. Automotive. (November 2012 - August 2015).

Regional Sales Mgr, Milacron Inc/DME DIV. (2006 - 2009).

Dir Marketing Sales co-owner, 50cc Parts.com. (2003 - 2007).

Sales Mgt, DIV. Batavia OH. (2003 - 2005).

VP Business Development Co-Owner, CMI Inc. (1999 - 2003).

Produce and Market Space Dev Mgr, Milacron Inc./DME DIV. (1988 - 1999).

Professional Memberships

America Evaluation Association. (September 7, 2010 - October 30, 2020).

Development Activities Attended

FCTL Transition Program, "Learner-Centered Teaching." (September 10, 2015).

New Faculty Orientation, "Charting the Right Course," FSU. (August 19, 2015).

New Faculty Orientation, "Creating a Truly Diverse University." (August 19, 2015).

New Faculty Orientation, "The Students in My Classes." (August 19, 2015).

New Faculty Orientation Week, "Elements of a Learner Centered Syllabus," FSU. (August 18, 2015).

Teaching

Teaching Experience

Ferris State University

3 courses.

MGMT 301, Applied Management, 1 course.

MGMT 447, Business Ethics - Social Resp, 1 course.

Research

Presentations Given

Dibble, S. (Author Only), Davidson, T. (Author Only), French, S. (Presenter & Author), AEA Annual Conference, "Using Empowerment to spur innovation," Western Michigan University, San Antonio. (October 18, 2011).

Research in Progress

"Determining if Empowerment can spur innovation outcomes" (On-Going). After conducting a meta-analysis of 113 studies, we were able to answer key research questions; Does Empowerment have a relationship to innovation. Does Empowerment lead to increased levels of innovation.

"Does Crowdsourced Reviews Adhere to the JSCEE Program Evaluation Standards" (Writing Results). This study seeks to determine if crowdsourced product reviews are being performed at a standard that reflects the standards and rigor of the evaluation industry.

Service

Consulting

For Profit Organization, NW Ohio Partners In Womans Health, Toledo, OH. (June 1, 2015 - April 30, 2016).

Development of evaluation instruments, Stryker Medical, Kalamazoo, MI. (January 15, 2011 - April 30, 2011).

Dr. David Marion Ph.D.

Ferris State University
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Education

Ph D, University of Toledo, 2006.

Major: Manufacturing Management with Engineering

Dissertation Title: The Antecedents and Consequences of a Strategic Orientation Leading to Innovation, Organizational Structure and Competitive Advantage

MMM, University of Toledo/Kettering, 2004.

Major: Manufacturing Management with Engineering

BME, University of Toledo, 2001.

Major: Mechanical Engineering

Professional Positions

Professional

Maintenance Supervisor, General Motors Corporation. (May 2000 - August 2001).

Accessories Engineer (contract), Mazda Corporation. (March 1999 - January 2001).

Design Engineer (contract), Plastics Technologies. (March 1996 - January 1999).

Project Manager, Modern Tools, Inc. (August 1993 - February 1996).

Licensures and Certifications

Project Management Professional, PMI. (January 2013 - December 2013).

Project Management Professional, PMI. (January 2012 - December 2012).

Project Management Professional, PMI. (January 2011 - December 2011).

Project Management Professional, PMI. (January 2010 - December 2010).

Project Management Professional, PMI. (January 2009 - December 2009).

Project Management Professional, PMI. (January 2008 - December 2008).

Project Management Professional, PMI. (June 2007 - May 2008).

Professional Memberships

Academy of Management.

APICS.

Decision Sciences.

Member, Institute of Industrial Engineers. (August 2014 - Present).

WMPMI. (December 2007 - Present).

Member, Southern Management Association. (June 2009 - June 2010).

Development Activities Attended

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2015 - December 2015).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2014 - December 2014).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2013 - December 2013).

Conference, "Lean Accounting Summit," Lean Accounting Association, Orlando, Florida, USA.
(October 17, 2013 - October 21, 2013).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2012 - December 2012).

Conference Attendance, "Meetings," Project Management Institute, Grand Rapids, MI, US.
(January 2011 - December 2011).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2011 - December 2011).

Conference Attendance, "Meetings," Project Management Institute, Grand Rapids, MI, US.
(January 2010 - December 2010).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2010 - December 2010).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2010 - December 2010).

Conference Attendance, "ACBSP Conference for accreditation," ACBSP, Los Angeles, California,
USA. (June 24, 2010 - June 29, 2010).

Continuing Education Program, "Leadership Class," Michigan State University, Lansing, MI, USA.
(May 6, 2010 - May 7, 2010).

Conference Attendance, "Midwest Decision Sciences," Decision Sciences, University of Toledo,
Toledo, Ohio, USA. (April 22, 2010 - April 24, 2010).

Conference Attendance, "Meetings," Project Management Institute, Grand Rapids, MI, US.
(January 2009 - December 2009).

Regular Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2009 - December 2009).

Workshop, "Michigan Quality Council," Baldrige, Howell, MI, USA. (September 23, 2009).

Conference Attendance, "ACBSP Conference for accreditation," ACBSP, San Antonio, Texas,
USA. (June 25, 2009 - June 29, 2009).

Continuing Education Program, "Innovation," Orion Group/Michigan State University, Lansing and
Grand Rapids, MI, USA. (May 27, 2009 - May 28, 2009).

Continuing Education Program, "Process Mapping," Orion Group/Michigan State University,

Lansing and Grand Rapids, MI, USA. (April 28, 2009 - April 29, 2009).

Conference Attendance, "NC State Undergraduate Assessment Symposium," NC State, Durham, North Carolina, USA. (April 23, 2009 - April 26, 2009).

Conference Attendance, "Midwest Decision Sciences," Decision Sciences, Miami University, Miami, Ohio, USA. (April 15, 2009 - April 18, 2009).

Workshop, "Michigan Quality Council," Baldrige, Howell, MI, USA. (March 11, 2009 - March 12, 2009).

Conference Attendance, "Meetings," Project Management Institute, Grand Rapids, MI, US. (January 2008 - December 2008).

Ongoing Meetings, "APICS," APICS, Grand Rapids, MI, USA. (January 2008 - December 2008).

Seminar, "Green Belt Training," SteelCase University, Grand Rapids, MI, USA. (September 29, 2008 - November 17, 2008).

Conference Attendance, "Lilly Conference," International Teaching and Learning Institute, Traverse City, MI, USA. (September 19, 2008 - September 21, 2008).

Conference Attendance, "NC State Undergraduate Assessment Symposium," NC State, Durham, North Carolina, USA. (April 25, 2008 - April 28, 2008).

Conference Attendance, "Midwest Decision Sciences," Decision Sciences, Penn State Erie, Erie, Pennsylvania, USA. (April 16, 2008 - April 19, 2008).

Workshop, "Class Trip to Burke Porter Machinery," Burke Porter Machinery/Skytron, Grand Rapids, MI, USA. (April 11, 2008).

Workshop, "Class Trip to Skytron," Ferris/Skytron, Grand Rapids, MI, USA. (March 28, 2008).

Conference Attendance, "Supply Chain Management," APICS/SteelCase University, Grand Rapids, MI, USA. (March 19, 2008).

Continuing Education Program, "Michigan Quality Council," Baldrige, Howell, MI, USA. (March 10, 2008 - March 12, 2008).

Workshop, "Class Trip to Johnson Controls," Ferris/Johnson Controls, Holland, MI, USA. (March 6, 2008).

Workshop, "Class Trip to Inwin Seating," Ferris/Inwin Seating, Grand Rapids, MI, USA. (February 28, 2008).

Conference Attendance, "APICS Student Case Competition," APICS, Chicago, Illinois, USA. (February 15, 2008 - February 16, 2008).

Workshop, "Class Trip to Gentex," Ferris/Gentex, Holland, MI, USA. (February 8, 2008).

Conference Attendance, "Meetings," APICS, Grand Rapids, MI, US. (2007).

Conference Attendance, "Meetings," Project Management Institute, Grand Rapids, MI, US. (2007).

Seminar, "Professional Development Day for Project Management Institute," Holland, MI, US.

(2007).

Conference Attendance, "Decision Sciences," Decision Sciences, Pheonix, Arizona, USA. (November 16, 2007 - November 20, 2007).

Workshop, "Project Management Day," PMI Institute local chapter, Grand Rapids, MI, USA. (October 8, 2007).

