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CURRICULUM VITAE

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EDUCATION

Ph.D. in Business Administration Carlson School of Management <i>Major in Organizational Studies, Minor in Research Methods</i> University of Minnesota Twin Cities Minneapolis, MN	1997
Master of Business Administration <i>Concentration in Marketing</i> Michigan State University East Lansing, Michigan	1980
Bachelor of Science with High Honors <i>Major in Psychology</i> Honors College Michigan State University East Lansing, Michigan	1978

ACADEMIC EMPLOYMENT

Labovitz School of Business and Economics University of Minnesota Duluth	2013-present
<i>Dean</i>	<i>2013-present</i>
<i>Professor of Management with Tenure</i>	<i>2013-present</i>

Institutional Profile:

School

- AACSB accreditation (Reaffirmation December 2014)
- BBA, Bachelor of Accounting, BA in Economics, MBA (Rochester and Duluth)
- Five academic departments: Accounting; Economics; Finance and Management Information Sciences; Management Studies; Marketing
- BBA with twelve majors: Economics, Entrepreneurship, Finance, Financial Markets, Financial Planning, Health Care Management, Human Resource Management, Management Information Systems, Marketing, Marketing Analytics, Marketing/Graphics Design, and Organization Management
- Specialty programs include: Financial Markets Program, Financial Planning Program, Marketing Analytics Program, Health Care Management Program, Marketing/Graphics Design Program, Certificate in Business
- Centers include: Center for Economic Development; Bureau of Business and Economic Research
- ~2100 students, 52 full-time faculty, seven (7) part-time faculty, 29 staff

University

- Public comprehensive regional residential institution of ~11,000 students
- Second largest of the five campuses of the University of Minnesota
- Unionized faculty and staff environment

**College of Business and Management
Northeastern Illinois University, Chicago, Illinois**

2003-2013

<i>Promoted to Full Professor</i>	2013
<i>Dean</i>	2009-2013
<i>Acting Dean</i>	2008-2009
<i>Associate Dean</i>	2005-2008
<i>Associate Professor of Management with Tenure</i>	2007-2013
<i>Assistant Professor of Management</i>	2003-2007

Institutional Profile:

College

- AACSB initial accreditation visit April 2016; received AACSB accreditation July 2016
- BS, Evening MBA, Master of Science in Accounting
- Two academic departments: Accounting, Business Law and Finance; Management and Marketing
- Five undergraduate majors: Accounting, Finance, General Business Administration, Management, Marketing
- Minors are also available for undergraduates in Accounting, Finance, International Business, Management, and Marketing
- ~1200 students, 29 full-time faculty, 24 part-time faculty, 10 staff

University

- Public commuter comprehensive regional institution of ~10,000 students
- Most diverse public comprehensive university in the Midwest
- Hispanic-Serving Institution (HSI) designation
- Unionized faculty and staff environment

**School of Business and Economics
Michigan Technological University, Houghton, Michigan**

1997-2003

<i>Tenured and Promoted to Associate Professor</i>	2003
<i>Assistant Professor of Management</i>	1997-2003

Institutional Profile:

School

- AACSB accreditation
- BSBA, BSE, Accelerated 1-year MBA, MS in Accounting, Master of Applied Natural Resource Economics
- Six concentrations: Accounting, Engineering Management, Finance, Information Systems, Management (with concentrations in Entrepreneurship and Supply Chain), Marketing
- Specialty programs include: Applied Portfolio Management Program (\$1.5 million student-run investment fund); Silicon Valley Experience
- ~400 total students, 30 full-time faculty, seven (7) staff

University

- Public residential institution of ~7000 students

**School of Business
Clarkson University, Potsdam, New York**

1994-1997

Instructor of Management

1994-1997

Institutional Profile:

School

- AACSB accreditation
- BSBA, Accelerated 1-year residential MBA, online MBA, hybrid MBA, Healthcare MBA, specialty Masters degrees (Healthcare Management, Engineering Management, Data Analytics, Healthcare Data Analytics), dual ME/MBA
- Three academic groups: Economics and Financial Studies, Operations and Information Systems, Consumer and Organizational Studies
- Five majors: Engineering and Management; Financial Information and Analysis; Global Supply Chain Management; Information Systems and Business Processes; Innovation and Entrepreneurship
- ~1000 total students, 55 full-time faculty, 13 staff

University

- Private residential research institution of ~4300 students

SECTION I: ADMINISTRATIVE ACTIVITIES

SUMMARY OF ADMINISTRATIVE EXPERIENCE

Labovitz School of Business and Economics, University of Minnesota Duluth

Dean

2013-present

In collaboration with faculty and staff, ensure funding and implementation of the school's strategic priorities and successful maintenance of AACSB accreditation, in an open, transparent and collaborative manner. Responsibilities include the fiscal (\$10 million budget) and operational oversight of the school; strategic planning; faculty and staff recruitment; retention; performance appraisal; promotion and other personnel issues; managing relationships with external constituents; fundraising; facilitating continuous improvement; including of policies and processes; and supporting faculty-led program development and initiatives, among other areas. As dean, I serve on various committees throughout the university, promoting the school's priorities and supporting the accomplishment of university objectives.

Examples of collaborative initiatives: increasing LSBE online programming, the proposed university-level Entrepreneurship and Innovation Center to be housed downtown, the collaborative marketing and graphics design majors with the School of Fine Arts, increasing LSBE technology-enhanced course offerings, Winona MOU, new operational model for the Rochester MBA, development of a business learning-living space, discussions of a 4+1 MBA with the Swenson College of Engineering and Sciences, and early collaborative discussions for an Allied Rural Health Center and allied health programs at UMD.

College of Business and Management, Northeastern Illinois University

Dean

2009-2013

Acting Dean

2008-2009

In collaboration with faculty and staff, developed the college's strategic priorities and maintained forward momentum toward AACSB accreditation, with the goal of earning initial accreditation. Built support for accreditation through retreats, workshops, faculty development and participation, and facilitating implementation of the activities needed for accreditation, with a focus on continuous improvement. College submitted its eligibility application in October 2010 and entered the pre-accreditation phase in December 2010. The college's Standards Alignment Plan was accepted January 2012 and was implemented (initial AACSB accreditation visit April 2016, college accredited July 2016). My primary responsibilities were the fiscal and operational management of the college, where I supervised the functions of faculty recruitment, retention, performance appraisal, and professional development and promotion; managed relationships with external constituents, including fundraising, and oversaw both policy and program development, among other areas. As dean, by serving on various committees and task forces throughout the university, I promoted the college's priorities and supported the accomplishment of university objectives.

Examples of collaborative initiatives: chairing the successful Vice President for Institutional Advancement search; the College of Business and Management's move to a newly renovated facility; the receipt of a Title V grant award to improve the college's post-baccalaureate programs, including funds for faculty development and research, and on-line course development and implementation; implementation of the portion of another Title V grant award to offer a degree completion program in accounting in Lake County (began Fall 2011), in collaboration with Enrollment Services; and co-chairing the university's strategic planning initiative with the university president.

Associate Dean

2005-2008

As a key member of the dean's administrative team, directed initiatives supporting the college's AACSB efforts; oversaw both Higher Learning Commission (of the North Central Association of Colleges and Schools) reaccreditation efforts and Illinois Board of Higher Education (IBHE) program review efforts within the college. I provided implementation support for the dean's strategic, managerial, fiscal and operational oversight of the college. This included supervision of, in conjunction with chairs, faculty and staff, the day-to-day operations of the college, including, but not limited to, the hiring and evaluation of support staff, academic advising, scheduling and the planning of academic offerings, enrollment management, scholarship award processes, communication processes, grade appeal processes, resolution of student grievances, and oversight and implementation of all AACSB policies and initiatives.

As associate dean, by serving on many committees and task forces throughout the university, I assisted in the implementation of college priorities and university objectives. Collaborative initiatives include: the College of Business and Management building renovation; the SunGard Higher Education Enterprise Resource Planning (ERP) project (to select and implement Banner); university strategic planning; and the presidential inauguration.

