

# Andrew J. Czaplewski

## *Curriculum Vita*

*February 2022*

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University of Colorado at Colorado Springs (UCCS)  
College of Business  
Department of Marketing and International Business  
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Colorado Springs, CO 80918

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### EDUCATION

- Ph.D.** Business Administration. Major Area: Marketing (2000)  
Arizona State University Main Campus (ASU), Tempe, AZ
- M.B.A.** International Management. Major Area: International Marketing (1991)  
Thunderbird School of Global Management, Glendale, AZ
- B.S.** Business Administration. Major Area: Management (1990)  
Northern Arizona University, Flagstaff, AZ

### PROFESSIONAL EXPERIENCE (ACADMEIC)

- 2009 – Present **Professor of Marketing & International Business (tenured full)**  
*University of Colorado at Colorado Springs, Colorado Springs, Colorado*
- 2005 – 2009 **Associate Professor of Marketing & International Business (tenured associate)**  
*University of Colorado at Colorado Springs, Colorado Springs, Colorado*
- 2000 – 2005 **Assistant Professor of Marketing & International Business**  
*University of Colorado at Colorado Springs, Colorado Springs, Colorado*
- 1999 - 2000 **Instructor (ABD)**  
*University of Colorado at Colorado Springs, Colorado Springs, Colorado*
- Fall 1998 **Instructor**  
*Thunderbird School of Global Management*  
➤ Taught MBA-level Marketing course
- 1996 -1999 **Teaching Assistant**  
*Arizona State University Main, Tempe, Arizona*  
➤ Full course responsibilities for four different marketing topics: Marketing Principles, Marketing Management, Marketing Strategy, and International Marketing  
➤ As doctoral student at ASU College of Business, had full course responsibilities for an MBA course (Marketing Management)

## PROFESSIONAL EXPERIENCE (EXEC. ED & INDUSTRY)

- 1993-1996      **International Sales Representative, Export and Int'l New Business Development**  
*Schuller International, Inc., (aka Johns Manville), Littleton, Colorado*
- Responsible for international new business development for two business divisions
  - Managed international export logistics
  - Participated in long-range strategic planning for international marketing function
  - Managed and developed an international distribution network, and worked extensively with export trading companies
- 1991-1993      **International Marketing Representative, Asia & Latin America**  
*COBE Laboratories, Inc. (aka Gambro AB, now Terumo), Lakewood, Colorado*
- Managed key global accounts in Asia Pacific and Latin America
  - Managed international logistics including ocean and air shipments and documentary letter of credit payments
  - Facilitator for project to develop mission and vision statements for COBE's International Division

## RESEARCH

### **Primary Research Interests**

Overall, my research focuses on marketing management issues. I devote special attention to topics that have strong managerial implications and are of high interest to marketing and management practitioners. Specific interests include:

- Social Marketing including countermarketing
- Customer Experience Management (Service Marketing and Selling Intangible Products)
- The role of Positive Organizational Behavior in Customer Experience
- Word-of-mouth communication and value creation; customer-to-customer exchanges in electronic environments
- Pedagogical issues and instructional techniques

### **Journal Publications**

- (26) Sukle, Mike, Schultz, Dan, Andrew J. Czaplewski, and Thomas Martin Key. 2021. "Can Marijuana Counter-Marketing Prevent Underage Use?: Analyzing Youth Response to Colorado's "Don't Be a Lab Rat" Campaign." *Journal of Advertising Research* 61 (4): 456–71.  
doi:10.2501/JAR-2021-019
- (25) Key, Thomas Martin, Astrid L. Keel, Andrew J. Czaplewski, and Eric M. Olson. 2021. "Brand Activism Change Agents: Strategic Storytelling for Impact and Authenticity." *Journal of Strategic Marketing*, March, 1–17.  
doi:10.1080/0965254x.2021.1904435

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- (24) Olson, Eric M., Kai M. Olson, Andrew J. Czaplewski, and Thomas Martin Key. 2021. "Business Strategy and the Management of Digital Marketing." *Business Horizons* 64 (2): 285–93. doi:10.1016/j.bushor.2020.12.004
- (23) Key, Thomas M., Andrew J. Czaplewski, and Jeffery M. Ferguson. 2019. "Preparing Workplace-Ready Students with Digital Marketing Skills." *Marketing Education Review* 29:2, 131–35. doi:10.1080/10528008.2019.1610331
- (22) Key, Thomas Martin, and Andrew J. Czaplewski. 2017. "Upstream Social Marketing Strategy: An Integrated Marketing Communications Approach." *Business Horizons* 60:3, 325-333. doi:10.1016/j.bushor.2017.01.006
- (21) Olson, Eric M., and Andrew J. Czaplewski. 2015. "Exporting A Global Brand." *Marketing Management section of Marketing News* 49:10, 38-42.
- (20) Czaplewski, Andrew J., Thomas N. Duening, and Eric M. Olson. 2015. "The Rise of Entrepreneurial Thinking." *Marketing Management section of Marketing News* 49:2, 38-43.
- (19) Czaplewski, Andrew J., Eric M. Olson and Peggy McNulty. 2014. "Going Green Puts Chipotle in the Black." *Marketing Management section of Marketing News* 48:3, 30-37.
- (18) Duening, Thomas N., Morgan M. Shepherd and Andrew J. Czaplewski (2012) "How Entrepreneurs Think: Why Effectuation and Effectual Logic May Be the Key To Successful Enterprise Entrepreneurship" *International Journal of Innovation Science* (December), 4:4, 205-216. <https://doi.org/10.1260/1757-2223.4.4.205>
- (17) Czaplewski, Andrew J., Peggy McNulty and Eric M. Olson (2012) "The Smell of Success: A Brand-Building Strategy That Does More Than Make Scents" *Marketing Management* (Fall), 21:3, 36-43.
- (16) Czaplewski, Andrew J. (2009) "Computer-Assisted Grading Rubrics: Automating The Process of Providing Comments and Student Feedback" *Marketing Education Review*. (Spring), 19:1, 9-36. doi:10.1016/j.bushor.2017.01.006
- (15) Liang, T. P., Andrew J. Czaplewski, Gary Klein and James J. Jiang (2009) "Leveraging First-Mover Advantages in Internet-based Consumer Services" *Communications of the ACM* (June), 52:6, 146-148. <https://doi.org/10.1145/1516046.1516083>
- (14) Milliman, John F., Andrew J. Czaplewski, and Jeffery M. Ferguson (2008) "Breaking the Cycle" *Marketing Management* (March/April), 17:2, 14-17.
- (13) Milliman, John F., Andrew J. Czaplewski, and Jeffery M. Ferguson (2008) "An Exploratory Study of the America's Family Program: Using A New Leadership Paradigm To Break the Cycle of Failure," *International Journal of Public Administration* 31:4, 396-419. doi.org/10.1080/01900690701590793

- (12) Gruen, Thomas W., Talai Osmembekov, Andrew J. Czaplewski (2007) "Customer-to-Customer Exchange: Its MOA Antecedents and its Impact on Value Creation and Loyalty" *Journal of the Academy of Marketing Science* 35:4 (Winter), 537-549.  
doi.org/10.1007/s11747-006-0012-2
- (11) Gruen, Thomas W., Talai Osmembekov, Andrew J. Czaplewski (2006) "eWOM: The Impact of Customer-to-Customer Know How Exchange on Customer Value and Loyalty" *Journal of Business Research*. 59:4, 449-456.  
doi.org/10.1016/j.jbusres.2005.10.004
- (10) Olson, Eric M., Andrew Czaplewski and Stanley F. Slater, (2005), "Stay Cool" *Marketing Management*, 14, 5, (September/October), 14-17.
- (9) Gruen, Thomas W., Talai Osmembekov, Andrew J. Czaplewski (2005) "How e-Communities Extend the Concept of Exchange in Marketing: An Application of the Motivation, Opportunity, Ability (MOA)" *Marketing Theory* 5:1, 33-49.  
doi.org/10.1177/1470593105049600
- (8) Czaplewski, Andrew J. and Thomas W. Gruen (2004) "A Theoretical and Empirical Exploration of Identification with Virtual Product Communities" *International Journal of Internet Marketing and Advertising* (April-June), 155-173.
- (7) Czaplewski, Andrew J. and Eric M. Olson (2003) "Adaptive Strategies of Tobacco Firms Subsequent to the 1998 Master Settlement Agreement: An Examination of Emergent Tobacco Promotional Mix Efforts" *Social Marketing Quarterly* (Spring), 3-17.  
doi.org/10.1080/15245000309104
- (6) Czaplewski, Andrew J., Eric M. Olson, and Stanley F. Slater, (2003) "Marketing by Design" *Marketing Management* (January/February), 14-17.
- (5) Milliman, John F., Andrew J. Czaplewski, and Jeffery M. Ferguson (2003) "Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment" *Journal of Organizational Change Management* 16:4, 426-447.  
doi.org/10.1108/09534810310484172
- (4) Milliman, John, Sully Taylor, and Andrew J. Czaplewski (2002) "Cross-Cultural Performance Feedback in Multinational Enterprises: Opportunity for Organizational Learning" *Human Resource Planning* 25:3, 29-43.
- (3) Czaplewski, Andrew J., Eric M. Olson and Stanley F. Slater (2002) "Applying the RATER Model for Service Success: Five Service Attributes Can Help Maintain Five-Star Ratings" (2002) *Marketing Management* (January/February), 14-17
- (2) Czaplewski, Andrew J., John Milliman, and Jeffery M. Ferguson (2001) "Service Quality at Southwest Airlines: How Internal Marketing Pilots Success" *Marketing Management* (Fall), 14-17.

- (1) Czaplewski, Andrew J., Eric M. Olson and Stanley F. Slater (2000) "The Iridium Story: A Marketing Disconnect?" *Marketing Management* (Summer), 54-57.

### **Book Chapter:**

Czaplewski, Andrew J., James VanScotter and Thomas Martin Key. "The Role of Positive Organizational Behavior in Building a World-Class Service Organization" in *Leading the Positive Organization: Actions, Tools, and Processes* edited by Thomas N. Duening, New York: Business Expert, 2016. Print.

### **Conference Presentations/Proceedings**

- (14) Czaplewski, Andrew J., Tracy Gonzalez-Padron and Thomas W. Gruen (2009) "Global Account Management As An Interorganizational Network: Theory And Propositions" *Academy of Marketing Science World Marketing Congress*, Oslo Norway (June 2009).
- (13) Czaplewski, Andrew J., John Eaton, and Brandon Best (October 2007) "Goodrich Aerospace: An Analysis of Mexican Shelter Manufacturing" North American Case Research Association, Keystone, Colorado, October 18-20, 2007, Volume 21, Number 1
- (12) Czaplewski, Andrew J., SooYoung So, and Sue Byerley (August 2004) "Using Persistent URL Hyperlinks to Create Web-Based Coursepacks with Electronic Library Databases" Teaching with Technology Conference, University of Colorado, Boulder.
- (11) Reddy, Venkat and Andrew J. Czaplewski (August 2004) "Using Tablet PC to Facilitate Active Learning Strategies in On-Campus and On-Line courses" Teaching with Technology Conference, University of Colorado, Boulder.
- (10) Czaplewski, Andrew J., John F. Milliman. "Creation of Synchronous Web-Streaming Lectures Using Camtasia Studio" (August 2004) Teaching with Technology Conference, University of Colorado, Boulder.
- (9) Segal, Daniel L., Andrew J. Czaplewski, Alisa A. O'Riley, and Eric M. Olson (July 2004) "An Initial Evaluation of the Homeland Security Advisory System" American Psychological Association's Annual Conference, Honolulu, Hawaii.
- (8) Czaplewski, Andrew J., Thomas W. Gruen, and Eric M. Olson (May 2004) "A Lifestyle Typology to Model Youth Smoking Behavior" American Marketing Association's Marketing and Public Policy Conference, Salt Lake City, Utah.
- (7) Reddy, Venkat, and Andrew J. Czaplewski "Using Tablet PC to Facilitate Learning Strategies in Online Courses" (April 2004) Telecoop Distance Learning Conference, Colorado Springs, Colorado.
- (6) Milliman, John F., Andrew J. Czaplewski, and Jeffery M. Ferguson. (March 2004) "America's Family Public-Private Partnership Approach: Using a New Leadership Paradigm to Break the Cycle of Failure" International Conference on Advances in Management, Orlando, Florida.

- (5) Segal, Daniel L. Segal, Andrew J. Czaplewski, Eric M. Olson, and Alisa A. O'Riley (November 2003) "Exploratory and Empirical Assessment of the Homeland Security Advisory System" Security Research Poster Session, University of Colorado at Colorado Springs.
- (4) Czaplewski, Andrew J. (August 2003) "Seamless Integration of Electronic Video and Web-Streaming Technology Within On-Campus and Distance Course" Teaching With Technology Conference, University of Colorado, Boulder.
- (3) Czaplewski, Andrew J., and Thomas W. Gruen (August 2003) "The Effects of Customer-Company Identification in Internet Communities" American Marketing Association Summer Educators Meeting, Chicago, Illinois .
- (2) Czaplewski, Andrew J., and John F. Milliman (June 2002) "Bridging the Gap Between Management Theory and Practice: Using Electronic Video Clips to Illustrate Key Course Concepts" Organizational Behavior Teaching Conference, Orange County, California.
- (1) Milliman, John F., Andrew J. Czaplewski, and Jeffery M. Ferguson "(August 2001) "An Exploratory Empirical Assessment of the Relationship Between Workplace Spirituality and Employee Work Attitudes" Academy of Management - Selected as Best Paper in Track. Washington, D.C.

### **Other Publications:**

Czaplewski, Andrew J. and Eric M. Olson (2003) "Effectiveness of Government Restrictions on Marketing Activities: The Aftermath of the 1998 Master Settlement Agreement" Published as a Research Note by the *Center for the Study of Government and the Individual*.

### **Grant Writing Activity: Funded**

Research Grant: CRCW - "America's Family Partnership Approach" with John Milliman

- This proposal is awarded seed funding by the UCCS Committee on Research and Creative Works (CRCW)
- Award = \$4000 to be used for one course offload for each of the researchers (2004/2005).

Research Grant: "A Lifestyle Typology to Model Youth Smoking Behavior" with Eric M. Olson and Thomas W. Gruen

- This proposal is funded by the Colorado Tobacco Research Program (CTRP) (2003/2004).
- PI: Andrew J. Czaplewski. Direct costs proposed: \$99,963, Total costs proposed: \$137,449.

Research Grant: "Empirical Assessment of the Homeland Security Advisory System: A Large Scale Community Perceptions Study" with Daniel L. Segal and Eric M. Olson

- This proposal is funded by the Network Information & Space Security Center (Fall 2003)
- PI: Andrew J. Czaplewski. Direct costs: \$11,962, Total costs: \$15,072.

Research Grant: "Exploratory Assessment of the Homeland Security Advisory System" with Daniel L. Segal and Eric M. Olson

- This proposal was funded by the Network Information & Space Security Center (Summer 2003)
- PI: Andrew J. Czaplewski. Direct costs: \$14,500, Total costs: \$18,270.

Research Grant: “Effectiveness of Government Restrictions on Marketing Activities: The Aftermath of the 1998 Master Settlement Agreement” with Eric M. Olson.

- This proposal was funded by the Center for the Study of Gov’t and the Individual (CSGI) (Sum. 2002)
- PI: Andrew J. Czaplewski. Direct and Total costs: \$14,000.

## TEACHING

### Courses Taught

➤ Undergraduate Courses Taught:

Advertising & Promotions Strategy (Integrated Marketing Communications);  
 Principles of Marketing;  
 International Marketing;  
 International Business  
 Brand Management

➤ Graduate Courses Taught:

Marketing Strategy (Core MBA)  
 Service Management  
 International Marketing and Export Management;  
 Managing in Global Markets

➤ International Short-Term Study Abroad Program Coordinator:

Regional Business Environment: Europe (INTB4610 & INTB6990)  
 Regional Business Environment: Asia (INTB4611 & INTB6991)  
 Regional Business Environment: S.E. Asia (INTB4612 & INTB6992)

### Teaching Evaluations

**Annual Teaching Evaluation Ratings:**

| 2016        | 2017        | 2018        | 2019        | 2020        |
|-------------|-------------|-------------|-------------|-------------|
| Outstanding | Outstanding | Outstanding | Outstanding | Outstanding |

## RECOGNITIONS

### Teaching Awards / Recognitions

- UCCS College of Business Online MBA Outstanding Teaching Award (2013)
- UCCS College of Business Online Undergraduate Pioneer Award (2012)
- UCCS College of Business Online MBA Outstanding Teaching Award (2011)
- UCCS College of Business Outstanding Teaching Award (2010)
- UCCS College of Business Outstanding Teaching Award (2009)
- UCCS Campus-Wide Outstanding Teacher Award (2007)
- UCCS College of Business Online MBA Outstanding Teaching Award (2006)

- UCCS College of Business Outstanding Teaching Award (2003/2004)
- UCCS Best Practices in Teaching Award (2003) Using Persistent URL Hyperlinks to Create Web-Based Coursepacks with Electronic Library Databases, with SooYoung So, and Sue Byerely (Kraemer Family Library)
- UCCS Best Practices in Teaching Award (2003) Using Tablet PC to Facilitate Active Learning Strategies in On-Campus and On-Line courses, with Venkat Reddy
- UCCS Teaching with Technology Award (2003)
- Nominee for the University of Colorado System, President's Faculty Excellence Award for Advancing Teaching and Learning through Technology (2003)
- UCCS Best Practices in Teaching Award (2002) Generating Engaging Classroom Discussion: Using Graphics Tablet Technology within Powerpoint Presentations
- UCCS College of Business Outstanding Teaching Award (2000/2001)
- UCCS Best Practices in Teaching Award (2001) Bridging the Gap Between Theory and Practice in the Classroom: Using Electronic Video Clips to Illustrate Key Course Concepts
- ASU's Department of Marketing Nominee for Student Teaching Excellence Award (1998 & 1999)

#### **Miscellaneous Awards / Recognitions**

- Finalist for Best Paper Award – 2017 Business Horizons.
- Appointed Daniel's Ethics Fellow for 2014/2015. Incorporating two ethics cases and ethical concepts into Advertising & Promotions (MKTG4650).
- Appointed Daniel's Ethics Fellow for 2013/2014. Incorporating two ethics cases and ethical concepts into Advertising & Promotions (MKTG4650).
- Emerald Literati "Impact of Research Award" (2012). Awarded for paper deemed "seminal" with "demonstrate impact". Winning papers must have been published prior to 2006. Won award for "Workplace spirituality and employee work attitudes: an exploratory empirical assessment", Journal of Organizational Change Management, Vol. 16 No. 4, 2003, John Milliman, Andrew J. Czaplewski and Jeffery Ferguson
- UCCS Faculty Assembly Outstanding Service Award (2011/2012)
- UCCS College of Business Outstanding Faculty Award (2007). Voted on by all tenure-track College of Business faculty to recognize highest achievement in all three categories of teaching, research, and service compared to college peers
- Nominated for UCCS College of Business Outstanding Faculty Award (2002/2003 and 2003/2004)



- Best Reviewer Recognition from 2004 Conference of the Business Association of Latin American Studies
- Lucent Technologies Doctoral Research Fellowship, Arizona State University, Center for Services Marketing and Management (1999 - 2000)
- IBM Doctoral Research Fellowship, Arizona State University, Center for Services Marketing and Management (1998)
- Beta Gamma Sigma Business Honor Fraternity (1989)
- Phi Kappa Phi National Honor Society (1988)

### SERVICE

While at UCCS, I have served on a wide variety of standing and ad hoc committees at all levels of recognized service: **(1)** College of Business & Department, **(2)** UCCS Campus-Wide, **(3)** Community and **(4)** University of Colorado System service. Below is a summary of my service activity:

#### (1) UCCS College of Business & Department Service:

- **COB Dean's Promotion and Tenure Review Committee** (Fall 2011 – Present)
- **Course Coordinator for MKTG3000 Core Course** – (2000 – Present)
- **College of Business ByLaws Committee** – (2001 – Present)
- **Reappointment, Promotion and Tenure Document Revision Committee** – (2019 - 2021)
- **Search Committee Member** – College of Business Dean Position (2017)
- **College of Business Strategy Team** – Member (August 2012 – July 2018)
- **Search Committee Chair** – Non-Tenure-Track Marketing Faculty Position (2014)
- **COB Graduate Team** – Member (Fall 2010 – Spring 2012 & Fall 2013 – Spring 2014)
- **Search Committee Member** – Tenure-Track Digital Marketing Faculty Position (2013)
- **Search Committee Member** – Tenure-Track Strategy Faculty Position (2013)
- **Search Committee Chair** – Tenure-Track Marketing Faculty Position (2011)
- **Advisory Committee** - Comprehensive 5 year Review of Dean Reddy (2010)
- **Ad Hoc DMBA Tuition Appeal Committee** (Fall 2010)
- **Search Committee Member** – Web & Technology Service Manager (Spring 2010)
- **COB Promotion & Tenure Committee** – Member (Fall 2006 – Spring 2011)

