

JOHN F. MILLIMAN, Ph.D.

College of Business and Administration
University of Colorado at Colorado Springs
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EDUCATION

- 1992 Doctor of Philosophy (Ph.D.) in Business Administration
Marshall College of Business, University of Southern California .
*Worked with USC Center for Effective Organizations and USC
Center for Crisis Management.
*Dissertation: Causes, Consequences, and Moderators of Career
Plateauing.
- 1980 Masters of Science in Public Health (M.S.P.H.) U.C.L.A.
- 1978 Bachelor of Arts (B.A.) with High Honors in Business
Economics University of California at Santa Barbara (UCSB)

ACADEMIC EXPERIENCE

- 2002 to present **Professor of Organization and Management**
University of Colorado at Colorado Springs (UCCS)
- 1996 to 2002 **Associate Professor of Organization and Management, UCCS**
- 2000 to 2002 **Chair, Management and Organization Department, UCCS**
- 1992 - 1996 **Assistant Professor of Organization and Management, UCCS**

AWARDS AND RECOGNITIONS

Research Awards

- *2012 Award for Excellence Winner of the Impact of Research Award in the Emerald
Literati Network for “*Workplace spirituality and employee work attitudes : an
exploratory empirical assessment*” (Journal of Organizational Change Management,2003)
And. A. Czaplewski & J.Ferguson.
- *Yoder-Heneman Research Award in HRM by Society of Human Resource Management,
1991. With B. Nathan and A. Mohrman.

UCCS College of Business Awards

Outstanding Service, Faculty Member in the UCCS College of Business, 2016

Outstanding Teacher in the UCCS College of Business, 1995, 2003, 2009, & 2012.

Outstanding Distance Teacher in the UCCS College of Business, 2005.

Outstanding Researcher in the UCCS College of Business, 1998 and 2008.

Outstanding Faculty Member in the UCCS College of Business, 1997.

REFERRED PUBLICATIONS

The effect of workplace spirituality on hospitality employee engagement, intention to stay and service delivery. *Journal of Hospitality and Tourism Management*. And A. Gatling & Y. Kim. Volume 35, June 2018, Pages 56–65.

<https://doi.org/10.1016/j.jhtm.2018.03.002>

The Implications of Workplace Spirituality for Person-Environment Fit Theory. *Psychology of Religion and Spirituality*. And A. Gatling and J. Bradley-Geist. 2017, Volume 9, Issue 1, pp. 1-12 <http://dx.doi.org/10.1037/rel0000068>

The Relationship between Workplace Spirituality and Hospitality Supervisors' Work Attitudes: A Self-Determination Theory Perspective, *International Journal Of Contemporary Hospitality and Tourism*. With A. Gatling and S. Kim. 2016, Volume 28, Issue 3, pp. 471-485. <http://dx.doi.org/10.1108/IJCHM-08-2014-0404>

Building high performance cultures. *Organizational Dynamics*, 2016, Volume 45, pp. 64-70. With D.D. Warrick and J. Ferguson

Leading-Edge Green Human Resource Practices: Vital components to advancing environmental sustainability, *Environmental Quality Management*, Fall 2013, Volume 23, Issue 2, pp. 31-45.

Regional Sustainability Partnerships – The Leadership needed to make them work effectively *Environmental Quality Management*, Summer 2013, Volume 22, Issue 4, pp. 45-59. And J. Grosskopf.

The Emergence of Regional Sustainability Partnerships – what are they and how to form them. *Environmental Quality Management*, Volume 22, Issue 3, Spring 2013, pp. 1-16. And J. Grosskopf.

Sustainability-driven innovation at Ecolab, Inc.: Finding better ways to add value and

- meet customer needs. Environmental Quality Management, Spring 2012, Volume 21, Issue 3, pp. 21-33. And T. Gonzales-Padron & J. Ferguson.
- Lessons in Leadership: Operationalizing Sustainability Through An Integrated Management System. Environmental Quality Management, Summer 2011, Volume 20, Issue 4, pp. 15-28. And J. Grosskopf.
- Made to order Here's how one fast-food marketer used technology to empower his employees and improve customer service," Marketing Management, Summer 2010, pp. 40-43. With J. Ferguson.
- Securing Executive Support for Sustainability Programs Through Integrative and Partnering Skills, Environmental Quality Management, Vol. 19, No 2., 2009, pp. 1-12. And J. Ferguson, J. Grosskopf, & K. Sylvester.
- Effective Reuse of Product Returns: Enhancing Sustainability and the Bottom line. Environmental Quality Management, Summer 2008, Volume 17, Issue 4 pp. 1-10. With M. French.
- In Search of the "Spiritual" in Spiritual Leadership: A Case Study of Entrepreneur Steve Bigari. Business Renaissance Quarterly, Vol. 3, Issue 1, 2008, pp. 19-40. And J. Ferguson.
- Breaking the Cycle: America's Family Helps Companies Avoid the Cycle of Failure by Improving Frontline Employee Satisfaction. Marketing Management, March/April 2008, pp 14-17. And J. Ferguson & A. Czaplewski.
- 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, Vol. 31., 2008, pp. 396-419. And A. Czaplewski & J. Ferguson.
- Creating Effective Core Organizational Values: A Spiritual Leadership Approach. International Journal of Public Administration, Vol 31.,2008, pp. 439-459. With J. Ferguson.
- Courting Excellence Marketing Management, March/April 2007, Vol. 16, Issue 2, p. 14-17. And E. Olson & S. Slater.
- Using a Unified Risk Management Approach to EH&S and Security Needs: Results of a Pilot Project. Environmental Quality Management, Vol. 17, Issue 1, 2007, pp. 3-16. With J. Grosskopf and D. Lando.
- Pilot Finds Evidence that Risks Can be Reduced with Unified Risk Management Approach. Environmental Systems Update Journal, Volume 12, No. 1, 2007, pp. 5-8. With J. Grosskopf.
- Emergency managers' views on improving defense support/military assistance

to civil authorities (DSMA/MACA) education programs. Journal of Homeland Security and Emergency Management. Volume 3, Issue 2, Article 6, 2006. And J. Grosskopf & O. Paez.

An Exploratory Study of Local Emergency Managers' Views of Military Assistance /Defense Support to Civil Authorities (MACA/DSCA). Journal of Homeland Security and Emergency Management. Volume 3, Issue 1, Article 3, 2006. And J. Grosskopf & O. Paez.

Pilot Project Results of an Integrated Security Management System. Disaster Prevention and Management Journal, Vol. 14, #1, 2005, p. 20-31. And J. Grosskopf, O. Paez, & W. Ayen.

Responding to New Security and Environmental Threats: An Integrated Security, Environment, Health, and Safety (SEH&S) Management System Approach. Environmental Quality Management, Summer 2004, pp. 1-15. And J. Grosskopf, O. Paez, & W. Ayen.

Improving the Regulatory Enforcement Settlement Process: Applying Collaborative Solutions for Businesses and Environmental Regulatory Agencies, Environmental Quality Management, Spring 2004, pp. 25-43. And J. Grosskopf.

Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment. Journal of Organizational Change Management, Vol. 16, No. 4, 2003, pp. 426-447. And A. Czaplewski & J. Ferguson.

An Assessment of the Exchange of new Technology Between Environmental Agencies and Business with the Pronoia Technology Transfer Framework Journal of Comparative Technology Transfer and Society, Vol. 1, No. 2, 2003, pp. 146-166. And J. Grosskopf.

An Exploratory Assessment of the Purposes of Performance Appraisals in North and Central America and Asia, special joint issue of Human Resource Management, Vol. 41, No. 1, 2002, pp. 87-102 and the Asia Pacific Journal of HRM, Vol. 40, No. 1, 2002, pp. 105-122. And S. Nason, C. Zhu, & H. De Cieri.

International Compensation Practices: A Ten-Country Comparative Analysis, special joint issue of Human Resource Management, Vol. 41, No. 1., 2002, pp. 45-66 and the Asia Pacific Journal of HRM, Vol. 40, No. 1, 2002. With K. Lowe, H. De Cieri, & P. Dowling.

In Search of "Best Practices" in International Human Resource Management:

- Research Design, special joint issue of Human Resource Management, Vol. 41, No. 1, pp. 5-30 and the Asia Pacific Journal of HRM, Vol. 40, No. 1, 2002, pp. 9-37. With M. Geringer & C. Frayne.
- Cross-Cultural Performance Feedback in Multinational Enterprises: Opportunity For Organizational Learning. Human Resource Planning, Fall 2002, pp. 29-43. And S. Taylor and A. Czaplewski.
- Corporate Environmental Strategy: Building Environmental Business and Leadership Skills Through Dialogue. Journal of Corporate Environmental Strategy, Vol 8, No. 3, 2001, pp. 209-216. And J. Grosskopf & G. Winters.
- Service Quality at Southwest Airlines: How Internal Marketing Pilots Success, in press. Marketing Management, September/October 2001, pp. 14-17. With A. Czaplewski & J. Ferguson.
- Spirit and Community at Southwest Airlines: An Investigation of a Spiritual Values-Based Model. Journal of Organizational Change Management, Vol. 12, 1999, pp. 221-233. And J. Ferguson, D. Trickett, & B. Condemi.
- Responding to Community Expectations on Corporate Environmental Performance: How to Develop Effective Citizen Advisory Panels. Journal of Corporate Environmental Strategy, Vol. 6, No. 2, 1999, pp. 165-174. And A. Feyerherm.
- The Relationship of Culture to Human Resource Management Practices: The Case of Performance Appraisal. Advances in International Comparative Management, Vol. 12, 1998, pp. 157-183. And S. Nason, E. Gallagher, P. Huo, M.A. Von Glinow, & K. Lowe.
- Research and Publishing Issues in Large Scale Cross-National Studies. Journal of Managerial Psychology, Vol. 13, No. 3/4, 1998, pp. 137-142. And M.A. Von Glinow.
- The Academic International Research Team: Small World After All. Journal of Managerial Psychology, Vol. 13, No. 3/4, 1998, pp. 150-155. And. M.A. Von Glinow.
- Toward Changing Performance Appraisal Along Quality Management Concerns: The 360-Degree Feedback Process. Quality Management Journal, Fall 1997, pp. 44-64. And F. McFadden.
- Public-Private Partnerships: The Texas Clean Air 2000 Program. Journal of Corporate Environmental Strategy, Vol. 5, No. 1, 1997, pp. 33-37. And R. Borowski.

- 360 Degree Performance Appraisal Builds Trust. IT Metrics, Vol. II, No. 3, 1996, pp. 12-14. With R. Zawacki.
- Toward an Environmentally Sensitive Philosophy for Business Management. Industrial and Environmental Crisis Quarterly, Vol. 9, No. 3, 1996, pp. 289-326. With J. Clair & K. Karhan.
- Toward Building A Theory of Comparative Management Research Methodology: An Idiographic Case Study of the Best International Human Resources Management Project. Academy of Management Journal, Vol. 38, No. 5, 1995, pp. 1261-1287. With M. Teagarden, M.A. Von Glinow, D. Bowen, C. Frayne, S. Nason, et al.
- In Search of "Best" Strategic Pay Practices: An Empirical Study of Japan, Korea, Taiwan, and the U.S. Advances in International Comparative Management, Vol. 10, 1995, pp. 227-252. And S. Nason, M.A. Von Glinow, P. Huo, K. Lowe, & N.M. Kim.
- Clash or Cooperation?: Understanding Environmental Organizations and Their Relationship to Business. Research on Corporate Social Performance and Policy, 1995, pp. 163-193. With J. Clair & I. Mitroff.
- Environmental HRM Best Practices in the USA: A Review of the Literature. Journal of Corporate Environmental Strategy and Practice, Vol. 10, 1995, pp. 34-48. And J. Clair.
- Customer Service Drives 360 Degree Goal Setting. Personnel Journal, Vol. 74, 1995, pp. 136-142. And R. Zawacki, B. Schulz, S. Wiggins, S., & C. Norman.
- Environmental Groups and Business Organizations: Conflict or Cooperation? SAM Advanced Management Journal, Vol. 59, No. 2, 1994, pp. 41-46. And J. Clair & I. Mitroff.
- Companies Evaluate Employees from All Perspectives. Personnel Journal, Vol. 73, 1994, pp. 99-103. And R. Zawacki, C. Norman, L. Powell, & J. Kirksey.
- Thought Self-Leadership: Finding Spiritual Fulfillment in Organizational Life. Journal of Management Psychology, Vol. 9, No. 6, 1994, pp. 9-16. With C. Neck.
- Hierarchical Advancement in Korean Chaebols: A Model and Research Agenda. Human Resource Management Review, Vol. 4, No. 3, 1993, pp. 292-320. And Y.M. Kim & M.A. Von Glinow.
- Interpersonal Relations as a Context for Improving the Effect of Appraisal Interviews on Performance and Satisfaction: A Longitudinal Study. Academy of Management Journal, Vol. 34, 1991, pp. 352-369. With B. Nathan & A.M. Mohrman.
- Organizational Life Cycles and Strategic International Human Resource Management

in MNCs: Implications for Congruence Theory, Academy of Management Review, Vol. 16, No. 2, 1991, pp. 318-339. And M.A. Von Glinow & M. Nathan.

A Life Cycle Approach to Strategic International Human Resource Management, Research in Personnel and Human Resources Management, Supplement 2, 1990, pp. 21-35. And M.A. Von Glinow.

Developing Strategic International Human Resource Management: Prescriptions for MNC Success, Journal of Managerial Issues, Vol. II, No. 1, 1990, pp. 91-104. With M.A. Von Glinow.

SUBMITTED PAPERS

The Relationship of Workplace Spirituality to Employee Engagement. Submitted to the Journal of Organization & Management, And A. Gatling and S. Kim.

ACADEMIC BOOK CHAPTERS

How Zappos built a zany, high performance culture. In D.D. Warrick and Jens Muller (Eds.) *Lessons in changing cultures.* Oxford UK: RossiSmith Academic Publishing, 2015, p. 31-44. With D.D. Warrick and J. Ferguson.

Spirit and Community at Southwest Airlines: An Investigation of a Spiritual Values-Based Model. Reprinted in Work and Spirit: A Reader of New Spirituality Paradigms for Organizations, The University of Scranton Press and Human Resource Management, MCB, 2005. And J. Ferguson, D. Trickett, & B. Condemni.

Best Environmental HRM Practices in the U.S.A. In W. Wehrmeyer (Ed.) Greening People: Human Resources and Environmental Management, Greenleaf Publishing, Sheffield, United Kingdom, 1996, pp. 49-73. And J. Clair.

UCCS RESEARCH GRANTS

UCCS College of Business Fellows Summer Research Grant, 2013, 2014, and 2015.

UCCS NISSC grants, 2004.

UCCS CITTI grant, 2002.

UCCS CRCW awards, 1992, 1995, 2004. Summer 2003, Fall 2003, and Summer-Fall

CONFERENCE PRESENTATIONS

Zappos.com: The Amazon subsidiary gamble on culture and customer service. Paper presented at the Annual Society for Case Research Conference, July 2015, Nashville, TN. With D. Bluhm and J. Ferguson.

- The Implications of Workplace Spirituality for Person-Environment Fit Theory. Paper presented at the European Academy of Management Conference, June 2015, Warsaw, Poland. And A. Gatling.
- Workplace Spirituality: Its Effects on Hospitality Supervisors' Work Attitudes, International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) July 30-August 1, 2014 San Diego, CA. With A. Gatling & J. Kim.
- Social Exchange Theory and Creating Customer Loyalty in Service Encounters: Insights from a case study of Zappos.com Proceedings of International Association of Business and Economics, June, 2014 Verona, Italy.
- How Zappos Uses Organizational Culture and the Service Profit Chain to Wow Customers, Hawaii International Business Conference, May 2013. Honolulu, HI. And J. Ferguson.
- Using The Big Picture Approach to Effectively Integrate Sustainability into Business-to-Business Marketing," Paper presented at World Marketing Congress, July 2011. Reims, France. With T. Gonzales-Padron & J. Ferguson.
- Creating Sustainability Driven Innovation: A Case Study of Responsible Leadership at Ecolab Inc. Inc. Paper presented at the Responsible Leadership Conference, Pretoria, South Africa, May 2010. With J. Grosskopf and L. Quinn.
- Modeling Effective Managerial Behavior In Class: Should We Do So And If So How? Paper presented at the Organization Behavior Teaching Conference, June 2009, Charleston, South Carolina. And K. Sylvester.
- A Study of a New Boundary Spanning NGO Concept for Low-Wage Workers. Paper presented at The Third Sector and Sustainable Social Change: New Frontiers conference in Barcelona, Spain, July 2008. And J. Ferguson.
- Improving service through technology. Paper presented at the EIRASS conference in Zagreb, Croatia, July 2008. With J. Ferguson.
- Implementation of Michael Porter's strategic corporate social responsibility model. Paper presented at the 2008 Global Business Conference, Honolulu, Hawaii. And J. Ferguson & K. Sylvester.
- Creating a New Pathway to Corporate Sustainability: The Unified Risk Management Approach. Paper presented at the Greening of Industry Conference, Waterloo, Canada, June 2007. With J. Grosskopf.
- Application of ISO-Based Integrated Security and Environmental, Health, & Safety (SEH&S) Management System. Paper presented in the

- International Conference on ISO 9000, Orlando, FL., February, 2005. With J. Grosskopf & O. Paez.
- America's family public-private partnership approach: Using a new Leadership Paradigm to Break the Cycle of Failure. Paper presented at the Advances in Management Conference, Orlando, FL., March 2004. And A. Czaplewski & J. Ferguson.
- An Integrated Approach to Security and Environmental Management: Results and key Learnings from an Industry Pilot Project. Paper presented at the ST Homeland Security Conference, Orlando, FL., February 2004. With J. Grosskopf and O. Paez.
- An Assessment of the Exchange of new Technology Between Environmental Agencies and Business with the Pronoia Technology Transfer Framework, Business Information Systems Conference, Colorado Springs, CO., June 2003. With J. Grosskopf.
- Creating and Sustaining Spiritual Workplaces Through HRM. Symposium paper presented at the National Academy of Management Conference, Denver, CO., August 2002.
- Integration of Electronic Video and Web-Streaming Technology Within On-Campus And Distance Courses. Paper presented at the Organizational Behavior Teaching Conference, Orange, CA., June 2002. With A. Czaplewski.
- A Preliminary Empirical Analysis of the Relationship Between Spirituality and Employee Work Attitudes. Proceedings of the National Academy of Management Conference, Washington D.C., August, 2001. And A. Czaplewski & J. Ferguson.
- Enhancing Environmental Health & Safety Managers' Leadership Skills: New Research Directions on Corporate Environmental Dialogue Sessions. Paper presented at the International Association of Business & Society, Sedona, AZ, March 2001. And J. Grosskopf & V. Winter.
- Individual and Organizational Perspectives on Enhancing Employee Commitment in an Era of downsizing. Symposium paper presented at the Academy of Management Conference, Toronto, August, 2000. With J. Clair.
- An Exploratory Study of the Purposes of Performance Appraisal in North and Central America and Asia. Symposium paper presented at the Academy of Management Conference, Chicago, IL., August 1999.
- Internationalizing Cross-Cultural Performance Feedback: Opportunity for

- Organizational Learning. Paper presented at the Institute of Behavioral and Applied Management, Orlando, FL., November 1998. With S. Taylor.
- An Empirical Investigation of Leadership Factors in Citizen Advisory Panels. Symposium paper presented at the Academy of Management Conference, San Diego CA., August 1998. With A. Feyerherm.
- Toward Building A Bridge Between Communities and Corporations: Developing Effective Citizen Advisory Panels. Proceedings of the Greening of Industry Conference, November 1997, Santa Barbara, CA. With A. Feyerherm.
- Towards A Cross-Cultural Theory of Performance Appraisal. Proceedings of the International Personnel and Human Resource Conference, San Diego, CA, June 1996. And S. Nason, M.A. Von Glinow, K. Lowe, & E. Gallagher.
- Cross-Cultural Research Teams: New Directions For The 21st Century. Symposium presented at the International Personnel and Human Resource Conference, San Diego, CA, June 1996. And C. Frayne & M.A. Von Glinow.
- Directing Employees to Environmental performance: A Self-Leadership Perspective. Proceedings of the International Association for Business and Society Conference, Santa Fe, New Mexico, March 1996. And C. Neck, J. Clair, & C. Manz.
- Citizen Advisory Panels and Corporate Environmental Management: A Model and Research Agenda. Proceedings of the International Association of Business and Society Conference, Vienna, Austria, June 1995, pp. 508-513. With A. Feyerherm.
- An Empirical Study of Performance Appraisal Practices in Japan, Korea, Taiwan, and the U.S. Proceedings of Academy of Management Conference, Vancouver, Canada, August 1995, pp. 182-186. And S. Nason, K. Lowe, N.H. Kim, & P. Huo.
- Toward an Environmentally Sensitive Philosophy for Business Management. Paper presented at the 54th Annual Meeting of the Academy of Management Conference, Dallas, TX, August 1994. With J. Clair and K. Karhan.
- Benchmarking Best Strategic Pay Practices: An Exploratory Study of Japan, Korea, Taiwan, and the U.S. Proceedings of the International Personnel and Human Resources Conference, Gold Coast, Australia, July 1994. And S. Nason, M.A. Von Glinow, K. Lowe, & N.H. Kim.

Total Quality Environmental Management (TQEM): Implications for Research and Practice. Proceedings of the International Association for Business and Society Conference, Hilton Head, South Carolina, March 1994, pp. 442-7. With J. Clair.

Developing Solutions to Career Plateauing: An Empirical Investigation. Paper presented at the Annual Meeting of the Association of Employment Practices and Principles, San Diego, CA, November 1993. With S. Nason.

Antecedents and Consequences of the Career Plateauing Process. Paper presented at the Annual Meeting of the American Psychological Society Conference, Chicago, IL, June 1993. With D. Gardner.

Environmental Groups and Business Organizations: Conflict or Cooperation? Proceedings of the Society for Advanced Management Annual Conference, Orlando, FL, April 1993. With J. Clair & I. Mitroff.

Consequences and Moderators of Career Plateauing: An Empirical Investigation. Paper presented at 52nd Annual Meeting of the Academy of Management Conference, Las Vegas, August 1992.

Confidence Extremes Diminish Quality Performances in a Total Enterprise Simulation. Proceedings of the Association for Business Simulation and Experiential Learning Conference, April 1992. With A. Patz.

Conflicting Purposes of Managers and Subordinates In Performance Appraisals and Their Effect on Performance and Satisfaction. Paper presented at 51st Annual Meeting of the Academy of Management Conference, Miami, FL, August 1991. And B. Nathan & A.M. Mohrman.

Career Concepts and Total Enterprise Simulation Performance, Proceedings of the Association for Business Simulation and Experiential Learning Conference, Nashville, TN, April 1991. pp. 84-89. With A. Patz & M.J. Driver.

Developing Strategic International Human Resources: Prescriptions for MNC Success. Proceedings of the International Personnel and Human Resources Conference, Hong Kong, December 1989. With M.A. Von Glinow.

Career Indecision: A New Perspective. Paper presented at the 48th Annual Meeting of the Academy of Management Conference, Anaheim, CA, August 1988.

INVITED PRESENTATIONS

The integrated Security, Environment, Health, and Safety (SEH&S) approach: Development

of a Conceptual Model and Pilot Test. UCCS NISSC Fall Security Research Poster Session, September 2003.

Improving Communication Between Business and the EPA on Environmental Issues. Panel Session at the UCCS Colorado's Future Conference, September 2002.

Spirit and Community: Lessons to be learned from Southwest Airlines. Paper presented at the High Technology Conference, Colorado Springs, CO, November 1999.

360-Degree Feedback: An Update. Paper presented at the Hot Topics in Management Series, University of Colorado at Colorado Springs, November 1998.

Delivering Superior Quality Service Through 360 Degree Goal Setting and Performance Appraisals. Paper presented at the Continental Association of CPAs, Chicago, IL, September 1994.

360 Degree Goal Setting and Performance Appraisals. Paper presented at the Annual Meeting of Information Systems Human Resource Directors, Seattle, WA., October 1994.

Companies Evaluate Employees From All Perspectives. Paper presented to the Rocky Mountain Compensation Association, Denver, CO., July 1995.

360 Degree Goal Setting and Performance Appraisal. Paper presented to the Pueblo Society for Human Resource Management Chapter, Pueblo, CO., August 1995.

TEACHING

MBA Program

LHRM 555 - Introduction to Organizational Behavior

MGMT 6390 - Human Resource Management (Distance Learning)

PHR 641 - Developing, Motivating and Rewarding Employees

BUAD 9500 - Independent Study in Business Administration

Undergraduate Program

MGMT 3300 - Introduction to Organizational Behavior

HRMG 4410 - Developing Motivating, and Rewarding Employees

HRMG 4850 - Human Resource/Management Directed Research

BUAD 9400 - Independent Study in Business Administration

BUAD 3020 - Career Skills: Resume Writing and Interviewing.

Teaching Highlights

*Instructor in Organizational Behavior at the University of Helsinki (Mikkeli campus), 1997 and 1999.

*Annually evaluated as exceeds expectations in teaching at UCCS, 1992-present.

*Designed and instructed a new seminar course in applied field studies, HRMG 4850 -Directed Research in Human Resources and Management.

*Assisted in the design and instructed a new career development course, BUAD 302 - Career Skills: Resumes and Interviewing.

*Assisted in the design of two additional courses in career development: BUAD 301 - Career Strengths: Assessment and Development and BUAD 303: Career Success: Image and Impact.

*Co-designer of UCCS Distance MBA MGMT 6390 course.

Brief Overview of Teaching Philosophy

Teaching is a passion for me and my teaching philosophy includes the following core principles:

(1) Applied and Skill Oriented

I focus on teaching students to not just learn key points of an exercise or case, but to develop critical thinking and to apply what they have learned from that example to their own jobs and companies.

(2) International Focus

I believe it is essential that our students learn to interact effectively with people with different cultures and to see how U.S.-based management practices must be modified in companies in other countries.

(3) Career Emphasis

I incorporate career and self-awareness exercises into my classes, encourage discussion of career related issues, and frequently interact with students one-on-one on their careers.

PROFESSIONAL ORGANIZATIONS

Member of Academy of Management

Society for Human Resource Management.

SERVICE

UCCS Committees:

College of Public Affairs Promotion & Tenure Dean Review Committee, Fall 2016-Spring 2017.

College of Business Promotion & Tenure Committee, 1997-present.

Co-chair of UCCS Society for Human Resource Management (SHRM) Student Chapter, 1992 to present.

COB Undergraduate team, 2005-6 and 2007-2010, 2012-present.

Academic Research Misconduct Committees, Spring 2016

Course Coordinator for Intro to Management (MGMT 3300), 2007-2016.

Research/IC annual evaluation review team, Fall 2014-Spring 2015

Senior Instructor Review Committee for Colleen Stiles, Spring 2015

Campus General Education (Compass Curriculum) Implementation Committee, Spring 2013 – Spring 2014.

Chair, Full Professor Deans Review Committee, Beth El College of Nursing and Health Health Sciences, Fall 2013.

Virtual College of Business Online Undergraduate Committee, Fall 2013

Management Faculty Search Committee, 2013.

Management Faculty Search Committee, 2012.

Business, Government & Society Faculty Search Committee, 2011.

Senior Faculty Mentor, 2008-2011.

Sustainable Development Minor Committee, 2007-2011.

Virtual Team on how to weight the value of journal articles, 2009.

Management Faculty Search Committee, 2007.

COB Dwire Hall Renovation Fund Raising Committee, 2007.

Campus Sustainability Strategic Planning Committee, 2006-7 and 2011-2.

COB Technology Supervisor Search Committee, 2005.

MA-Leadership Program Planning Team, 2005-6.

Chancellor's Inventing the Future Advisory Team, 2005-6.

COB Dean Search Committee, 2005.

Assistant to COB Dean Search Committee, 2005.

NISSC Director Search Committee, 2005.

Homeland Security Education Virtual Team, 2005.

Student Employment Advisory Committee, 2004-5.

Primary Unit Promotion & Tenure member for Kathy Ellis, 2004

Differentiated Workload Committee for College of Business, 2004.

Director of the Writing Center Search Committee, 2004.

College of Business Interim Dean Search Committee, 2003.

Colorado and Western U.S. Region Student SHRM Learning Games, 2002-3.

Campus Sustainability Committee, 2002-2006.

Oral Communications Lab Advisory Committee, 2002-5.

Student Employment Advisory Committee, 2002-5

Quantitative Faculty Search Committee, 2002

Oral Communications Lab Director Search Committee, 2002.

Chair, Management & Organization Department, 2000-2002.

College of Business Strategy Team, 2000-2002.

Campus Student Discipline Hearing Committees, 1999-2001.

Provider of career workshops for UCCS Career Fair, Delta Sig Fraternity,
and Colorado Springs Inroads Student Organization, 1999-present.

Committee on Creative Research grant funding (CRCW), 2001-2003.

College of Business Promotion & Tenure Committee, 1998-present

Technology Management Professor Search Committee, 2000.

Campus Project Transition Committee, 1998-2000.

College of Business Teaching Evaluation Team, 1998 to 1999.

College of Business Dean Search Committee, 1998 to 1999.

Management Professor Search Committee, 1998.

Vice Chancellor for Student Success Search Committee, 1997 to 1998.

International Marketing Faculty Search Committee, 1997 to 1998.

University Faculty Personnel Committee, 1997 to 1998.

Student Success Center Faculty Advisor and Leader of Career Development Initiative, 1996 to 1998.

Visiting International Marketing Faculty Search Committee, 1997.

University Leadership Program Team, Spring 1997.

College of Business Administrative Assistant Hiring Committee, 1995.

College of Business International Initiative Team, 1994 to 1995.

Faculty Search Committee, Organization and Management Faculty position, 1993 to 1994.

Coordinator of student internships and directed human resource and management projects, 1993-1998.

Undergraduate Curriculum Committee, 1992 to 1994.

Committee on Placement and Internships, 1992 to 1993.

Ad Hoc Journal and Conference Paper Reviewer

Journal of Sustainable Tourism, 2017

Psychology of Religion and Spirituality, 2017

Journal of Managerial Psychology, 2010-2013, 2016

Journal of Organization & Management, 2015

International Journal of Workplace Health Management, 2015

Cleaner Production Journal, 2009

National Academy of Management Meetings, 1994, 1995, 1997, 2000, 2001, 2002, 2003, 2005-7, 2009, 2010.

International Public Administration Quarterly, 2009

Journal of Management Studies, 2008

Journal of Homeland Security and Emergency Management, 2006 & 2007.

Journal of Business Research, 2006.

Journal of Homeland Security and Emergency Management, 2007.

Journal of Business Research, 2006.

Journal of Homeland Security and Emergency Management, 2006 & 2007.

International Association of Business and Society (IABS), 2001.

Journal of Human Resource Management Review, 2003.

Journal of International Business Studies, 2004 and 2005.

Journal of Management Education, 2005-6

Journal of Management Studies, 2005-2007

Academy of Management Review, 1994-8.
Academy of Management Journal, 1991, 1995-8.
Advances in International Comparative Management, 1998.
Western Academy of Management Meeting, 1993.
Human Resource Management Journal, 1992.
Organizations and Environment Journal, 1996.
International Management Journal, 1996-7.

Other Professional Activities

Member of the Colorado Springs EDC Task Force on Sustainability in Colorado Springs, November 2003-January, 2004.

Chair of Symposium, Personal and Organizational Transformation and the Search for Meaning at Work in Turbulent Times, Academy of Management Conference, Toronto, August, 2000.

Session Chair, High Performance Work Teams Conference, Colorado Springs, CO., November 1997.

Workshop Presenter, International Management pre-conference session on International Research Teams, Academy of Management Meeting, Boston, MA., August 1997.

Member of Publications Team, Organizations and the Natural Environment Interest Group, Academy of Management, 1996.

Workshop Presenter, Organization and the Natural Environment pre-conference workshop, Academy of Management Meeting, Cincinnati, OH, August 1996.

Session Chair, International Division, Academy of Management, Atlanta, August 1993.

PROFESSIONAL EXPERIENCE

Planning Analyst & Group Leader (Planning Supervisor) 1983-6
Kaiser Permanente Medical Care Program Los Angeles, CA.

- *Supervised professional and clerical staff in developing facility master plans and other strategic planning activities for the Harbor City and San Diego Medical Centers
- *Led meetings and presented strategic plans to corporate and medical center executive management teams.
- *Negotiated with key stakeholders to optimize both capital & operating expenses and the quality of medical services.
- *Coordinated planning projects with other functional areas including marketing, finance, information systems, human resources, and facility management.

Administrative Analyst (Assistant Department Head) 1981-3
Department of Radiation Oncology, UCLA Hospital Los Angeles, CA.

- *Supervise administrative support staff.
- *Responsible for the hiring, payroll, contract & grant, and accounting systems.
- *Conducted accounting, budgeting, and staffing analyses.

Planning Analyst 1980-81
UCLA Hospital Los Angeles, CA.

- *Developed facility planning projects and Certificate of Need (CON) documents on major capital projects for approval by Hospital CEO and State Health Officials.
- *Developed an inpatient demographic data base and other planning analyses.

Planning and Budget Office Resident 1979-80
UCLA Hospital Los Angeles, CA.

- *Prepared Certificate of Need documents and other planning studies for senior management and state agencies.
- *Conducted a variety of departmental budget and financial studies.

Accounting Intern 1978
Piatt & Liscombe Company Goleta, CA.

- *Prepared individual and small business income tax returns.