SELECT EXAMPLES OF ADMINISTRATIVE EXPERIENCE AND COLLEGE ACCOMPLISHMENTS

Experience with AACSB International Accreditation Process

UMD

- Resoundingly successful peer review team visit at LSBE November 2-4, 2014; LSBE received official positive reaccreditation notice December, 2014. Next reaccreditation application due to AACSB in the summer of 2017, with the likely review date in Fall 2019.
- Pre-visit, fine-tuned elements/activities needed for accreditation: completed minor revision of the college's strategic plan; initiated creation of annual work plans; identified and remedied gap in assessment of team skills; completed scheduled assessment plan for assurance of learning for all college

programs. Identified major gaps in currency and faculty qualifications and hired to remedy gaps; implemented tracking mechanism for academic and professional qualifications (AQ and PQ) for all faculty (tenured, tenure-track, term, adjunct) according to the college's academic policies; improved documentation collection for certifying AQ PQ status.

- Where LSBE did not meet AACSB currency standards, collaborated with department heads and faculty to address currency issues through various strategies, including mentoring, hiring, post-tenure review, and retirements.
- Post visit, LSBE has begun preparing for the newest AACSB standards. Changes include revising policy documents related to: a) Faculty Qualification Definitions (now four (4) instead of two (2)), b) Faculty Merit Policy, and c) Learning Goals for both undergraduate and graduate programs. Associate Dean leads preparations. Extensive stakeholder input sought, with numerous iterations involving opportunities for critique and feedback. Documents voted on and approved for implementation.
- Enhanced transparency/data sharing through retreats with focus on continuous improvement. Initiated faculty-staff retreats, including annual assurance of learning retreats to close the assurance of learning feedback loop. Assessment gaps were identified and resolved prior to the accreditation visit, and the implementation of annual year-end assurance of learning retreats has led to more substantive conversations about curricular review and revision.

NEIU

- Submitted the Standards Alignment Plan January 2012 (accepted January 2012)
- Submitted AACSB Pre-Accreditation Eligibility Application October 2010 (accepted December 2010)
- Coordinating the collaborative development of written documentation necessary for accreditation efforts
- Oversaw the collaborative development and implementation of the college's assurance of learning with associate dean, faculty and college's curriculum and assessment committees
- Oversaw the development of learning outcomes for all programs
- Facilitated rubric development efforts for embedded course direct assessment
- Implemented planning and policies necessary for AACSB (e.g., strategic plan; academic and professional qualifications policy; participating and supporting qualifications policy)
- Planned/executed collaborative annual retreats focused on accreditation and assessment
- Facilitated faculty rubric development efforts for embedded course direct assessment
- Oversaw utilization of the SEDONA database

Experience with Strategic Planning and Implementation

UMD

- Facilitated revisions of the college's strategic plan
- Initiated collaborative development and implementation of annual college work plans in alignment with school's strategic priorities

NEIU

- Collaboratively developed and implemented strategic priorities for college
- Directed/facilitated collaborative revision of college's vision, mission, strategic goals, and annual work plans, in alignment with university's strategic plan
- Co-chaired university's Strategic Planning Steering Committee with President Hahs
- Coordinated university-wide, large scale collaborative strategic planning initiative, with President Hahs, Associate (now Acting/Vice) Provost Roman-Lagunas, consultant, administration, faculty, staff, and students, resulting in successful development of a vision, mission and strategic plan
- Participated in the development of the university's vision as member of vision meld group

Experience with Higher Learning Commission Reaccreditation Process and IBHE Program Review

UMD

- School complying with all assurance of learning program reporting requirements

NEIU

- Participated on multiple university committees supporting the successful Higher Learning Commission/North Central Association reaccreditation effort
- Facilitated, in conjunction with the chairs and coordinator, completion of the college's academic program reviews for Illinois Board of Higher Education (IBHE)

Fiscal, Operational and Managerial Oversight

UMD

Budget and College Operations

- Fiduciary oversight of an approximately \$10 million annual budget.
- Participating in university-level program prioritization and budget reductions (recurring and nonrecurring deficits).
- New Director of Administration hired. The Dean's Office began storing files centrally and electronically on a shared drive. Budgeting processes changed to better track costs in the areas in which they are incurred. New reports and more budget data shared with the administrative team as a group. Increased budget decentralization to appropriate areas. LSBE hiring processes were streamlined and various documents standardized. An online course development stipend contract was created. Implemented a revised budget framework.
- Developed a new operational model for MBA Rochester which transfers operational responsibilities to LSBE, with the Rochester campus providing services for a fee. In return, LSBE is no longer revenue sharing with Rochester. A new MBA Coordinator was hired in Rochester to manage operations, improve outreach, recruitment into and visibility of the Rochester MBA program. An MOU was signed with Winona State to facilitate recruitment of WSU Rochester BBAs into our MBA program.
- LSBE brought an "internship best practices" consultant in from another university. New internship director was hired. LSBE restructured its internship program, director responsibilities, and developed a different operational model.
- Implemented the following technology changes in LSBE: new stock ticker software with better newsfeeds, new digital signage, increased space for ReMAP lab, a new LSBE intranet site for storing important internal documents.
- Departmental and Faculty Realignment: after faculty input and discussion, Production and Operations Management faculty (POM) were moved to Management Studies from the Finance and MIS Department (FMIS), and Health Care Management (HCM) faculty, who had no departmental home, were assigned to Economics. The Financial Markets Program (FMP) was put under the oversight of FMIS. Additional structural realignments are underway.
- Department heads now report directly to the dean and meet monthly in one-on-one meetings with the dean, along with all dean direct reports. Oversight of departmental support staff was moved to department heads, rather than the Director of Administration. The Bureau for Business and Economic Research was moved downtown in the Duluth Technology Village to be housed in the Center for

Economic Development Suite; closer to the business community. Various staff duties in the Dean's Office Suite were realigned to improve workload/service delivery.

- Manage the school effectively within a unionized environment.

Personnel Management

- Enhanced professional development for administration and faculty. Dean, director of administration, associate dean, and a faculty committee head attended AACSB conferences/seminars, including training on the new AACSB 2013 standards. Supported eleven faculty members to attend a distance teaching and learning conference in Madison. Faculty members travel to a wide range of national and international conferences. Multiple faculty have received single semester leaves and sabbaticals.
- As part of LSBE's enhanced recognition of exemplary performance, LSBE created and awarded new school-wide awards in research, teaching, and service, for faculty, staff, students, and LSBE clubs, with monetary stipends.
- Hired multiple tenure-track and term faculty at AACSB market rates. Reviewed pools to ensure diversity. Expanded the intended audience for LSBE new faculty orientation retreat.
- Hiring agent with oversight of faculty recruitment, retention, appraisal, and promotion processes.
- Hire, develop, mentor, evaluate and promote direct report staff; assist chairs, faculty and staff with the hiring, development, evaluation and promotion of support staff.
- An adjunct salary band was developed and implemented to better hire faculty based on their academic preparation and professional experience.
- Manage grievances and facilitate conflict resolution.

Leadership and Communication

- An Expanded Administrative Committee, which includes all directors and unit heads, was created and meets several times each semester, to facilitate communication, transparency and shared governance. More information, especially in the areas of budget and enrollment, flows out to all members of the Administrative Committee, which meets weekly.
- Enhanced transparency/data sharing through retreats with focus on continuous improvement; initiated faculty-staff retreats the beginning of every semester, and one assurance of learning retreat the end of spring semesters.
- Created a technology task force to identify college's technological priorities; encourage and support technology-enhanced educational offerings.
- Increased meetings and content with the Dean's Business Advisory Council. Added new Advisory Council members. Department heads and the Director of Graduate Studies are now invited to Dean's Advisory Council Meetings. Added more students to the Student Advisory Council.
- Encouraged initiation of an MBA Faculty Advisory Group to better share and gather information from all faculty teaching in the MBA program.

- Initiated school's untenured tenure-track faculty orientation; initiated department head training (in-house and through AACSB).
- Increased funding for research support and professional development for faculty significantly, and added professional development for staff.
- In collaboration with faculty and staff, drive initiation, design, and implementation of policies and processes.
- Encourage and support faculty-driven curricular innovation and reform.

NEIU

Budget and College Operations

- Negotiate yearly budget (approximately \$5 million) and cuts under constraints set by provost
- Fiscal oversight and management of annual college budget; oversaw reporting unit accounts, including operating, grant, endowment and local accounts
- Allocate resources to units fairly and equitably (e.g., graduate assistants, travel funds, operating budgets) in congruence with college priorities
- Manage the Dean's Office; oversaw the management of the Office of Program Advisement, Office of Graduate Studies, the Department of Accounting, Business Law and Finance, and the Department of Management and Marketing; oversaw, in conjunction with associate dean and chairs, the grade appeal process, and the resolution of student grievances; chaired grade appeals as associate dean
- Resolve faculty and staff grievances and complaints
- