

## Curriculum Vita

Dr. Thomas N. (Tom) Duening  
El Pomar Chair of Business & Entrepreneurship  
Associate Professor of Management  
Chair of Management Team  
Director, Center for Entrepreneurship  
College of Business  
University of Colorado Colorado Springs  
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### Education

Ph.D. 1991 University of Minnesota  
Higher Education Administration

M.A. 1986 University of Minnesota  
Philosophy of Science

B.S. 1981 University of Wisconsin-Stevens Point  
Natural Sciences

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### Experience

**El Pomar Chair of Business & Entrepreneurship, Associate Professor, Chair of the Management Department, and Director of the Center for Entrepreneurship, University of Colorado Colorado Springs** (August 2009-Present): Responsible for teaching principles of entrepreneurship, entrepreneurial finance and venture creation (MBA); responsible for establishing curriculum, research, and service activities tied to the Center for Entrepreneurship; responsible for working with two other El Pomar Chairs on UCCS campus to advance community outreach and service activities, including raising funds to support research and service activities on campus. Highlights:

- Established minor in entrepreneurship
- Created Ignite Colorado Springs
- Created TEDxUCCS
- Created Lion's Den Pitch night
- Established The Garage @ UCCS (student venture incubator)
- Established the Positive Organizational Behavior Research Group
- Established the Office of Professional and Executive Development (OPED)

**Director, Entrepreneurial Programs Office, Ira A. Fulton School of Engineering, Arizona State University** (September 2004-September 2009): Responsible for spearheading and organizing entrepreneurial curriculum, co-curriculum, and executive programs in School of Engineering. This position includes traditional teaching, research, and service expectations. Highlights:

- Established undergraduate certificate program in Technology Entrepreneurship; launched Fall 2006
- Established graduate course in Technology Entrepreneurship for Engineers; launched May 2005
- Raised over \$300,000 to support technology entrepreneurship and innovation curriculum for undergraduate, graduate, and corporate audiences
- Established Arizona Technology Investor Forum, an Arizona based angel investor group with over \$1.5 M invested since September 2007
- Established new masters program “Enterprise Systems Innovation & Management” with ITESM, Monterrey, Mexico

**Visiting Assistant Professor and Director of the Entrepreneur & Venture Development Center, College of Business, University of Houston-Downtown** (August 2003-August 2004): Founding Director of the EVDC in college with over 2,500 students in city of more than 4 million. Duties included organizing curriculum; raising funds, grant writing, establishing and managing advisory board, and establishing and executing academic programming at all levels, including executive education and certificate programs. Teach undergraduate courses in entrepreneurship and management.

**Assistant Dean for Administration & Executive Programs, C.T. Bauer College of Business, University of Houston** (August 1991-January 2000): Responsible for Executive MBA Programs Office, Center for Executive Development, Office of Student Services, Office of Scholarships and Special Programs, and all international programs sponsored by the College. Was primary representative to GMAC, and served as college representative to AACSB.

**Administrative Fellow, University of Minnesota** (February 1990-April 1991): Worked with Task Force on Liberal Education at the University of Minnesota. Principal duties included researching issues germane to the needs of the task force, liaison with constituencies, and author of sections of the final report.

**Administrative Fellow, University of Minnesota** (1988-1991): Employed half-time assisting chair of Department of Educational Policy and Administration.

**Consultant, Hamline University** (July-August 1990): Worked with staff task force at Hamline University, St. Paul, Minn., to develop multi-year budget as part of overall strategic plan.

**Consultant, Minnesota State University System** (April 1989-June 1990): Served as consultant to Minnesota State University System evaluating undergraduate and graduate degree program proposals submitted by member institutions.

## Competitive Publications

1. T.N. Duening, J.B Geist, and N. Nicholson. 2017. Evolutionary Awareness: Darwin Among the Organizational Sciences. *Academy of Management Perspectives*, (proposal accepted).
2. T. N. Duening and M.L. Metzger. 2017. Virtues in Entrepreneurship Education: Promoting Entrepreneurial Flourishing. *International Journal of Applied Positive Psychology*, (under review).
3. T.N. Duening. 2017. Hedgehog Leadership and Enterprise Innovation: Passionate Pursuit of One Big Thing. *International Journal of Innovation Science* (forthcoming).
4. A.J. Czaplewski, T.N. Duening, & E.M. Olson. 2015. The Rise of Entrepreneurial Thinking. *Marketing Management*, 49(2): 38-43.
5. T.N. Duening and M.L. Metzger. 2014. The Entrepreneurial Method: Moral Virtues as the Foundation of Entrepreneurial Expertise. *American Journal of Entrepreneurship*, 7(3): 78-101.
6. S.L. Rogers and T.N. Duening. 2013. Vertical Market Strategy: The Case of an Executive Education Startup in a Medium-Sized Business School. *Journal of Executive Education*, 12(1) Article 2.
7. T.N. Duening, M.M. Shepherd, and A.J. Czaplewski. 2012. How Entrepreneurs Think: Why Effectuation and Effectual Logic May be the Key to Successful Enterprise Entrepreneurship. *International Journal of Innovation Science*, 4(4): 205-216.
8. T.N. Duening. 2010. Five Minds for the Entrepreneurial Future. *Journal of Entrepreneurship*, 19(1): 1-22.
9. T.N. Duening & P. Boradkar. 2009. Integrated Innovation: A Model for a New New Product Development Curriculum. *International Journal of Innovation Science*, 1(2): 61-71.
10. T.N. Duening. 2007. Enterprise Process Innovation: The Ingredients are Well Known but what is the Recipe? *International Journal of Innovation and Technology Management*, 4(1); 87-101.
11. J.M. Ivancevich, T.N. Duening, and W. Lidwell. 2005. Bridging the Manager-Organizational Scientist Collaboration Gap. *Organizational Dynamics*, May, p. 103-117.
12. T.N. Duening and R.L. Click. 2004. To BPO or Not to BPO? *Executive Excellence*, August.
13. T.N. Duening and R.L. Click. 2004. The Socio-Technical Drivers and Strategic Benefits of Business Process Outsourcing. *Proceedings of the Association of International Business*, March.
14. T.N. Duening and J.M. Ivancevich. 2003. Leadership Under Chronic Crisis Conditions. *Executive Excellence*, July.
15. J.M. Ivancevich, T.N. Duening, R. Konopaske, and J. Gilbert. 2003. White Collar Crime: A Modest Set of Recommendations. *Academy of Management Executive*, May, p. 114-127.

16. T.N. Duening and J.M. Ivancevich. 2002. Systematic Selling. *Sales & Marketing Excellence*, July.
17. J.M. Ivancevich, T.N. Duening, R. Konopaske. 2002. Improving E-Learning Courseware Development. *Learning Circuits*, July.
18. T.N. Duening. 1997. Our Turbulent Times? The Case for Evolutionary Organizational Change. *Business Horizons*, January/February, p. 2-8.
19. T.N. Duening and S.N. Kadipasaoglu. 1996. Team-Driven Change in Higher Education: The Three Key Principles. *Quality in Higher Education*, April, p. 57-64.
20. J.M. Ivancevich and T.N. Duening. 1993. Internationalizing a Business School: A Partnership-Development Strategy. *Selections* Autumn, p. 23-35.

### **Books**

1. T.N. Duening and M.L. Metzger (Eds.). 2017. *Entrepreneurial Identity: The Process of Becoming an Entrepreneur*. (Northampton, MA: Edward Elgar Publishing).
2. T.N. Duening (Ed.). 2016. *Leading the Positive Organization: Actions, Tools, and Processes*. (New York: Business Expert Press).
3. T.N. Duening. 2015. *Introduction to Business*. (San Diego: Bridgepoint Education Publishing, October)
4. T.N. Duening, R.A. Hisrich, and M.A. Lechter. 2014. *Technology Entrepreneurship 2e*. (New York: Elsevier Publishing, September).
5. T.N. Duening and G. Stock. 2013. *The Entrepreneurial Method* (Dubuque, IA: Kendall Hunt Publishing, September).
6. T.N. Duening, R.A. Hisrich, and M.A. Lechter. 2009. *Technology Entrepreneurship: Value Creation, Protection, and Capture* (New York: Elsevier Publishing, August).
7. T.N. Duening and J.M. Ivancevich. 2006. *Business: Principles, Guidelines, and Practices 2e*, (Cincinnati, OH: Cengage, October).
8. T.N. Duening and W. Sherrill. 2005. *Entrepreneurism: Exploring Entrepreneurship from a Business Process Perspective*, (Cincinnati, OH: Cengage, September).
9. J.M. Ivancevich and T.N. Duening. 2005. *Managing Organizations: Principles and Guidelines 2e* (Cincinnati, OH: Cengage, August).
10. J.M. Ivancevich and T.N. Duening. 2005. *Management: Skills, Application, Practice, and Development* (Cincinnati, OH: Cengage, March).

11. T.N. Duening and R.L. Click. 2005. *Essentials of Business Process Outsourcing*. (Hoboken, NJ: John Wiley & Sons Publishing, March). Translations in Chinese, Japanese, Farsi).
12. R.L. Click and T.N. Duening. 2004. *Business Process Outsourcing: The Competitive Advantage* (Hoboken, NJ: John Wiley & Sons Publishing, October).
13. J.M. Ivancevich and T.N. Duening. 2003. *Business: Principles, Guidelines, and Practices* (Cincinnati, OH: Cengage, July).
14. T.N. Duening and J.M. Ivancevich. 2002. *Managing Organizations: Principles & Guidelines* (Cincinnati, OH: Cengage, October).
15. T.N. Duening and J.M. Ivancevich. 2002. (with Jim McIngvale), *Always Think Big!* (Chicago, IL: Dearborn Publishing, May).
16. J.M. Ivancevich and T.N. Duening. 2001. *Managing Einsteins: Leading High-Tech Workers in the Digital Age* (Chicago, IL: McGraw-Hill September). Translations in Japanese and Chinese.
17. T.N. Duening, 1999. *Management 2.0: Managing in the 21<sup>st</sup> Century* (Cincinnati, OH: Pinnaflex Publishing, 1999).

### **Book Chapters**

1. P. Berg, K. Cruz, T.N. Duening, & S. Schoenberg. *Disrupting Higher Education in Alaska: Introducing the Native Teacher Certification Pathway*. (Forthcoming).
2. T.N. Duening & M.L. Metzger. *Enhancing Regional Entrepreneurship: Shifting the Focus from Venture Development to Entrepreneur Development*. In: F. Fidanoski (Ed.) *Entrepreneurship and Public Policy in Developing Countries: Does Leviathan Help?* (Forthcoming).
3. T.N. Duening. 2016. *Entrepreneurial Virtues Moderate Attraction and Persistence*. In: T.N. Duening and M.L. Metzger, *Entrepreneurial Identity: The Process of Becoming an Entrepreneur* (Northampton, MA: Edward Elgar Publishing.)
4. T.N. Duening & M.L. Metzger. 2016. *The UCCS Entrepreneurial Identity Project*. In: M.H. Morris (Ed.), *Annals of Entrepreneurship Education and Pedagogy* (Northampton, MA: Edward Elgar Publishing.)
5. T.N. Duening. 2016. *The Positive Organization: Why it is Not More of the Same*. In: T.N. Duening (Ed.), *Leading the Positive Organization: Actions, Tools, and Processes* (New York: Business Experts Press.)
6. T.N. Duening. 2013. *The Creative Corporation*. In: B. Trusko (Ed.), *Handbook of Innovation* (New York: McGraw-Hill.)
7. T.N. Duening. 2011. *Colonel Russell Blaisdell: A Case of Spontaneous Leadership*. In Warrick, D.D. and Mueller, Jens (Eds), *Lessons in leadership: Learning from real world cases* (Chicago: Rossi - Smith.)

## Conference Papers

1. Berg, P., K. Cruz, R. Hartz, T.N. Duening, & S. Schoenberg. 2017. Online Education: Challenges and New Business Models. AACSB ICAM, April 23-25, Houston, TX.
2. T.N. Duening. 2017. Hedgehog Leadership in Academe. Invited paper to be presented at the Academic Chairperson's Conference, February 9, New Orleans, LA.
3. T.N. Duening & M.L. Metzger. 2016. Entrepreneurial Virtues Moderate Professional Attraction and Persistence. Presented at the Annual Paris Business Research Conference, July 28-29, Paris.
4. T.N. Duening & M.M. Metzger. 2015. Entrepreneurial Identity & Foresight. Presented at the Global Consortium for Entrepreneurship Centers (GCEC) Annual Conference, October 29-31, Gainesville, FL.
5. S.L. Rogers, B. Paris, & T.N. Duening. 2015. Using Lean Startup Methodology in Iterative Design of Training Assessment. Association for Talent Development (formerly ASTD) International Conference and Exposition, May 17-20, Orlando, FL.
6. T.N. Duening, M.M. Metzger, & G.S. Stock. 2015. The Entrepreneurial Method and Entrepreneurial Identity. Western Academy of Management, March 11-14, Kauai, HI.
7. S.L. Rogers & T.N. Duening. 2014. Lean Startup Methodology in Curriculum Design: A Theoretical Overview and Case Study. Presented at the Academic Forum, March 23-26, Baltimore, MD.
8. T.N. Duening & M.M. Metzger. 2013. The Entrepreneurial Method: Exploring the Acculturation of Aspiring Entrepreneurs. Second Effectuation Conference, June 3-4, Lyon, France.
9. T.N. Duening & S.M. Rogers. 2013. Efficacy of the Guest Speaker-Learner Interface in Entrepreneurship Instruction: A Suggested New Approach. Presented at the NCIIA Conference, March 22-23, Washington, DC.
10. T.N. Duening & G.N. Stock. 2013. The Entrepreneurial Method: A New Paradigm in Entrepreneurship Education. Presented at the NCIIA Conference, March 22-23, Washington, DC.
11. T.N. Duening & M.M. Shepherd. 2012. Effectual Decision Making and Innovation: Non-Predictive Control in the Enterprise Setting. Society for Business Research, April 14-15, Phoenix, AZ.
12. T.N. Duening. 2008. The Arizona Technology Investor Forum: Developing a University-Linked Angel Investor Group. Presented at the International Entrepreneurship Conference, November 1-2, Changchun, China.
13. T.N. Duening. 2008. Market Factor Co-Evolution: Leading Indicators for New Product Development. Presented at the Business Innovation Conference, IIT Rice Campus, September 8-10, Wheaton, IL,.

14. T.N. Duening & J.S. Goss. 2008. Enterprise Innovation as a Topic in Engineering Professional Development Programming. Presented at the International Association of Continuing Engineering Education Conference, May 20-23, Atlanta, GA.
15. T.N. Duening & J.S. Goss. 2008. Enterprise Innovation as a Topic in Engineering Professional Development Programming. Presented at the American Society for Engineering Education, Pacific Southwest Division Conference, March 26-28, Flagstaff, AZ.
16. T.N. Duening. Innovation and Globalization in Engineering Professional Education. Presented at the American Society for Engineering Education, Conference for Industry and Education Collaboration, February 13-15, 2008, New Orleans, LA.
17. T.N. Duening. Five Minds for the Entrepreneurial Future: Cognitive Skills as the Intellectual Foundation for Next Generation Entrepreneurship Curricula. Presented at the United States Association for Small Business & Entrepreneurship Conference, January 10-13, 2008, San Antonio, TX.
18. T.N. Duening, Prasad Boradkar, Guy Cardineau, Gordon E. Shockley, & F. Miguel Valenti. Entrepreneurship across the Campus: Five Diverse Educators Address Definition, Pedagogy, and Curriculum. Presented at the University-Wide Entrepreneurship Education conference, November 8-10, 2007, Winston-Salem, North Carolina.
19. T.N. Duening. Humble Elitism: Toward a Theory of Standards in Entrepreneurship Education. Presented at the World Universities Network, Academy for Entrepreneurial Leadership conference, October 4-6, 2007, Chicago, IL.
20. T.N. Duening. Development of a Masters Program in Enterprise Systems Innovation & Management. Presented at the American Society for Engineering Education (ASEE) Conference, June 24-27, 2007, Honolulu, HI.
21. T.N. Duening. Organizing and Launching an Engineering School-Based Technology Investor Forum: Lessons Learned and Tips for Similar Projects. Presented at the American Society for Engineering Education (ASEE) Conference, June 24-27, 2007, Honolulu, HI.
22. T.N. Duening & J.S. Goss. Enterprise Innovation as a Topic in Engineering Professional Development Programming. Presented at the American Society for Engineering Education, Gulf Southwest Division (ASEE GSW) Conference, March 28-30, 2007, Corpus Christi, TX.
23. P. Boradkar & T.N. Duening. Integrated Innovation: Challenges and Constraints. Presented at the National Collegiate Innovators and Inventors Alliance (NCIIA) 11<sup>th</sup> Annual Meeting, March 22-24, 2007, Tampa, FL.
24. T.N. Duening, & W.L. Sherrill. Teaching Entrepreneurship from a Business Process Perspective: A Comparative Review. Presented at the American Society for Engineering Education (ASEE) Conference, June 18-21, 2006, Chicago, IL.
25. T.N. Duening. The Micro-Multinational Enterprise: A Golden Opportunity for Entrepreneurs. Presented at the International Council for Small Business conference, June 15-18, 2005, Washington, DC.

26. T.N. Duening. The Innovating Enterprise. Presented at the 2005 Six Sigma Mega Conference, June 15-16, 2005, Seoul, Korea.
27. T.N. Duening. Global Sourcing: Best Practices and Innovative Models. Presented at the Northeast Logistics Institute, Supply Network Integration Workshop, June 13-14, 2005, Seoul, Korea.
28. T.N. Duening. A Three-Dimensional BPO Decision Matrix. Presented at the Offshore Technology Conference, May 5-8, 2005, Houston, TX.
29. T.N. Duening. Mexico's Opportunity in the Outsourcing Economy. Presented at the NAFTA/PAFTA/CAFTA Partnership: A Competitive Model, November 15-17, 2004, Monterrey, Mexico.
30. T.N. Duening & R.L. Click. What's So Revolutionary About BPO?, Presented at the Academy of International Business, Southwest Chapter Conference, March 2-6, 2004, Orlando, Fla.
31. T.N. Duening, J.M. Ivancevich, & J. Gilbert. Developing Anticipability: Principles of Anticipating the Future. Presented at the European Congress of Psychology, July 4-9th, 1999, Ergife Palace Hotel, Rome.
32. T.N. Duening, J.M. Ivancevich, & J. Gilbert, Managing the Learning Organization: The Learning/Unlearning Cycle. Presented at the European Congress of Psychology, July 4-9th, 1999, Ergife Palace Hotel, Rome.
33. T.N. Duening. Barrier Free Multimedia. Presented at the American Assembly of Collegiate Schools of Business (AACSB) Continuous Improvement Conference, September 29-30, 1997, San Diego, Calif.
34. T.N. Duening & J. Pica. Improving Business School-Community Relations. Presented at the Graduate Management Admission Council Annual Conference, Chicago, IL, June 22-24, 1996.
35. T.N. Duening. Creating an Awards Program to Improve Business School-Community Relations. Presented at the Depaul University Part-Time MBA Program Conference, Chicago, IL, December 15, 1995.
36. T.N. Duening. Teamwork and Team Work: Appreciating the Difference. Presented at the 1993 Total Quality Symposium: Continuous Quality Improvement: Making the Transition to Education, Kansas City, MO, July 27-30, 1993.
37. T.N. Duening. Creating Quality at the University of Houston College of Business Administration. Presented at the 27th Society for College and University Planning Conference, Minneapolis, MN, August 2-5, 1992.



## **Proceedings**

1. T.N. Duening. 2017. Hedgehog Leadership in Academe: The Power of Believing One Big Thing (OBT). Presented at the Academic Chairperson's Conference, February 9, 2017. Proceedings published by New Prairie Press.
2. T.N. Duening, M.L. Metzger, & G.S. Stock. 2015. The Entrepreneurial Method and Entrepreneurial Identity. Western Academy of Management, March 11-14, Kauai, HI.
3. P.S. Boradkar & T.N. Duening, "Integrated Innovation: Challenges and Constraints", The National Collegiate Inventors and Innovators Alliance, March 22-24, 2008, Tampa, FL.
4. T.N. Duening & J.S. Goss, "Enterprise Innovation as a Topic in Engineering Professional Development Programming", American Association for Engineering Education, Gulf Southwest Section, March 28-30, 2007, Corpus Christi, TX.
5. T.N. Duening, & W.L. Sherrill, Teaching Entrepreneurship from a Business Process Perspective: A Comparative Review. Proceedings of the American Society for Engineering Education (ASEE).
6. T.N. Duening, "The Micro-Multinational Enterprise: A Golden Opportunity for Entrepreneurs", Proceedings of the United States Association for Small Business & Entrepreneurship/International Council of Small Business, June 2005.

## **Grants**

1. T.N. Duening & P.S. Boradkar. "Commercializing ASU Innovations." Awarded by the Pathways to Entrepreneurship Grant program, Arizona State University. \$30,000.
2. T.N. Duening, "The ASU Technology Entrepreneurship Challenge". Awarded by Intel Corporation, April 1, 2006. \$50,000.
3. B.L. Ramakrishna, T.N. Duening, & V. Pizziconi. From Discovery to Commercialization: The Greater Phoenix Nanotechnology Innovation Pathway and Pipeline. Awarded by the National Collegiate Inventors and Innovators Alliance (NCIIA), February 17, 2006. \$39,500.
4. T.N. Duening. The ASU Technology Entrepreneurship Challenge. Awarded by Intel Corporation. July 1, 2005. \$50,000.

## **Other Presentations**

1. T.N. Duening. Enactive Cognition: A New Understanding of Human Learning and Development. CLO Exchange, Carlsbad, CA, December 5, 2017.
2. T.N. Duening. Hayek, Liberty, and Human Freedom. Keynote address to the Adam Smith Society, Colorado Springs, CO, October 6, 2016.
3. T.N. Duening. Growing Entrepreneurs. Presented at the Startup Week event, Colorado Springs, CO, September 27, 2016.

4. T.N. Duening. Flourish. Master of Ceremonies for the TEDxUCCS event, Colorado Springs, May 5, 2016.
5. T.N. Duening. Four Laws of Success. Keynote address presented to National Society for Leadership and Success, Colorado Springs. May 1, 2016.
6. T.N. Duening. Confessions of a Blue-Collar Writer. Keynote address. Mountain Lion Research Day, University of Colorado Colorado Springs. April 3, 2015.
7. T.N. Duening. New Insights into Becoming an Entrepreneur. Presented to the Young Professionals, Colorado Springs, CO, July 18, 2013.
8. T.N. Duening. The Sports Economy. Panelist. Sponsored by the Colorado Springs Business Journal, held at the Colorado Springs Marriott, May 22, 2013.
9. T.N. Duening. New Venture Opportunities in India Today. Presented to the Startup Festival, Bangalore, India, March 6, 2013 (via Skype).
10. T.N. Duening. Industrial Identity and the Southern Colorado Region. The Entrepreneur's Network, February 21, Colorado Springs, CO.
11. T.N. Duening. Global Entrepreneurship and the Challenge for Today's Educators. World Affairs Council, February 11, 2012, Colorado Springs, CO.
12. T.N. Duening. The Future of Entrepreneurship in Colorado Springs. Panel moderator. Peak Venture Group and Middle Market Entrepreneurs joint breakfast meeting, May 20, 2011, Colorado Springs, CO.
13. T.N. Duening. Five Minds for the Entrepreneurial Future. Keynote presentation to the Entrepreneur of the Year Award Luncheon, April 29, 2011, Colorado Springs, CO.
14. T.N. Duening. Capitalism & Freedom in the 21<sup>st</sup> Century. Keynote presentation to Curiosity Unlimited, October 8, 2010. Colorado Springs, CO.
15. T.N. Duening. Startups and Jobs: Overview of Recent Research. Presented at the Wells Fargo Panel on Leadership in Business, September 23, 2010. Colorado Springs, CO.
16. T.N. Duening. Startups, Jobs, and Industrial Identity. Presented at the Southern Colorado Economic Forum. October 1, 2010. Colorado Springs, CO.
17. T.N. Duening. Simple Rules for Economic Growth. Keynote presentation to the Colorado Springs Economic Development Corporation Luncheon, April 14, 2010. Colorado Springs, CO.
18. T.N. Duening. Offshore Outsourcing: Models and Strategies. Presented to the American Electronics Association. March 22, 2008. Phoenix, AZ.
19. T.N. Duening. Enterprise Innovation. Presented to the American Measuring Tool Manufacturing Association annual conference. March 13, 2008. Scottsdale, AZ.

20. T.N. Duening, Enterprise Innovation in the Global Economy. Presentation to 33 Tecnológico de Monterrey campuses via satellite, January 29, 2007.
21. T.N. Duening, How to Leverage the Offshoring Revolution. Presented to the Phoenix Chapter of the Institute for Electrical and Electronics Engineers (IEEE); June 8, 2006. Phoenix, AZ.
22. T.N. Duening, Entrepreneurship in a Flattening World: From Creative Destruction to Creative Integration. Presented at the Korean Economic Institute Seminar, Business Opportunities in Korea, October 6, 2005, Tempe, AZ.
23. T.N. Duening, Outsourcing to India, Presented to the Indo-American Chamber of Commerce. May 10, 2005. Tempe, AZ.
24. T.N. Duening, The Asian Century and the Micro-Multinational: Implications of Business Process Outsourcing, Presented to the Asian Chamber of Commerce, Houston Chapter, July 14, 2004. Houston, TX.
25. T.N. Duening, BPO: The Competitive Advantage, Presented to the River Oaks Rotary Club, May 25, 2004, Houston, TX.
26. T.N. Duening, BPO: The Next Competitive Revolution, Presented to Houston Business Network, March 18, 2004, Houston, TX.
27. T.N. Duening, Business Process Outsourcing: The Next Competitive Revolution, Presented to FastHouston, February 27, 2004, Houston, TX.
28. T.N. Duening and J.M. Ivancevich. Current Trends in Business and Management. Texas Community College Teacher's Association, February 20-22, 2004, Dallas, TX.
29. T.N. Duening, Business Process Outsourcing: Opportunities for Cross-Border Development. Presented to the U.S.-Mexico Chamber of Commerce, January 13, 2004, Houston, TX.
30. T.N. Duening, Business Process Outsourcing. Presented to The Executive Committee, Houston Chapter, December 4, 2003.
31. T.N. Duening. Leadership Under Chronic Crisis Conditions. Presented to the Houston Planning Forum, October 15, 2003.
32. T.N. Duening. The Science of Leadership. Presented to The Executive Committee (TEC), Houston Chapter, April 10, 2003.
33. T.N. Duening. Innovating in a Troubled Economy. Presented to The Executive Committee (TEC), Houston Chapter, September 18, 2001.
34. T.N. Duening. Entrepreneurs Needed. Presented to the Houston Business Breakfast Forum, Houston, TX, May 9, 2001.
35. T.N. Duening. The Future of Work and Personal Effectiveness. Presented to the Women's Interest Network, Houston, TX, March 21, 1997.

36. T.N. Duening, J. Latting, P. Raffoul, and D. Stoner. The CORE Awards for Organizational Excellence. Presented at the National Association of Social Workers Regional Conference, Houston, TX, November 7, 1996.
37. T.N. Duening. The Virtual Office. Presented at the American Women in Radio and Television Millennium Conference, Houston, TX, October 18, 1996.
38. T.N. Duening. The Future of Firefighting. Presented to the Southwestern Fire Chiefs Association, Houston, TX, May 17, 1996.
39. T.N. Duening. Using Quality Management to Improve University Administration. Presented to the 1995 Southeast Regional Conference of the American Association of Collegiate Registrars and Admissions Officers, Houston, TX, October 19, 1995.

### **Executive Development Presentations**

1. T.N. Duening. Mental Models and Natural Leadership. Presented to the Association for Manufacturing Excellence Institute, May 12, 2011, Green Bay, WI.
2. T.N. Duening, Enterprise Innovation in a Global Economic Context. Presented to SKM Telecom, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, August 27-29, 2008.
3. T.N. Duening, Enterprise Innovation in a Global Economic Context. Presented to SKM Telecom, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, August 30-31, 2007.
4. T.N. Duening, Enterprise Innovation in a Global Economic Context. Presented to SKM Telecom, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, October 17, 2006.
5. T.N. Duening, Enterprise Innovation and the Global Executive. Presented to Posco Steel Champions Program, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, July 3-5, 2006.
6. T.N. Duening, Enterprise Innovation: Theory and Practical Approaches. Presented to Posco Steel Champions Program, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, May 29-31, 2006.
7. T.N. Duening, Enterprise Innovation: Theory and Practical Approaches. Presented to Posco Steel Third-Generation Six-Sigma Program, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, May 15-16, 2006.
8. T.N. Duening, Enterprise Innovation: Theory and Leadership. Presented to SKM Telecom, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, December 6, 2005.
9. T.N. Duening, Enterprise Innovation: Theory and Practical Approaches. Presented to Posco Steel Third-Generation Six-Sigma Program, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, November 14-15, 2005.

10. T.N. Duening. Leadership & Change Management in the Six-Sigma Organization. Presented to IBM Six-Sigma Management Program, Center for Professional Development, Ira A. Fulton School of Engineering, Arizona State University, August 23, 2005.
11. T.N. Duening. New Venture Creation: The Entrepreneurial Mindset. Presented to the Executive MBA Program, University of Houston, October-December, 2001.
12. T.N. Duening. E-Business Strategy. Presented to the Certificate Program in E-Business Management, University of Houston, March-April, 2001.
13. T.N. Duening. New Venture Creation: Entrepreneurship and Intrapreneurship. Presented to the Executive MBA Program, University of Houston, October-December, 2000.
14. T.N. Duening. New Venture Creation: Entrepreneurship and Intrapreneurship. Presented to the Professional MBA Program, University of Houston, August 11-13, 2000.
15. T.N. Duening. New Venture Creation: Entrepreneurship and Intrapreneurship. Presented to the Executive MBA Program, University of Houston, October-December, 1999.
16. T.N. Duening. New Venture Creation: Entrepreneurship and Intrapreneurship. Presented to the Professional MBA Program, University of Houston, August 13-15, 1999.
17. T.N. Duening. New Venture Creation: Entrepreneurship and Intrapreneurship. Presented to the Professional MBA Program, University of Houston, August 14-16, 1998.
18. T.N. Duening. Managing the Learning Organization: The Learning/Unlearning Cycle. Presented to Shell Management Development Course, University of Houston, November 3, 1997.
19. T.N. Duening. Workshop on Entrepreneurship. Presented to the Professional MBA Program, University of Houston, August 15-17, 1997.
20. T.N. Duening. Managing the Learning Organization: The Learning/Unlearning Cycle. Presented to Shell Management Development Course, University of Houston, December 11, 1996.
21. T.N. Duening. Workshop on Entrepreneurship. Presented to the Professional MBA Program, University of Houston, August 14-16, 1996.
22. T.N. Duening. Quality and Strategy. Presented to the Chinese National Petroleum Corporation, University of Houston, April 13, 1995.
23. T.N. Duening. Ten-Week Workshop on Total Quality Management. Presented to managers of numerous corporations, University of Houston, Spring 1994 and Fall 1994.

### **DVD Series “The Startup Experience”**

The following DVDs were developed with a private company, of which I am a principal, to provide one-hour case studies of different types of entrepreneurial startups. The series is being distributed to libraries around the nation through Films.com. The DVD series can be viewed here: <http://www.films.com/ecTitleDetail.aspx?TitleID=23695>

1. T.N. Duening. The Startup Experience: Experience Starting a Restaurant. Businesses2Learn Publishing.
2. T.N. Duening. The Startup Experience: Experience Starting a Financial Advisor Business. Businesses2Learn Publishing.
3. T.N. Duening. The Startup Experience: Experience Starting a Creative Arts Business. Businesses2Learn Publishing.
4. T.N. Duening. The Startup Experience: Experience Starting a Business in Selling Cosmetics. Businesses2Learn Publishing.
5. T.N. Duening. The Startup Experience: Experience Starting a Wine Shop. Businesses2Learn Publishing.
6. T.N. Duening. The Startup Experience: Experience Starting a Produce Farming Business. Businesses2Learn Publishing.
7. T.N. Duening. The Startup Experience: Experience Starting a Hair Salon. Businesses2Learn Publishing.
8. T.N. Duening. The Startup Experience: Experience Starting a Wind Energy Company. Businesses2Learn Publishing.
9. T.N. Duening. The Startup Experience: Experience Starting a Bookstore. Businesses2Learn Publishing.
10. T.N. Duening. The Startup Experience: Experience Starting a Catering Company. Businesses2Learn Publishing.
11. T.N. Duening. The Startup Experience: Experience Starting an Insurance Agency. Businesses2Learn Publishing.
12. T.N. Duening. The Startup Experience: Experience Starting an Internet Marketing Business. Businesses2Learn Publishing.
13. T.N. Duening. The Startup Experience: Experience Starting a Commercial Real Estate Business. Businesses2Learn Publishing.
14. T.N. Duening. The Startup Experience: Experience Starting a Business Through Inventing. Businesses2Learn Publishing.
15. T.N. Duening. The Startup Experience: Experience Starting a Franchise. Businesses2Learn Publishing.
16. T.N. Duening. The Startup Experience: Experience Starting a Training and Consulting Business. Businesses2Learn Publishing.

17. T.N. Duening. The Startup Experience: Experience Starting a Home Health Care Business. Businesses2Learn Publishing.
18. T.N. Duening. The Startup Experience: Experience Starting an Online Retailing Business. Businesses2Learn Publishing.
19. T.N. Duening. The Startup Experience: Experience Starting a Self Storage Business. Businesses2Learn Publishing.
20. T.N. Duening. The Startup Experience: Experience Starting a Rental Property Company. Businesses2Learn Publishing.
21. T.N. Duening. The Startup Experience: Experience Starting a Garden Center. Businesses2Learn Publishing.
22. T.N. Duening. The Startup Experience: Experience Starting a Pet Kennel and Training Business. Businesses2Learn Publishing.
23. T.N. Duening. The Startup Experience: Experience Starting a Home Building Business. Businesses2Learn Publishing.
24. T.N. Duening. The Startup Experience: Experience Starting a Bed & Breakfast. Businesses2Learn Publishing.
25. T.N. Duening. The Startup Experience: Experience Starting an Exporting Business. Businesses2Learn Publishing.
26. T.N. Duening. The Startup Experience: Experience Starting a Residential Real Estate Business. Businesses2Learn Publishing.
27. T.N. Duening. The Startup Experience: Experience Starting a Land Appraisal Business. Businesses2Learn Publishing.

### **Popular Media Articles**

1. T.N. Duening. 2016. Problem: How to Motivate Employees. Colorado Springs Business Journal, October 28.
2. T.N. Duening. 2016. Opportunity Lost/Opportunity Gained: Can Britain Become the Hong Kong of Europe? *Forbes Blog*, July 16.
3. T.N. Duening. 2016. Worried About Artificial Intelligence? What About the Disruptive Potential of Artificial Bodies? *Forbes Blog*, May 22.
4. T.N. Duening. 2016. Entrepreneurs Helping Entrepreneurs Around the World. *Forbes Blog*, April 1.
5. T.N. Duening. 2016. Four Steps to Distinctive Advantage for Startups. *Forbes Blog*, February 24.

6. T.N. Duening. 2016. The Future of Transportation: The EHang 184. *Forbes Blog*, February 1.
7. T.N. Duening. 2015. Three Factors for Designing a Killer Apple Watch App. *Forbes Blog*, July 1.
8. T.N. Duening. 2015. I've Got a Secret: How to Make Millions from a Failed Venture. *Forbes Blog*, June 11.
9. T.N. Duening. 2015. Cracking the Code: Innovative Startups Bring Coding to the Masses. *Forbes Blog*, February 10.
10. T.N. Duening. 2015. A Hot Seller in a Hot Market: Meet the World's Most Successful Seller of Drones. *Forbes Blog*, January 21.
11. T.N. Duening. Ignite Colorado Springs: Celebrating a "Healthy Chaos". *Colorado Springs Business Journal*, April 5, 2013.
12. T.N. Duening. On the Origin of Industry Clusters: Lessons from Branson. *Colorado Springs Business Journal*, December 13, 2012.
13. T.N. Duening. Sports Economy can be Engine for Growth. *Colorado Springs Business Journal*, September 2, 2011.
14. T.N. Duening. Taking a Look Into Innovation & Entrepreneurship. *Colorado Springs Business Journal*, June 24, 2011.
15. T.N. Duening. Opportunity Can be Stifled by "Analysis". *Colorado Springs Business Journal*, May 20, 2011.
16. T.N. Duening. A Surprising Hotspot for Angel Investing. *Colorado Springs Business Journal*, April 15, 2011.
17. T.N. Duening. Entrepreneurship is for Everyone. *Colorado Springs Business Journal*, March 11, 2011.
18. T.N. Duening. Leveraging the Springs' Industrial Identity. *Colorado Springs Business Journal*, October 29, 2010.
19. T.N. Duening. The Benefits of Local Venture Capital. *Colorado Springs Business Journal Leadership Quarterly*, October 8, 2010.
20. T.N. Duening. Seeds of Innovation Already in the Ground. *Colorado Springs Business Journal*, July 30, 2010.
21. T.N. Duening. Let's Avoid Boom-to-Bust Strategies. *Colorado Springs Business Journal*, June 11, 2010.
22. T.N. Duening. Census Numbers won't Tell the Real People Story. *Colorado Springs Business Journal*, April 3, 2010.



23. T.N. Duening. The Ingredients of Growth. *Colorado Springs Business Journal*, February 26, 2010.
24. T.N. Duening. Entrepreneurial Success Factors. *Colorado Springs Business Journal*, January 29, 2010.
25. T.N. Duening. Remember Your First Sale as if it Happened Yesterday. *Colorado Springs Business Journal*, December 26, 2009.
26. T.N. Duening. Anybody can be an Entrepreneur, But Not Everybody. *Colorado Springs Business Journal*, November 25, 2009.
27. T.N. Duening. Technology Leadership: Creating the Unknown and Unknowable Future. *Colorado Springs Business Journal* (Leadership Supplement), November 6, 2009.
28. T.N. Duening. On People, Plans, and Progress. *Colorado Springs Business Journal*, October 23, 2009.
29. T.N. Duening, Short Questionnaire Gauges Entrepreneurial Personality. *Phoenix Business Journal*, December 19, 2008.
30. T.N. Duening, Excellence Comes Via Deliberate Practice, Not Talent Alone. *Phoenix Business Journal*, November 21, 2008.
31. T.N. Duening, Raising Arizona: Add “Value Creation” to K-12 Curriculum. *Phoenix Business Journal*, October 17, 2008.
32. T.N. Duening, We’re All Entrepreneurs Now. *Phoenix Business Journal*, September 2008.
33. T.N. Duening, Self-Awareness, Focus Important to Entrepreneurial Success. *Phoenix Business Journal*, August 2008.
34. T.N. Duening, Companies with Poor Customer Service Should Fail. *Phoenix Business Journal*, July 2008.
35. T.N. Duening, Entrepreneurial Personalities Provide Range of Possibilities. *Phoenix Business Journal*, June 2008.
36. T.N. Duening, Don’t Impede Those who seek New Entrepreneurial Frontiers. *Phoenix Business Journal*, May 2008.
37. T.N. Duening, Many Ingredients are Essential for Entrepreneurial Success. *Phoenix Business Journal*, May 2008.
38. T.N. Duening, Myths and Falsehoods of Entrepreneurialism Debunked. *Phoenix Business Journal*, April 2008.
39. T.N. Duening, Entrepreneurial Expertise Requires Five Key Mindsets. *Phoenix Business Journal*, March 2008.

40. T.N. Duening, The Business Plan: Hazardous to your Entrepreneurial Health? *Phoenix Business Journal*, February 2008.
41. T.N. Duening, Nature vs. Nurture: Are Entrepreneurs Made, or are they Born? *Phoenix Business Journal*, January 2008.
42. T.N. Duening, Acquiring Capital is Every Entrepreneur's Challenge. *Phoenix Business Journal*, December 2007.
43. T.N. Duening, Recognize the Potential Advantages of Open Innovation. *Phoenix Business Journal*, November 16, 2007, p. 52.
44. T.N. Duening, Innovation and Entrepreneurship: The Keys to Wealth Generation. *Phoenix Business Journal*, October 19, 2007, p. 24.
45. T.N. Duening, Identifying Your Business Process Outsourcing Opportunity: A Systematic Decision Making Process", *Natural Gas & Electricity*, November 2005.
46. J.M. Ivancevich and T.N. Duening, "Motivating Your Einsteins," *Darwin*, November 2002.
47. T.N. Duening and J.M. Ivancevich, "Figuring Out Tribal Lessons," *Darwin*, September 2002.
48. J.M. Ivancevich and T.N. Duening, "Communicating with Einsteins," *Darwin*, August 2002.
49. T.N. Duening and J.M. Ivancevich, "Managing Einsteins," *Darwin*, June 2002.

### **Service Activities**

1. Appointed to the National Entrepreneurship Network, a Wadhani Foundation Initiative, Bangalore, India. 2013.
2. Appointed to Colorado Springs Economic Development Corporation team on the Sports/Outdoors economy. 2012.
3. Appointed by Arizona Governor Janet Napolitano to serve on state Capital Formation Task Force, April 2008-August 2009.
4. Editorial Board Member. *International Journal of Innovation Science*. Multi-Science Publishing, United Kingdom. (June 2008-present).
5. Founder and Director of the Arizona Technology Investor Forum, an Arizona State University centered angel investor group and member of the Angel Capital Association. (September 2006-August 2009).
6. Mentor and Judge, BITS Pilani (India) Conquest 2007, The International Business Plan Competition.
7. Mentor and Judge, BITS Pilani (India) Conquest 2006, The International Business Plan Competition.

### **Professional Society Memberships**

1. Member of the Angel Capital Association since July 2007.
2. Member of American Society of Engineering Education April 2006-August 2009.

### **Selected Popular Media Appearances**

1. Richie Bernardo. 2016s Best & Worst Small Cities to Start a Business. *Wallethub*, (<https://wallethub.com/edu/best-small-cities-to-start-a-business/20180/#thomas-n-duening>)
2. Roundtable Focus: Job Creation, Innovation. *Colorado Springs Business Journal Leadership Quarterly*, October 8, 2010.
3. Margaret Mistry (host). UCCS Radio Show, Business Horizons. December 9, 2009.
4. Staff Writer. “Duening all about Creating Value for Community.” *Colorado Springs Business Journal*, October 30, 2009.
5. Rebecca Tonn. Pathway to Entrepreneurial Wealth About Creating Value. *Colorado Springs Business Journal*, October 16, 2009.
6. Wayne Heilman. Entrepreneur Takes Tough Lessons to UCCS. *The Gazette*, September 20, 2009.
7. Jimmy Magahern, “Play Again?”, *TechConnect*, Summer 2007, p. 30-33.
8. Jessica Royer Ocken, “Bringing in the Experts”, *Syngy*, Fall 2006, p. 18-20.
9. Victoria Furness, “The Expert in the Modern Organization,” *Future*, December 2005.
10. Jane Larson, “ASU Investigators Seek to Revolutionize Online Shopping” *The Arizona Republic*, December 15, 2005.
11. Scott Carlson, “Online Textbooks Fail to Make the Grade”, *Chronicle of Higher Education*, February 11, 2005, p. A35.
12. Jane Larson, “He Teaches Entrepreneurship to Engineers,” *The Arizona Republic*, January 24, 2005.
13. Discussion of E-Commerce. KUHF Radio, November 29, 1999.
14. “Why People Start their Own Businesses,” *Houston Chronicle*, October 1998.
15. “Niche Professions” KRTK 91.7 FM, September 1998.
16. “Jobs of the Future,” One-hour talk radio show, KRTK 91.7 FM, March 3, 1997
17. E. Smith, “The Organization of the Future,” *Quality Observer*, February 1998.

18. "Why Businesses Fail," *DBA Magazine*, October 1996.
19. On the Temporary Worker Industry, Prime Time News, KTTV Channel 51, Houston, TX, July 31, 1996.
20. On Benefits Offered to Temporary Workers, Prime Time News, KTTV Channel 51, Houston, TX, June 1996.
21. L. Graham, "On a Role: What the Jobs of the 21st Century Will Be—And How to Prepare for Them Now," *Rolling Stone*, March 21, 1996, pp. 71-76.

### **Private Industry Experience**

**Founder and Managing Partner of ANSRsource** (August 2003-present): Founder and shareholder of this Bangalore, India-based company providing business process outsourcing (BPO) services to U.S. clients. Business was acquired by ANSRsource, Inc., January 2008. [www.ansrsource.com](http://www.ansrsource.com).

**Founding Partner in Kyron Global Accelerator** (March 2013-present). Founder and partner in this venture accelerator based in Bangalore, India. Kyron invests in companies in the big data, cloud, social, mobile, e-commerce, and Internet technology space. [www.kyron.me](http://www.kyron.me).

**Founder and Chief Content Officer of Businesses2Learn** (July 2010-2013). Founder and officer in this e-learning company that provides online entrepreneurship education to aspiring entrepreneurs all over the world. Raised \$75K in seed capital.

**Founder and Director of Arizona Technology Investor Forum (ATIF)** (September 2006-August 2009): Founder of the leading angel investor group in Arizona. During my tenure as director, ATIF invested nearly \$3 million in a dozen promising technology ventures based in Arizona. Transferred directorship in August 2009 upon leaving Arizona for position in Colorado.

**Founder of USuggest, Inc.** (November 2004): Co-founder, shareholder, and board member of online shopping site. Raised \$450K in seed capital.

**Founder of INSYTE Business Services Group** (June 2003-present): Founder of consulting firm specializing in enterprise governance and strategy. Projects include assisting firms in the areas of advisory board development and management, and in strategic positioning for acquisition.

**Founder of Applied Management Sciences Institute** (August 2001-June 2003): Co-founder and President of this management research and consulting firm. AMSI was dedicated to advancing the management sciences and disseminating findings to practicing managers through publications, training, consulting, and other media.

**Vice President for Content Development, Edgia, Inc.** (January 2000-August 2001): Position with online training (e-learning) firm Edgia, Inc. (formerly HighTechCampus.com). Founding shareholder and executive with this e-learning firm that specializes in providing high quality online training products and services to corporations. Major achievements include:

**Founder, U.S. Learning Systems, LLC** (January 1998-January 2000): Co-founded in January 2000 with the intention of aggregating authors and developing content to distribute to e-learning companies around the world. Raised \$175,000 seed capital. Acquired by Edgia, Inc., in January 2000.

**Principal, Robert S. Banks, Associates, Inc.,** (1984-1991): Consultant to electric utilities worldwide, providing research and consulting services concerning health effects of power line electric and magnetic fields as part of Robert S. Banks Associates, Inc., Minneapolis, MN, an issues management firm.

### **Private Industry Publications**

1. J. Creighton, R.S. Banks, and T.N. Duening. Sourcebook for Utility Communications on EMF. Electric Power Research Institute, Palo Alto, Calif. EPRI TR-100580. June 1992.
2. J. Creighton and T.N. Duening. Communicating with Customers about Electric and Magnetic Fields. Prepared for the Tennessee Valley Public Power Association. May 1991.
3. T.N. Duening. EMF Summary of Developments 1990. Prepared for Edison Electric Institute, Washington, D.C. May 1991.
4. T.N. Duening. 1990 Contractors' Review Meeting. March 1991.
5. T.N. Duening. EMF Issue Update. Paper presented at 1991 Northwest Power Pool Utility Seminar. February 27, 1991; Portland, Ore.
6. R.S. Banks and T.N. Duening. EMF: Electric Utility Issue of the 90's. Paper presented at Mid-Continent Area Power Pool Utility Conference. February 6-7, 1991; Denver, Colo.
7. T.N. Duening. EPA Risk Assessment Guidelines. An Overview. December 1990. 15 pages.
8. T.N. Duening. EMF Issue Update. Paper presented at 1990 Electric Power Research Institute Utility Seminar. Oct. 14-17, 1990; Austin, Texas.
9. R.S. Banks, P.J. Schense, and T.N. Duening. Cluster Analyses do not Support "Calamity on Meadow Street" Claims. EPRI 2964-06. Prepared for the Electric Power Research Institute, Palo Alto, Calif. October 1990.
10. T.N. Duening. Electric and Magnetic Fields: A Summary of Developments. Edison Electric Institute, Washington, D.C. October 1990.
11. T.N. Duening. EMF Literature Reviews: 1990 Update. October 1990.
12. T.N. Duening. Strom v. Boeing: An Overview. September 1990. 9+iii pages, plus appendices.
13. T.N. Duening. House Subcommittee on Natural Resources, Agriculture Research and Environment Hearing on EMF Research Bill HR 4801, July 25, 1990. A Brief Overview. August 1990. 11 + v pages, plus appendices.

14. R.S. Banks, P.J. Schense, and T.N. Duening. Commentary on "Calamity on Meadow Street." July 1990. 19 + ii pages.
15. T.N. Duening. Management-Level Overview of the EPA Workshop Draft Report on EMF Carcinogenicity. July 1990. 8 + ii pages, plus appendices.
16. T.N. Duening. U.S. Federal and State EMF Legislative and Regulatory Developments. June 1990. 20 +vi pages.
17. T.N. Duening. Background Report on the Health Effects of Power Frequency EMF. Prepared for the Oregon Department of Energy, Salem. April 1990. 95p.
18. T.N. Duening. An Analysis of the March 8, 1990 Congressional Oversight Hearing on EMF Health Effects. April 1990. 45 + vii pages plus appendices.
19. T.N. Duening. March 8, 1990 Congressional Oversight Hearing on EMF Health Effects. A Brief Overview. March 1990. 7 + iii pages, plus appendices.
20. T.N. Duening. Summary of Oregon Department of Energy Scientific Advisory Panel Conclusions. February 1990. 6 pages.
21. T.N. Duening. 1989 Contractors' Review Summary. January 1990. 223 pages.

Personal: Married 37 years to wife Charlene; two daughters age 35 and 32, both reside in Texas.