- **Search Committee Member** – Educational Technologist (Fall 2009)
- **Founder and Coordinator:** Regional Business Environment: Europe/Asia (Fall 1999 – Present)
- **Chair** – Information Technology Committee (2007/2008)
- **Search Committee Chair** – Tenure-Track Marketing Faculty Position (2007)
- **Mentor for Adjunct Professors** – Mentor adjunct faculty for 8 Difference Courses (2000 – Present)
- **Assist Department Chair** - screening and recruiting Adjunct professors (2000 – 2013)
- **Search Committee Member** – Tenure Track Marketing Faculty Position (2006)
- **College of Business, Undergraduate Team** - Committee Member (2000 – 2004 & 2007)
- **Faculty Advisor,** UCCS Student Chapter of American Advertising Federation (2005 – 2007)
- **Beta Gamma Sigma, Business Honor Fraternity** – Officer (1999 – 2006)
- **College of Business, Information Technology Team** - Committee Member (2001 - 2005)
- **Search Committee Member** – College of Business Dean (2005)
- **Search Committee Member** – Tenure Track Faculty Position for Marketing Dept. (2004)
- **UCCS, Student-For-A-Day** - Presenter to prospective COB students (2002 & 2004)
- **College of Business, Teaching Development Team** – Founding Member (2001 – 2002)
- **Professional Golf Management Program** - Curriculum Committee (2000 - 2001)
- **College of Business, MBA Admissions Committee** - Committee Member (1999 - 2001)
- **College of Business, Faculty Development Committee** – Committee Member (2000 / 2001)
- **Search Committee Member** – Tenure Track E-Commerce Faculty Member (2000/2001)
- **Search Committee Member** – COB Director of Undergraduate Programs (2001)
- **College of Business Facilities Committee** – Committee Member (Fall 1999 – Spring 2000)

**(2) UCCS Campus-Wide Service:**

- **UCCS Campus Awards Committee** – Committee Member (Spring 2003 – Present)
- **UCCS FCQ Redesign Committee** (Fall 2017 – Spring 2018)
- **Floor Marshall for December Graduation** (2013, 2014, 2015, 2016, 2017, 2018, 2019)
- **UCCS Campus Brand Identity Standards Board** – Committee Member (Spring 2011 – 2017)
- **UCCS Campus Provost Search Committee** – Committee Member (Spring and Fall 2012)
- **Ad Hoc Subcommittee of the Strategic Enrollment Management** – Segmentation and Messaging (2010)
- **Strategic Enrollment Management** – Member of Steering Committee (2010)
- **Ad Hoc Chancellor’s Committee on Civility** – (Fall 2010)
- **UCCS Faculty Assembly** - Past President (2010/2011)
- **UCCS Faculty Assembly** - President (2009/2010)
- **UCCS Faculty Assembly** - Vice President - (2008/2009)
- **Chancellor’s Marketing Committee** – Committee Member (2005 to Spring 2010)
- **UCCS Minority Mentorship Program** - Mentor two minority first-generation college students (2008)
- **Ad Hoc Chancellor’s Marketing Committee** - University Branding Project with External Consultants (2008)
- **Ad Hoc Chancellor’s Marketing Committee** – Sub-Committee to Create Student Video Contest (2007)
- **Ad Hoc Chancellor’s Committee** - Policy on Distribution of Free Printed Material (2007)
- **Ad Hoc Chancellor’s Committee** – Evaluation and Selection Committee for University Branding Request for Proposals (2007)
- **UCCS Educational Policy and University Standards (EPUS)** - Committee Member (2006 - 2008)
- **National Student Exchange Exploratory Committee** – Committee Member (2004/2005)
- **Teaching and Learning Center** - Advisory Board Member (2002 - 2006)

- **UCCS Teaching Excellence Council** – Founding Member (2004)
- **Search Committee Member** – UCCS Learning Outcomes Coordinator (2004)
- **Teaching and Learning Center** - Reviewer for Faculty Partnership Program (2003)
- **UCCS Annual International Thanksgiving** - Committee Member (1999)

(3) Community Service:

- **Sierra Ridge Estates** – Home Owner’s Association Board Member (Secretary) (2015 – Present)
- **Pikes Peak Advertising Federation** – Member and UCCS Representative (2005 – 2016)
- **American Advertising Federation ADDY Award Competition** - Regional Host Coordinator for Advertising Competition (2007 & 2008)
- **City of Colorado Springs Global Strategy Team** – Committee Member (2003 - 2006)
- **Colorado Springs Technology Incubator** – Advisor for start-up companies (2003 - 2005)

(4) University of Colorado (CU) System Service:

- **CU Faculty Council** – Member as President of UCCS Faculty Assembly (2009/2010)
- **CU Faculty Council Executive Committee** – Member as President of UCCS Faculty Assembly (2009/2010)
- **Excellence in Leadership Program (aka Emerging Leaders Program)** – Participated in a year-long program focusing on developing leadership skills (2007 – 2008)
- **CU System Vice President’s Copyright Forum** - UCCS Representative (2004)