Workshop, "MQC Site Visit," Baldrige/MQC, Detroit, MI, USA. (June 17, 2007 - June 22, 2007).

Workshop, "Class Trip to Johnson Controls," Ferris/Johnson Controls, Holland, MI, USA. (June 14, 2007).

Workshop, "Michigan Quality Council," Baldrige, Ann Arbor, MI, USA. (May 4, 2007).

Conference Attendance, "Midwest Decision Sciences," Decision Sciences, Northern Illinios University, Chicago, Illinios, USA. (April 12, 2007 - April 14, 2007).

Workshop, "Michigan Quality Council," Baldrige, Ann Arbor, MI, USA. (March 21, 2007 - March 22, 2007).

Continuing Education Program, "PMP Training Camp," Project Management Training Insitute, Southfield, MI, USA. (December 17, 2006 - December 21, 2006).

Teaching

Non-Credit Instruction

Guest Lecture, FSU, 10 participants. (February 2015).

Guest Lecture, COB Management Department, 25 participants. (August 2010).

Directed Student Learning

Lean course, "Six Sigma," Management. (August 31, 2015 - December 12, 2015). Advised: Dakota Dotson

Directed Individual/Independent Study, "Six Sigma for Operations," Other (Within Ferris State University). (June 2014 - July 2014). Advised: Alisa Dyroo, Mona Adronski

Directed Individual/Independent Study, "Project Management," Other (Within Ferris State University). (August 2012 - December 2012). Advised: Katie O'Briant, Johnathan Wybo

Research

Published Intellectual Contributions

Other

Eshbach, L., Marion, D., Lyman, S. B. (2013). *Operations and Supply Management Major Modifications. The Operations and Supply Management (OSM) program was reviewed during the 2012-13 APR cycle. Several suggestions from our advisory board and the APR committee were provided during the process. It was recommended that we review our program against the benchmark programs in the state, redesign where appropriate and look*

at ways to successfully promote our program. The revisions included a lean systems focused curriculum. The MGMT 432 (Lean Logistics and Supplier Development) new course was included in the proposal. The course will be offered during Spring 2014 semester..

Marion, D. (in press). *Six Sigma Process Management*.

Eshbach, L., Marion, D. (2012). *Lean Systems Certificate. The Lean Systems certificate specifically integrates the Lean concepts (process efficiency), Six Sigma (process quality), and leadership techniques (employee centric) to assist the organization in achieving and sustaining optimal employee and organization/operational performance. Two new courses were developed as part of the proposal - MGMT 402 (Six Sigma Process Management) and MGMT 412 (Lean Culture and Skills Development). These courses were successfully offered during Spring 2013 semester..*

Presentations Given

Marion, D. (Presenter & Author), Alspach, S. (Presenter & Author), MacEachron, S. (Presenter & Author), Lilly Conference, "I Can See You and/but You Can't Hide": Differences and Challenges in Teaching the Same Course in both Face-to-Face and Fully Online Formats," Traverse City Michigan. (November 2012).

Marion, D. (Presenter & Author), ACBSP conference, "What is Assessment Doing for Us?," ACBSP, Los Angeles, CA. (June 26, 2010).

Marion, D. (Presenter & Author), Midwest Decision Sciences, "Factors Influencing the Adoption of Lean Techniques," Midwest Decision Sciences, Toledo, OH. (April 23, 2010).

Marion, D. (Author Only), Academy of Management, "Evidence of Managerial Malpractice: An empirical Study," Academy of Management, Chicago, IL. (August 2009).

Marion, D. (Presenter & Author), APICS Grand Rapids, "Innovation Management," APICS Grand Rapids, Grand Rapids, MI. (April 2009).

Marion, D. (Author Only), Midwest Decision Sciences, "how Negotiation Strategies Effect Supplier Relations," Erie, PA. (April 16, 2008).

Marion, D. (Presenter Only), Statistics Club, "Presentation for Statistics Club." (2007).

Marion, D. (Presenter & Author), Midwest Decision Sciences, "Strategic Organization in Small Business that Leads to a Competitive Advantage.," Chicago, IL. (June 2007).

Marion, D. (Presenter & Author), Lim, J. (Presenter & Author), Jeong, J. S. (Presenter & Author), DSI National Conference, "An Integrated Conceptual Model of B2B E-Commerce Adoption Intention," DSI, San Fransisco, CA, US. (November 2005).

Marion, D. (Presenter & Author), DSI National Conference, "Manufacturing verseus Design Dominance in the New Product Development Process," DSI, San Fransisco, CA. (November 2005).

Marion, D. (Presenter Only), Lim, J., Hawaii International Conference on Business, "A Study of the Relationship Between Market Orientation and Strategic Orientation," Wakiki, Hawaii. (April 2005).

Marion, D. (Presenter & Author), Midwest Decision Sciences, "Computer Integrated Systems and Inter-Organizational Systems Effect on New Product Development," Toledo, OH. (April 2005).

Marion, D. (Presenter & Author), Liao, K. (Presenter & Author), Lim, J. (Presenter & Author), Midwest Decision Sciences, "Degree of Outsourcing in Prototyping Function in Global Supply Chain Management," Toledo, OH. (April 2005).

Marion, D. (Presenter & Author), DSI National Conference, "A Strategic Profile for Service Firms," DSI, Boston, MA, US. (November 2004).

Marion, D. (Presenter & Author), DSI National Conference, "Virtual Teams: Allocentrism or Idiocentrism? Which Will Perform Better in a Computer-Mediated Environment?," DSI, Boston, MA, US. (November 2004).

Marion, D. (Presenter & Author), Midwest Decision Sciences, "Will Vendor Selection Go the Way of E-Procurement?," Cleveland, OH. (April 2004).

Media Contributions

TV

FSU TV. (April 2010).

Contracts, Grants and Sponsored Research

Contract

Marion, D., "Human Resource Survey," Sponsored by Whirlpool Corporation, Private. (April 2009 - August 2014).

Grant

Marion, D., "What Can LEAN Do For Us?," Ferris State University, \$2,500.00. (2007).

Research in Progress

"Lean Adoption" (On-Going). This is ongoing from previous work as each year I survey the same group to build longitudinal data.

"Managerial Malpractice" (On-Going). Continued from previous paper completed with the Gilleys. Paper was submitted and rejected with conditions, looking to rewrite.

"The Focus of Lean Adoption" (On-Going). Research is developing from the work with Whirlpool Corporation into what promotes the adoption of Lean practices.

Service

Department Service

Committee Chair, Tenure for COB MGMT. (August 2013 - Present).

Committee Member, College Curriculum Committee. (August 2015 - May 2016).

Committee Member, College Curriculum Committee. (August 2014 - May 2016).

Committee Chair, CCC. (August 2014 - May 2015).

Committee Chair, Hiring Committee. (January 2015 - April 2015).

Committee Member, Tenure/Promotion. (October 2014 - February 2015).

Committee Member, College Curriculum Committee. (August 2013 - May 2014).

Committee Chair, APR. (March 2012 - September 2012).

Student Service

Student Org Advisor (Professional Org), APICS. Monthly RSO. (February 2015 - Present).

College Service

Committee Member, Faculty Senate. (April 2015 - Present).

Committee Member, UCC. (August 2013 - Present).

Committee Member, Faculty Senate member. (August 2011 - May 2015).

Committee Member, Executive Senate. (August 2011 - May 2013).

Committee Chair, COB Assessment Committee. (November 2008 - May 2013).

Committee Member, Executive Senate. (August 2010 - July 2011).

Committee Member, Faculty Senate member. (August 2010 - July 2011).

Aid faculty with assessment, COB Assessment Mentor. (September 2010 - May 2011).

Committee Member, Faculty Senate member. (August 2009 - July 2010).

Accreditation movement. (2007 - 2008).

Committee Member, College of Business Core Committee. (2006 - 2007).

Attendee, Meeting, Honors Dinner. (2006 - 2007).

University Service

Committee Member, VP of HR hiring committee. (February 2016 - March 2016).

Committee Member, University Senate. (August 2010 - May 2015).

Vice President, University Senate. (May 2013 - May 2014).

Committee Chair, Standard and Policy Committee. (August 2011 - July 2012).

Committee Member, Standard and Policy Committee. (August 2010 - July 2011).

Chairperson, Athletic Advisory Committee. (September 2007 - September 2010).

Committee Member, Energy Conference Steering Committee. (September 2009 - August 2010).

Committee Member, AAAC Committee. (September 2007 - May 2010).

Professional Service

Reviewer, Conference Paper, Southern Management Association. (2015).

Reviewer, Conference Paper, Academy of Management. (2014).

Reviewer, Conference Paper, Academy of Management. (2013).

Reviewer, Conference Paper, National DSI Conference. (2011).

Reviewer, Conference Paper, National DSI Conference. (2010).

Reviewer, Conference Paper, National DSI Conference. (2009).

Chairperson, Midwest DSI Conference. (April 2009).

Reviewer, Conference Paper, National DSI Conference. (2007).

Reviewer, Book, Project management text. (2007).

Public Service

Board Member, Rockford Community Swim Team, Rockford, Michigan. (March 2010 - Present).

Committee Member, Habitat for Hummanaity, Big Rapids, Michigan. (November 2012 - June 2014).

Chairperson, Rockford Parent Booster Organization, Rockford, Michigan. (August 2009 - August 2010).

Treasurer, Rockford Parents Swim Association, Rockford, Michigan. (March 2008 - March 2010).

Reader/Discussant, 4th Grade Classes. (2007).

Reader/Discussant, 4th Grade Classes. (2007).

Judge, Stanwood School Innovation Day, Stanwood, MI. (2007).

Consulting

For Profit Organization, Haworth Corporation, Big Rapids MI. (March 20, 2014 - Present).

For Profit Organization, Whirlpool Corporation, All Physical Plants. (June 2014 - November 2014).

For Profit Organization, Whirlpool Corporation, All Physical Plants. (June 2013 - November 2013).

For Profit Organization, Whirlpool Corporation, All Physical Plants. (June 2012 - November 2012).

For Profit Organization, Whirlpool Corporation, All Physical Plants. (June 2011 - November 2011).

For Profit Organization, Whirlpool Corporation, All Physical Plants. (June 2010 - November 2010).

For Profit Organization, Whirlpool Corporation, Benton Harbor. (May 2009 - October 2009).

For Profit Organization, Dana Corporation. (2003).

David Steenstra Ph.D.
Ferris State University
MGMT
(231) 591-5297
Email: david_steenstra@ferris.edu

Education

The University of Michigan.

Major: Adult Education

Dissertation Title: Ed.D. ABD No Degree Awarded

Ph D, Michigan State University, 1985.

Major: Higher Education

Dissertation Title: College Honors Programs: An Issue of Perception

MBA, Central Michigan University, 1975.

Major: Marketing

BS, Central Michigan University, 1972.

Major: Management

Professional Positions

Academic - Post-Secondary

Professor, Management Department Head, Ferris State University. (2007 - 2013).

Adjunct Faculty, Carlson Graduate School of Management, University of Minnesota. (2002).

Advanced Leadership Training, Michigan State University, Cooperative Extension. (1998).

Visiting scholar, St. Petersburg State University, St. Petersburg, Russia. (1997).

Professor of Management, Davenport University. (1981 - 1997).

Visiting scholar, Hogeschool, Amsterdam, Netherlands. (1996).

Professional

Owner, D. J. Steenstra Company. (1980 - Present).

CEO, Hamilton Farm Bureau. (1997 - 2002).

Licensures and Certifications

Heartsaver First Aid CPR AED, American Heart Association. (October 18, 2012 - October 18, 2014).

Professional Memberships

ASTD.

SHRM.

Development Activities Attended

Workshop, "Wharton Business School Implementing Strategy," Wharton Business School, Philadelphia, Pennsylvania, US. (2002).

Workshop, "Harvard Business School Strategic Management," Boston, Massachusetts, US. (2001).

Workshop, "Michigan State University Strategic Management," East Lansing, MI, US. (2000).

Workshop, "The University of Chicago Strategic Management," Chicago, IL, US. (1999).

Teaching

Teaching Experience

Ferris State University

825, The New Leader - Foundations, 1 course.

BUSN 499, Capstone, 16 courses.

INTB 335, Cross Cultural Business, 3 courses.

MGMT 350, Tools For Decision Making, 11 courses.

MGMT 447, Business Ethics and Social Responsibility, 1 course.

Non-Credit Instruction

Management/Executive Development, Traverse City Chamber of Commerce, 20 participants. (September 10, 2013 - April 30, 2014).

Management/Executive Development, Gentex Corporation, 40 participants. (December 4, 2013 - February 15, 2014).

Management/Executive Development, Norton / Norris - Chicago, Ill., 25 participants. (December 13, 2013).

Management/Executive Development, Wolverine World Wide, 25 participants. (December 10, 2013).

Management/Executive Development, University of St. Thomas, 25 participants. (November 8, 2013 - November 10, 2013).

Management/Executive Development, Steelcase University, 20 participants. (October 30, 2013 - October 31, 2013).

Management/Executive Development, Thomson Reuters, 25 participants. (October 28, 2013).

Management/Executive Development, Thomson Reuters, 25 participants. (October 7, 2013).

Management/Executive Development, Thomson Reuters, 25 participants. (September 9, 2013).

Management/Executive Development, Steelcase University Grand Rapids, MI, 18 participants. (July 15, 2013 - July 17, 2013).

Management/Executive Development, University of St. Thomas, Minneapolis, MN, 25

participants. (June 17, 2013).

Certification, North Carolina Department of Transportation, 15 participants. (April 15, 2013 - June 14, 2013).

Research

Published Intellectual Contributions

Journal Articles

Steenstra, D. (2013). The Value of Membership.

Steenstra, D. (2012). O Beautiful For Spacious Skies.

Other

Eshbach, L., Steenstra, D. (2015). *MBA Curriculum Revisions. Led a 12 person cross-functional faculty team. Each faculty member, including myself, developed at least one course (MGMT 736) for the revised MBA core. Additionally, I developed two new MBA concentrations (Lean Systems and Leadership AND Supply Chain Management and Logistics) and authored five new classes to support the concentrations (MGMT 752, MGMT 754, MGMT 755, MGMT 757, and MGMT 758). I co-wrote the supporting paperwork for the required curriculum process. The result was 110 page proposal that was approved by the Senate and Provost..*

Presentations Given

Steenstra, D. (Presenter & Author), College of Engineering Technology, "Civility," Ferris State University, Tulleymore Conference Center.

Steenstra, D., CMED Conference on Management Executive and Professional Development Programs, Phoenix, Arizona. (November 19, 2015).

Steenstra, D., Big Rapids Rotary International, "The Ferris Mini MBA," Mecosta County Chamber of Commerce, Falconhead Country Club. (August 25, 2015).

Steenstra, D. (Presenter & Author), CMED Conference for Management Education and Development, "Simulations," CMED, St. Petersburg, Florida. (November 22, 2014).

Steenstra, D. (Presenter & Author), CMED Conference for Management Education, "Increase your business acumen outcomes with your participants by using simulation in your programs and get more business," CMED, Phoenix, Arizona. (November 23, 2013).

Steenstra, D. (Presenter & Author), University of St. Thomas, J. B. (Presenter Only), Conference on Management, Executive, and Professional Development, "Increase Your Business Acumen Outcomes With Your Participants By Using Simulations In Your Programs," ProEd Corp., Phoenix, Arizona. (November 23, 2013).

Steenstra, D., Thomson Reuters, "Business Acumen and Strategic Planning," University of St. Thomas, Minneapolis, MN. (March 4, 2013).

Steenstra, D., Steelcase University, "Business Acumen," Steelcase Corporation, Grand Rapids. (February 7, 2013).

Steenstra, D., Kent County Government, "Civility," Kent County, Grand Rapids, MI. (February 6,

2013).

Steenstra, D. (Presenter Only), College of Business Fall Kick-Off, ""Collaboration", " Ferris State University, College of Business. (August 22, 2012).

Steenstra, D. (Presenter & Author), West Michigan Talent Network Showcase, "Fun, Games, & Stories: "Wizards of Wall Street", " West Michigan HR Consortium, Wolverine World Wide meeting room, Rockford, MI. (May 23, 2011).

Steenstra, D. (Presenter & Author), Innovations Conference, "Utilizing Case Studies & Scenarios," League for Innovations in Community Colleges, San Diego, California. (February 28, 2011).

Steenstra, D., Sustainability, ""Sustainability", " Mackinac Island Foundation, Grand Hotel, Mackinac Island. (October 2009).

Steenstra, D. (Presenter Only), Civility Conference, Kent County Michigan, Grand Rapids. (February 2009).

Steenstra, D. (Presenter Only), Regional Business Conference, ""The Cost of Doing Business", " Grand Rapids Nursery and Landscape Professionals, Grand Rapids. (December 2008).

Steenstra, D. (Presenter Only), Leadership Excellence, ""We Don't Make Widgets", " Kent County, Grand Rapids. (November 2008).

Steenstra, D. (Presenter & Author), CMED, Management Education, "Presentation to College Executive Education Managers," Amelia Island, FL. (2004).

Steenstra, D. (Presenter & Author), Holland Chamber of Commerce, Holland Chamber of Commerce, Holland, MI. (2003).

Steenstra, D. (Presenter & Author), CMED - College Corporate Trainers, "Conference on Management development," Phoenix, AZ. (2002).

Steenstra, D. (Presenter & Author), Grand Rapids Chamber of Commerce, Grand Rapids Chamber of Commerce. (1996).

Service

Department Service

Committee Chair, Risk Management & Insurance Advisory Board. (January 18, 2016).

Committee Member, Search Committee. (April 1, 2015 - May 5, 2015).

Committee Member, Search Committee. (October 1, 2014 - December 8, 2014).

Committee Member, Search Committee. (January 8, 2014 - April 30, 2014).

Committee Member, Search Committee. (January 8, 2013 - April 30, 2013).

College Service

Committee Member, Promotion and Merit. (September 23, 2014 - September 21, 2016).

Committee Chair, Promotion Merit Committee. (August 25, 2015 - February 2, 2016).

University Service

Guest Speaker, The Honors Program. (October 9, 2013 - Present).

Special Institutional Assignment, Michigan College of Optometry Vision Research Institute.
(August 25, 2015 - November 25, 2015).

Guest Speaker, Manufacturers' Forum. (April 23, 2015).

Committee Member, Ferris Distinguished Teacher Committee. (September 22, 2014 - November 10, 2014).

Committee Member, Ferris Distinguished Teacher Committee. (September 21, 2013 - November 10, 2013).

Public Service

Board Member, Tip of the Mitt Watershed Council, Petoskey, Michigan. (2010 - 2013).

Officer, President/Elect/Past, Burt Lake Preservation Association, Indian River, Michigan.
(January 2001 - 2013).

Board Member, Michigan Certified Development - SBA, Lansing, MI. (2000 - 2013).

Leadership Development, Kent County, Michigan, Grand Rapids, MI. (2000 - 2008).

Facilitator, Kent County Court Probation Officers, Grand Rapids, MI. (2006 - 2007).

Board Member, Innotec Corporation. (1999 - 2006).

Board Member, Holland Area Chamber of Commerce, Holland, MI. (2003).

Board Member, Allegan County ISD Task Force. (2002).

Board Member, Allegan County Economic Development Corporation. (2001).

Board Member, Farm Credit Services. (1989 - 2001).

Board Member, Venturi/Bissell, Inc. (2000).

Advisor/Judge, Junior Achievement. (1997 - 1998).

Board Member, Hamilton Farm Bureau. (1997).

Board Member, West Michigan St. Petersburg Cultural Exchange. (1997).

Facilitator, Chippewa Hills High School Board, Remus, MI. (1995).

Consulting

For Profit Organization, Steelcase, Grand Rapids, Michigan. (February 8, 2016 - February 9, 2016).

For Profit Organization, SpartanNash, Grand Rapids. (September 9, 2015).

For Profit Organization, SpartanNash, Norfolk, VA. (August 27, 2015).

For Profit Organization, SpartanNash, Minneapolis. (August 20, 2015).

For Profit Organization, Steelcase, Grand Rapids. (August 11, 2015 - August 12, 2015).

For Profit Organization, Thomson Reuters, Minneapolis. (June 22, 2015).

For Profit Organization, Steelcase, Grand Rapids. (February 11, 2015 - February 12, 2015).

For Profit Organization, Steelcase, Grand Rapids, Europe, Asia Pacific. (April 12, 2014 - September 24, 2014).

For Profit Organization, Thomson Reuters, Minneapolis. (September 22, 2014 - September 23, 2014).

For Profit Organization, Steelcase, Grand Rapids, Michigan. (2003 - 2013).

For Profit Organization, Steelcase, Grand Rapids. (February 10, 2013 - October 30, 2013).

For Profit Organization, Thomson Reuters, Minneapolis, Minn. (June 10, 2013 - October 28, 2013).

For Profit Organization, Spartan Stores, Grand Rapids. (October 17, 2013 - October 18, 2013).

Government, 17th Circuit Court, Western Michigan, Grand Rapids, Michigan. (May 12, 2012 - May 13, 2012).

For Profit Organization, O I Corporation, Owens Illinois, Venice, Italy. (March 15, 2012 - March 17, 2012).

For Profit Organization, Steelcase Europe, Strasbourg, France. (January 6, 2012 - January 8, 2012).

Academic, University of St. Thomas, Minneapolis, Minnesota. (2008 - 2011).

For Profit Organization, Wolverine World Wide. (2007 - 2011).

Government, Kent County, MI, Grand Rapids, MI. (2003 - 2011).

For Profit Organization, Farmers Insurance / Farmers University, Grand Rapids, MI. (May 19, 2011).

For Profit Organization, Gentex Corporation. (2003 - 2010).

For Profit Organization, Owens Illinois (O.I.), Perrysburg, Ohio. (January 2010 - November 2010).

For Profit Organization, O. I. Corporation, Perrysburg, Ohio. (November 15, 2010 - November 16, 2010).

Lacks Enterprises. (1985 - 2009).

For Profit Organization, Perkins Logistics. (2007 - 2008).

For Profit Organization, Spartan Stores. (2007).

For Profit Organization, Innotec Corporation. (1993 - 2007).

For Profit Organization, Cascade Engineering. (2006).

For Profit Organization, Foremost Insurance. (2006).

For Profit Organization, Amway Corporation. (2002 - 2005).

For Profit Organization, Alcoa Aluminum/Howmet Castings. (1991 - 2005).

Awards and Honors

Service, Community

UPCEA University Professional Continuing Education Association, EIO. (October 23, 2014).

Service, University

UPCE University Professional Continuing Education Association, EIO. (October 23, 2014).

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Education

- Ph D, Michigan State University, 1999.
Major: Organizational Behavior
Dissertation Title: Reactions to Negative Feedback: The Influence of Goal Orientation, Self-Efficacy, and Public or Private Feedback Delivery on Task Choice and Changes in Self-Efficacy
- MA, Western Illinois University, 1983.
Major: College Student Personnel
- BS, Aquinas College, 1981.
Major: Business & Psychology, double major

Professional Positions

Academic - Post-Secondary

- Adjunct Faculty, Central Michigan University. (January 1997 - August 2006).
- Research Assistant, Michigan State University, Department of Management. (August 1993 - December 1996).

Professional

- Assistant Professor, Ferris State University. (August 2006 - Present).

Professional Memberships

- National Association of Experiential Education. (2014 - Present).
- Inforum Professional Network of West Michigan. (2009 - 2012).
- Michigan Business Educators Association. (2008 - 2012).

Development Activities Attended

- Webinar, "6 Ways to Use Science to Improve Your Employee Training Program," BizLibrary. (April 20, 2016).
- Webinar, "The Value of Five Minutes," NISOD. (April 14, 2016).
- Tutorial, "MindTap: Cengage Learning Solutions," Cengage. (April 12, 2016).
- Webinar, "Active Learning to Engage Students," Cengage. (March 24, 2016).
- Webinar, "It's More Than JUST 'Flipping' the Classroom," National Institute for Staff and Organizational Development (NISOD). (March 15, 2016).

Webinar, "The Top Five Soft Skills," SHRM: Society of Human Resource Management. (February 25, 2016).

Webinar, "Employee Engagement + Learning Culture = A True Love Story," BizLibrary. (February 17, 2016).

Tutorial, "Cooptation in Michigan's Craft Beer Industry," College of Business Colloquium. (December 2015).

Tutorial, "Leadership Frameworks," College of Business Colloquium. (October 2015).

Workshop, "A New Paradigm for Student Learners," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Campus Employment as a High-Impact Practice: Relationship to Academic Success and Persistence Among 1st-Generation College Students," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Can Online Learning Be Experiential?," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Intensifying the Impact of Experiential Learning Through Innovative Online Course Design," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Learning By Doing: A Case Study fo One Institutions's Challenges and Innovations in Implementing a QEP (Quality Enhancement Plan) Focused on Experiential Learning," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Senior Survey: Developing, Administering, and Implementing Change," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Workshop, "Speaking "Millennial": New Media as a Platform for Program Management," National Society of Experiential Education (NSEE), Tampa, Florida. (October 2015).

Seminar, "Flipped Classroom Adoption Survey Findings," Center for Digital Education & Sonic Foundry. (September 2015).

Seminar, "Institutional Research Board Ethics Training," Collaborative Institutional Training Initiative (CITI). (September 2015).

Seminar, "AACSB Curriculum Conference," AACSB, St. Louis, MO, United States. (May 2015).

Seminar, "Benefit Students Beyond the Classroom—Enhancing Students' Professional Development While Cultivating Both Alumni and Industry Relationships," AACSB, St. Louis. (May 2015).

Seminar, "Effective Learning Designs for Reasoning and Soft-Skills Competencies," AACSB, St. Louis. (May 2015).

Seminar, "Rethinking Undergraduate Curriculum—The Future of Undergraduate Education," AACSB, St. Louis. (May 2015).

Seminar, "Experience Design Thinking With Steelcase's Faye Richardson," Inforum, Grand Rapids. (March 2015).

Tutorial, "From Coca-Cola to Gone Rural: A Snapshot of Business and Culture in South Africa and Swaziland," College of Business. (January 2015).

"21st Century Workspace, Workplace, and Workforce," Inforum, Grand Rapids. (December 2014).

Tutorial, "One Researcher's Journey through the Entrepreneurial Mindset," College of Business. (March 2014 - 2014).

Workshop, "Fireside Chats: Online Video Collaboration," FCTL. (October 2014).

Seminar, "AACSB Curriculum Conference," AACSB, Tampa, FL, United States. (May 2014).

Seminar, "Challenges and Opportunities for Undergraduate Education," AACSB, Tampa, Florida. (May 2014).

Seminar, "Developing Creative Thinking and Critical Reasoning Skills," AACSB, Tampa. (May 2014).

Seminar, "Developing Interpersonal and Leadership Skills," AACSB, Tampa. (May 2014).

Seminar, "Developing Quantitative Mastery Skills," AACSB, Tampa. (May 2014).

Seminar, "Integration of Business Disciplines," AACSB, Tampa. (May 2014).

Seminar, "Pedagogy and Student Learning Styles," AACSB, Tampa. (May 2014).

Seminar, "Program Design and Implementation," AACSB, Tampa. (May 2014).

"Why Big Growth Starts With Killing Ideas," Inforum, Grand Rapids. (March 2014).

Tutorial, "Using Respondus," FCTL. (September 2013).

Workshop, "McGraw-Hill LearnSmart," FCTL. (September 2013).

Seminar, "How U.S. Companies Can Best Compete," Inforum, Grand Rapids. (March 2013).

Tutorial, "Blackboard Collaborate," FCTL. (November 2012).

FCTL Learning Community, "The Naked Presenter," FCTL. (January 2012 - March 2012).

Workshop, "Learning Community - The Naked Presenter," Ferris FCTL. (January 2012 - March 2012).

Seminar, "The End of Business as Usual," Wiley Faculty Network. (February 2012).

Seminar, "Taking the Distance out of Online Learning," Echo360. (January 2012).

Seminar, "McGraw Hill's Connect and Blackboard," Ferris FCTL. (December 2011).

Seminar, "Atomic Learning," Ferris FCTL. (November 2011).

Conference Attendance, "Retention Summit," Ferris FCTL. (August 2011).

Tutorial, "Enhancing Use of the Capsim Capstone Business Simulation," Capsim, Inc., Chicago. (June 2011).

Seminar, "Learning from Visuals," Wiley Faculty Network. (March 2011).

Tutorial, "Marketing Planning Essentials from Europe's Top Marketing Guru," Wiley Faculty Network. (March 2011).

Seminar, "Business Models - The New Face Of Strategic Innovation," Wiley Faculty Network. (February 2011).

Learning Community, "Presentation Zen," Ferris FCTL. (November 2010).

Seminar, "An Online Discussion Forum Guideline: Win-Win-Win for Students, Instructors and the University," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Applying Public Speaking and Communication Models to the Instruction Design of an Online Course," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Desktop Web Conferencing: Synchronous Learning From/To Anywhere in the World," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Factors in Online Student Success: A Cross-Curricular Study," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Online & Blended Program Sustainability: 10 Questions All Administrators Must Be Able to Answer," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Online Teaching: Key Differences You Shouldn't Ignore," Ferris FCTL. (November 2010).

Seminar, "Our "FREE" Course + Your Customization = Awesome!," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Recent Large Scale Research on Online Learning Effectiveness," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Solving the Online Student Presentation Problem," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Staffing Online Courses: Best Practices," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Student Perceptions of Important Online Instructor Behaviors in Online Courses," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "The Future Ain't What it Used to Be: Taking Your Institution to the Next Level in Online Learning," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Through the Looking Glass: Florida Virtual School's Journey to Invent New Worlds of Learning," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Using Voice Tools with Students in Online Courses," 16th Annual Sloan Consortium: International Conference on Online Learning, Orlando. (November 2010).

Seminar, "Road Show Focus Group," Ferris FCTL. (October 2009).

Seminar, "Orientation to Tegrity," Ferris FCTL. (September 2009).

Workshop, "Using Grading Forms to Track Assessment of Learning Outcomes," Ferris FCTL. (March 2009).

Tutorial, "Spring Camp for Wikis," Ferris FCTL. (February 2009).

Workshop, "Google Docs," Ferris FCTL. (February 2009).

Workshop, "Audio-conference: Faculty Collegiality: A tourniquet for a Hemorrhaging Department," Ferris FCTL. (November 2008).

Workshop, "Symposium," Ferris FCTL. (October 2008).

Workshop, "WebEx demo for COB," Ferris FCTL. (October 2008).

Tutorial, "Group Leader Seminar & Workshop," EF Educational Tours. (March 2008).

Tutorial, "PDF/XPS add-in MS Office 2007," Ferris FCTL. (March 2008).

Tutorial, "Audacity," Ferris FCTL. (February 2008).

Conference Attendance, "Asynchronous Learning Networks (online course design)," The 13th Sloan-C International Conference, Orlando, FL, US. (2007).

Conference Attendance, "Michigan's New Tax Reform: What it Means for Small Business," M-Tech Center. (2007).

Workshop, "How Do You Know What You Want Students to Learn," Faculty Center for Teaching & Learning, Big Rapids, MI, US. (2007).

Workshop, "Putting Your Course On-line," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (2007).

Workshop, "Using Macromedia Flashplayer," Faculty Center for Teaching & Learning, Big Rapids, MI, US. (2007).

"Peer Feedback in Online Discussions: Can We Impact Students' Critical Thinking Skills?," Sloan-C International Conference on Online Learning, Orlando, Florida. (November 2007).

Seminar, "Best Practices for Developing Critical Thinking Skills in Online Courses," Sloan-C International Conference on Online Learning, Orlando, Florida. (November 2007).

Seminar, "Competency Development in the Blended and Online Business Learning Environment of the MBA Program at UMUC," Sloan-C International Conference on Online Learning, Orlando, Florida. (November 2007).

Workshop, "Ferris Connect Training," FSU, Big Rapids, MI, US. (August 2007).

Seminar, "Creating Relevance for Students' Learning," Ferris FCTL. (April 2007).

Seminar, "Formative Assessment," Ferris FCTL. (April 2007).

Seminar, "50 Ways to Assess and Evaluate Students' Learning," Ferris FCTL. (February 2007).

Seminar, "Creating a Learning-Centered University •Student Focus," Ferris FCTL. (February 2007).

Seminar, "Sharing Power in the Classroom," Ferris FCTL. (February 2007).

Seminar, "John Tagg's FCTL-sponsored presentation: Creating a Learning-Centered University," Ferris FCTL. (January 2007).

Conference Attendance, "Toyota Supplier Relations Conference," Oakland University, Rochester, MI, US. (2006).

College of Business Colloquium, "Structural Equation Modeling," College of Business, FSU, Big Rapids, MI, US. (2006).

Facilitator-In-Training, "Peerspectives' Rountable," Edward Lowe Foundation, Southfield, MI, US. (2006).

Seminar, "New Faculty Transitions Program Series," Big Rapids, MI, US. (2006).

Seminar, "New Faculty Transitions Program Series," Big Rapids, MI, US. (2006).

Seminar, "New Faculty Transitions Program Series," Big Rapids, MI, US. (2006).

Seminar, "New Faculty Transitions Program Series," Big Rapids, MI, US. (2006).

Workshop, "Biology of the Brain Learning Community," Faculty Center for Teaching and Learning, Big Rapids, MI, US. (2006).

Workshop, "Using RSS Feeds for Teaching and Research," Faculty Center for Teaching & Learning, Big Rapids, MI, US. (2006).

Workshop, "Day Long FSU Faculty Writing Retreat," FSU, Big Rapids, MI, US. (October 2006).

Conference Attendance, "Academy of Management International Conference," Academy of Management, Honolulu, Hawaii, US. (2005).

Workshop, "Learning effectiveness: Active learning in the classroom," Central Michigan University, Mt. Pleasant, MI, US. (2005).

Workshop, "Small Business Funding," Michigan Small Business and Technology Development Center, Grand Rapids, MI, US. (2005).

Workshop, "Using Blackboard: Rationale and Procedures," Central Michigan University, Mt. Pleasant, MI, US. (2005).

Workshop, "Using Problem-Based Learning in the Classroom," Central Michigan University, Faculty Center for Innovative Teaching, Mt. Pleasant, MI, US. (2005).

Workshop, "Blackboard Institute," Central Michigan University, Faculty Center for Innovative Teaching, Mt. Pleasant, MI, US. (2004).

- Workshop, "Coaching: Leadership in Action," Grand Rapids Association for Human Resources Management, Grand Rapids, MI, US. (2004).
- Workshop, "Publish and Flourish: Become a Prolific Scholar," Office of Research and Sponsored Programs, Central Michigan, Mt. Pleasant, MI, US. (2004).
- Workshop, "SAP Overview," SAP University Alliance, Western Michigan University, Kalamazoo, MI, US. (2004).
- Workshop, "Establishing a Scholarly Agenda," Office of Research and Sponsored Programs, Central Michigan University, Mt. Pleasant, MI, US. (2003).
- Workshop, "International Faculty Development Seminar," Central Michigan University, Humber College, Toronto, Canada. (2003).
- Workshop, "Putting Your Course Online: A How-to for Faculty," Central Michigan University, Office of Independent Learning and Distance Learning, Mt. Pleasant, MI, US. (2003).
- Workshop, "Michigan Competitiveness Conference - The Human Investment," Michigan Economic Development Corporation and the Michigan Business Roundtable, Lansing, MI, US. (2002).
- Workshop, "Raising Academic Standards: An Institutional Priority," Academic Senate, Central Michigan University, Mt. Pleasant, MI, US. (2002).
- Workshop, "Web Publishing with Microsoft FrontPage," Central Michigan University, Information Technology Services, Mt. Pleasant, MI, US. (2002).
- Workshop, "Detecting Plagiarism: Legal and Ethical Implications," Central Michigan University, Faculty Center for Innovative Teaching, Mt. Pleasant, MI, US. (2001).
- Workshop, "Teaching Ethics in Business," Central Michigan University, Dean of College of Business, Mt. Pleasant, MI, US. (2001).
- Training, "Teaching/Facilitating Purely Internet-based Organizational Behavior Courses," Cardean University, Chicago, IL, US. (2000).
- Workshop, "Teaching International Students: Opportunities and Challenges," Central Michigan University, College of Graduate Studies, Mt. Pleasant, MI, US. (2000).
- Workshop, "Using Technology in the Classroom: Computer Projection Equipment," Central Michigan University, College of Business, Mt. Pleasant, MI, US. (2000).
- Workshop, "Sexual Harassment Issues for Faculty," Central Michigan University, Mt. Pleasant, MI, US. (1999).
- Workshop, "Employment and the Americans with Disability Act (ADA)," Office of Affirmative Action, Central Michigan University, Mt. Pleasant, MI, US. (1998).

Teaching

Non-Credit Instruction

- Management/Executive Development, North Carolina Department of Transportation, 15 participants. (February 2015).

Management/Executive Development, North Carolina Department of Transportation, 15 participants. (February 2015).

Management/Executive Development, North Carolina Department of Transportation, 15 participants. (February 2015).

Management/Executive Development, North Carolina Department of Transportation, 15 participants. (February 2015).

Management/Executive Development, Traverse City Chamber of Commerce, 20 participants. (January 2014).

Management/Executive Development, Gentex Corporation, 20 participants. (December 2013).

Management/Executive Development, Traverse City Chamber of Commerce, 20 participants. (December 2013).

Management/Executive Development, Gentex Corporation, 20 participants. (November 2013).

Management/Executive Development, North Carolina Department of Transportation, 15 participants. (April 2013).

Management/Executive Development, North Carolina Department of Transportation, 15 participants. (April 2013).

Directed Student Learning

Internship Advisor, Management. (January 2016). Advised: Annamaria Herrera

Awards and Honors

PGM (Professional Golf Management) Teacher of the Year, Professional Golf Management. (May 2014).

Research

Published Intellectual Contributions

Books

Tower, S., Winters, D., Wagner, J. A. (2005). *Organizational Behavior: Securing Competitive Advantage* (pp. Pages 60-63). South-Western.

Conference Proceedings

Tower, S., Fagerman, A. L., Grennier, R. (2007). *Why We Can't Kumbaya, Group Hug, and Share the Same Lean Manufacturing Straw: Using Motivation Theories to Clarify and Minimize the Barriers to Positive Supply Chain Relations* (vol. 7). International Conference on Industry, Engineering: 2007 International Conference on Industry, Engineering, and Management Systems.

Other

Eshbach, L., Ciaramitaro, B., Tower, S. (2011). *Leadership and Project Management Minor. The minor proposal integrates multiple disciplinary topics to form an effective project management and modern leadership curriculum. Students gain the skills necessary for real world continuous improvement management. Undergraduates of this curriculum learn how to create customer value and continuous improvement through development of cost-effective, creative solutions in complex work environments. Concurrently, students are educated on how to effectively mitigate risk. The MGMT 492 course (Lean Service Enterprise Leadership) was created as part of the proposal. It has been successfully offered for four semesters (two as MGMT 490 and two as MGMT 492).*

Refereed Journal Articles

Tower, S., Tower, S. (2010). Equity And Diversity In Tertiary Institutions. *American Journal of Business Education*, 3(4).
<http://journals.cluteonline.com/index.php/AJBE/article/viewArticle/421>

Tower, S., Tower, S. (2008). Intellectual Capital Capabilities Of Australian Universities In Relation To Science, Humanities, And Technology. *Financial Reporting Regulation and Governance*, 2008, 7:1, 7(1). <http://www.business.curtin.edu.au/business/research/publications-by-cbs-staff/journals-published-by-cbs/financial-reporting/-regulation-and-governance/volume-7-no-1-2008/#carlin>

Tower, S., Tower, S. (2008). The World's Best Anglo-American Universities' Knowledge Management Attributes. *Journal of College Teaching*, 5(10), 13-22. <http://www.cluteinstitute-onlinejournals.com/PDFs/1341.pdf>

Presentations Given

Tower, S., IIBA National Conference, "Reluctant Professors: Why Are We Avoiding The Teaching-Tech Web Parade?," International Interdisciplinary Business Advancement Conference, Las Vegas. (May 2015).

Tower, S., Academy of Business Research Conference, "If This is Progress, Why Are So Many Faculty in Denial," Academy of Business Research, Las Vegas. (October 2014).

Tower, S., COB Colloquium, "Hostility to Teaching Online: It's Real . . . and It's Here," College of Business, Ferris State University. (2013).

Tower, S., COB Colloquium, "Hostility to Teaching Online: It's Real . . . and It's Here," College of Business, Ferris State University. (2013).

Tower, S., Thalner, D. (Presenter Only), Nuckles, M. (Presenter Only), 19th Annual Sloan Consortium International Conference on Online Learning, "A mandatory tutorial for online learning prepares students to 'hit the ground running'," Sloan Online Consortium, Orlando, FL. (November 2013).

Tower, S. (Presenter Only), Thalner, D. (Presenter Only), Lilly 2012 Traverse City, "If You Build It, Will They Teach: 8 Questions/Answers to Counter Faculty Resistance to Teaching Online," Lilly, Traverse City, MI. (October 2012).

Tower, S., Great Lakes Teaching Community, "Surprise, Surprise: Theories That We Can Actually Apply . . . Which Will Help Students Learn!," Central Michigan University. (May 2012).

Tower, S., 39th Annual ABSEL Conference, "Slackers or Leaders? Understanding (and

- Enhancing!) Students' Individual Effort in Team-Based Experiences," Association for Business Simulation and Experiential Learning (ABSEL), San Diego, CA. (March 2012).
- Tower, S., COB Colloquium, "Mystery Solved? Peer Evaluations That Work For Us As Well As Our Students," College of Business, Business Building. (January 2012).
- Tower, S., Teahen, R., Sloan-C International Conference on Online Learning, "Building Cohesive Online Teams: A Brief Research Review and Application," Sloan Consortium, Orlando. (November 2010).
- Tower, S., MBEA Annual Conference, "P = f(A x M x O): Are We a Factor in Our Students' Performance?," Michigan Business Educators Association, Frankenmuth, Michigan. (October 2010).
- Tower, S., Lilly North Conference on College Teaching, "Building Cohesive Online Teams: A Brief Research Review and Application," Traverse City. (September 2010).
- Tower, S., Association for Business Simulation and Experiential Learning Conference (ABSEL), "If the Games Work, Why Aren't More Faculty Willing to Play?," Association for Business Simulation and Experiential Learning Conference (ABSEL), Little Rock, Arkansas. (March 2010).
- Tower, S., Michigan Association of International Educators Annual Conference, "Why Aren't More Students and Faculty Participating?," Michigan Association of International Educators. (2009).
- Tower, S. (Presenter Only), Michigan Business Educators Association Annual, "Partners: Why aren't they interested?." (October 2009).
- Tower, S., Lilly North Conference on College Teaching, "Joining the Teaching-Tech Web 2.0 Parade: Why are Professors' so Reluctant?," Traverse City. (September 2009).
- Tower, S. (Presenter Only), 20th International Conference on Teaching and Learning, "Staying Sane: Time-Saving Tips (17+) for Teaching Online," Jacksonville, Florida. (April 2009).
- Tower, S. (Presenter Only), COB Colloquium, "Time Saving Tips for Teaching Online Teaching," COB Colloquium. (December 2008).
- Tower, S. (Presenter Only), Lilly North 2008, "Joining the Teaching-Tech Web 2.0 Parade: Why are Professors' so Reluctant?." (2008).
- Tower, S. (Presenter Only), Lilly North 2008, "Time Saving Tips for Online Teaching; Boosting Effort: Five Minutes of Theory and Fifteen Minutes of Suggestions." (2008).
- Tower, S. (Presenter Only), COB Colloquium, "Time Saving Tips for Online," COB Colloquium. (December 4, 2008).
- Tower, S. (Presenter Only), E-Learn--World Conference on E-Learning in Corporate, Government, Healthcare, & Higher Education, "Turning Theory into Action via E-outreach: A Successful Example of Motivating People," Las Vegas. (November 2008).
- Tower, S. (Presenter Only), World Conference on E-Learning I Corporate, Government, healthcare, & Higher Education, "Turning Theory in Action via E-outreach: A Successful Example of Motivating People." (November 2008).
- Tower, S. (Presenter Only), New-Faculty Orientation, "Continuous transitions toward better

teaching: Helping students give you what they want to give you." (August 2008).

- Tower, S. (Presenter Only), Tower, G. (Presenter Only), Plummer, J. (Presenter Only), Ridgewell, B. (Presenter Only), Goforth, E., College Teaching & Learning (TLC) Conference, "Intellectual Capital Capabilities Of Australian Universities In Relation To Science, Humanities, And Technology," Salzburg, Austria. (June 2008).
- Tower, S. (Presenter Only), Tower, G. (Presenter Only), Plummer, J. (Presenter Only), Goforth, E. (Presenter Only), European Applied Business Research Conference, "Failing The Final Exam in Equal Employment And Opportunity," Salzburg, Austria. (June 2008).
- Tower, S. (Presenter Only), Tower, G. (Presenter Only), Plummer, J. (Presenter Only), Ridgewell, B. (Presenter Only), Goforth, E., European Applied Business Research Conference, "The World's Best Anglo-American Universities' Knowledge Management Attributes," Rothenburg ob der Tauber, Germany. (June 2008).
- Tower, S. (Presenter Only), Tower, G. (Presenter Only), Plummer, J. (Presenter Only), Ridgewell, B. (Presenter Only), Goforth, E. (Presenter Only), The College Teaching & Learning (TLC) Conference, "Equity And Diversity In Tertiary Institutions," Rothenburg ob der Tauber, Germany. (June 2008).
- Tower, S. (Presenter Only), International Conference on Industry, Engineering, and Manufacturing Systems, "We Need Air: Why Are our Own Employees Smothering Our Learn Supply-Chain Initiatives." (March 2008).
- Tower, S. (Presenter & Author), COB Colloquium, "Can it be? Yesitcan: A relevant easy-to-use model to motivate students--that is also theory based," COB Colloquium. (January 17, 2008).
- Tower, S. (Presenter & Author), 2007 Campus Job Fair, "The Three Essentials: What Employers Crave," FSU, Big Rapids, MI. (2007).
- Tower, S. (Presenter & Author), Eli Lilly North Conference on College Teaching, "If One Works, Let's Do More! Experiential Learning: Using a Sequence of Simulations to Enhance Understanding," Traverse City, MI. (October 2007).
- Tower, S. (Presenter & Author), Lilly Conference on College Teaching, " $P = f(A \times M \times O)$: Are We a Factor of Our Student's Performance?," Traverse City, MI. (October 2007).
- Tower, S. (Presenter & Author), McCarthy, B., MC-ICE 2007, "Removing Internship Participation Barriers: Six Ways to Motivate Faculty, Students, and Even Employers," Michigan Council for Internships and Cooperative Education, Bay City, MI. (June 2007).
- Tower, S. (Presenter & Author), McCarthy, B. (Presenter & Author), Western Business Management Conference, "Who Should Be Doing What: Helping Students with Career Decisions," Las Vegas, Nevada. (December 2006).
- Tower, S. (Presenter & Author), International Conference on Industry, Engineering, and Management, "Strategic Decisions: Acknowledging the Neglected Human Component," Cocoa Beach, Florida, US. (2006).
- Tower, S. (Presenter & Author), Leadership Institute, "Removing Barriers: Six Ways to Motivate Students, Subordinates, and Significant.," Mt. Pleasant, MI. (2006).
- Tower, S., Lilly North Conference on College Teaching, "Removing barriers: Six ways to motivate your students, peers, and even your bosses," Traverse City. (2006).

- Tower, S. (Presenter & Author), Towers, R. S. (Presenter & Author), Eli Lilly North Conference on College Teaching, "Building Cohesive Student Teams: Three Activities You Can Use Immediately," Traverse City, MI. (2005).
- Tower, S. (Presenter & Author), Siers, B. (Presenter & Author), International Association of Management, "Why so distracted? The impact of dispositional goal orientation and feedback characteristics on cognitive interference during task activity.," Association of Management/International Association of Management, Norfolk, VA. (2005).
- Tower, S. (Presenter & Author), Academy of Management, "Men's Insistence on Showing Competence: Illustrating Gender Differences within Goal Orientation Research," Academy of Management, New Orleans, Louisiana. (2004).
- Tower, S. (Presenter & Author), Lilly North Conference on College Teaching, "Performance Measurement as a Motivator: Theory-Based Applications to Arouse and Eager Want in your Students, Your Peers, Your Bosses, and Even Yourself!," Traverse City, MI. (2004).
- Tower, S. (Presenter & Author), Eli Lilly Conference, "Can It Be? Yes It Can! A Relevant, Easy-to-use Model to Motivate Students That Is Also Theory-Based.," Traverse City, MI. (2003).
- Tower, S. (Presenter & Author), International Conference on Industry, Engineering, and Management, "Staying Put in the Comfort Zone: Dispositional and self-efficacy influences on avoiding challenge.," Cocoa Beach, Florida, US. (2003).
- Tower, S. (Presenter & Author), Supervision Excellence Series, "Leadership Styles: Using the Myers-Briggs Type Indicator," Mt. Pleasant, Michigan. (2003).
- Tower, S. (Presenter & Author), National Charter Schools' Institute of Development and Performance, "Understanding and Motivating Your Employees," Central Michigan University, Mt. Pleasant, MI. (2001).
- Tower, S. (Presenter & Author), Midwest Academy of Management Conference, "Examining Strategic Awareness and Communication Efficiency Within Teams," Midwest Academy of Management, Ann Arbor, MI, US. (1997).
- Tower, S. (Presenter & Author), Executive Management Development Series, "Thinking Big: Strategic Issues for the 21st Century," Aquinas College, Grand Rapids, MI. (1996).
- Tower, S. (Presenter & Author), Executive Management Development Series, "Thinking Big: Strategic Issues for the 21st Century," Aquinas College, Grand Rapids, MI. (1996).
- Tower, S. (Presenter & Author), International Association of Management Conference, "The Role of Communication Efficiency in Teams with Distributed Expertise: Applications of the Multi-level Theory," International Association of Management, Toronto, Canada. (1996).
- Tower, S. (Presenter & Author), Midwest Academy of Management Conference, "The Effects of Negative Feedback on Self-efficacy Resilience and Future Task Choices: Work in Progress," Midwest Academy of Management, South Bend, Indiana, US. (1996).
- Tower, S. (Presenter & Author), Organizational Behavior Teaching Conference, "Theory to Practice: Literative Review Group Discussion on Applications of Goal Orientation Theory to Work Settings and College Classrooms," Ypsilanti, Michigan. (1996).
- Tower, S. (Presenter & Author), Organizational Behavior Teaching Conference, "Using Short Writing Assignments to Promote Personal Reflection and Content Application," Ypsilanti, MI. (1996).

Tower, S. (Presenter & Author), Organizational Behavior Teaching Conference, "Introductory Exercises Involving Both Content and Process Issues for OB/Management/HR Courses," Ypsilanti, MI. (1996).

Intellectual Contributions in Submission

Conference Proceedings

Tower, S., Tower, S. *Transparency of North American Universities' Labor Disclosures*. American Accounting Association.

Research in Progress

"Career Enhancement Through Student Employment" (On-Going). Working with supervisors of Ferris student employees and comparing a 'mentoring' type relationship (where supervisors receive training) to a 'normal' relationship (no training).

Service

Department Service

Department Adjunct Reviewer. (2006 - 2010).

Committee Chair, Faculty Search, Management Department. (2009).

Committee Member, Faculty Search, Management Department. (2009).

Student Service

Student Recruiter, Business Professionals of America.

Student Recruiter, Business Professionals of America.

Student Recruiter, Business Professionals of America.

Student Recruiter. DECA Presenter. (January 2011).

Student Recruiter. DECA Presenter. (January 2010).

Student Recruiter. DECA Judge. (January 2008).

Student Recruiter. Deca Judge. (January 2007).

College Service

Committee Member, COB Core Curriculum Revision. (March 2014 - Present).

Attendee, Meeting, PGA Assessment. (April 27, 2016).

Attendee, Meeting, Professional Gold Association Merchandising Convention. (January 2016).

Committee Member, International Education. (March 2013 - December 2014).

Attendee, Meeting, Professional Golf Association Merchandise Convention. (January 2014).

Initiated effort, Customized textbook initiator. (2008 - 2012).

Faculty Advisor, SHRM. (2007 - 2012).

Faculty Mentor, High School Simulation Advisor. (February 2012 - June 2012).

Faculty Advisor, MBA ACG Cup Competition. (December 2011 - March 2012).

Committee Member, Common Professional Component Committee. (2008 - 2011).

Faculty Mentor, High School Simulation Advisor. (February 2011 - June 2011).

Faculty Advisor, MBA ACG Cup Competition. (December 2010 - March 2011).

Marshall, College of Business Commencement Ceremony. (2010).

Ferris helper, FSU First Impressions. (2006 - 2010).

Marshall, College of Business Commencement Ceremony. (2009).

Faculty Advisor. (2009).

Marshall, College of Business Commencement Ceremony. (2008).

Marshall, College of Business Commencement Ceremony. (2007).

Committee Member, College of Business Core Appraisal Team - Focus Group. (2006 - 2007).

Committee Member, College of Business Planning leadership Committee. (2006 - 2007).

Committee Member, Management Department Head Search Committee. (2006 - 2007).

Committee Member, MGMT 301 Revision Committee. (2006 - 2007).

University Service

Chairperson, Strategic Planning and Resource Council (SPARC). (May 2014 - Present).

Committee Member, Leadership Council, Ferris State University. (April 2014 - Present).

Faculty representative, University E-Learning Management Advisory Team (E-MAT). (April 2010 - Present).

Committee Member, Dean of Student Life. (April 13, 2016 - May 20, 2016).

Faculty Advisor, International Office. (April 28, 2016).

Committee Member, Provost Search. (September 2014 - March 2015).

Guest Speaker, DECA Presenter. (January 2015).

Workshop Organizer, College of Engineering Technology Staff Retreat. (July 2014).

Guest Speaker, FCTL, Navigating the Tenure Process. (April 2014).

Faculty Advisor, Ferris - Montcalm Community College Liaison Advisor. (2012 - 2013).

Guest Speaker, FCTL, Enhancing Teaching. (February 2013).

Guest Speaker, DECA Presenter. (January 2013).

Guest Speaker, FCTL, Navigating the Tenure Process. (November 2012).

Guest Speaker, 2012 Ferris Career Fair; title - Your First 100 Days on the Job. (March 2012).

Guest Speaker, FCTL, Building Online Community. (March 2012).

Guest Speaker, Montcalm Community College Classroom Speaker. (February 2012).

Guest Speaker, DECA presenter. (January 2012).

Guest Speaker, FCTL, Navigating the Tenure Process. (January 2012).

I wrote five articles for their newsletters, Writer of 5 articles, Online Teaching and Learning Committee, Arts and Sciences. (April 2011 - December 2011).

Committee Member, Career Week. (2011).

Session Chair, Online Career Fair. (2011).

Guest Speaker, FCTL Navigating the Tenure Process. (April 2011).

Guest Speaker, DECA Presenter. (January 2011).

Committee Member, Faculty Center for Teaching and Learning, Advisory Committee. (2007 - 2010).

Business Professionals of America. (March 2010).

Guest Speaker, DECA presenter. (January 2010).

Guest Speaker, NAFA (National Association of Fleet Administrators). (2009).

Business Professionals of America. (March 2009).

Guest Speaker, DECA Presenter. (January 2009).

Task Force Chair, Facilitator, Ferris round table on NSSE report. (2008).

Business Professionals of America. (March 2008).

DECA Judge. (January 2008).

Track Organizer, FCTL Book Discussion. (2007).

Business Professionals of America. (March 2007).

DECA Judge. (January 2007).

Professional Service

Reviewer, Textbook, McGraw-Hill, Atlanta, Georgia. (November 13, 2010).

Guest Speaker, Montcalm Community College. (2007).

Reviewer, Journal Article, Academy of Management. (2006).

Reviewer, Book, Pearson Prentice Hall, Management. (2005).

Reviewer, Journal Article, Organizational Behavior and Human Decision Processes Journal. (1995).

Public Service

Program Organizer, Greenville High School. (February 2012 - May 2012).

Practice judge for DECA preparation, Greenville High School. (2011).

Helping business students with web-based business simulation, Greenville High School. (February 2011 - May 2011).

Guest Speaker, Commencement Speaker, Central Michigan University Master of Science Administration, Winnipeg. (2004 - 2005).

Consulting

Government, North Carolina Department of Transportation, Raleigh, NC. (February 2015 - June 2015).

Government, North Carolina Department of Transportation, Raleigh, NC. (February 2013 - October 2013).

Non-Governmental Organization (NGO), Girl Scouts of Michigan Trails. (1997).

For Profit Organization, Armstrong Laboratory, Brooks Air Force Base, San Antonio, TX. (1995).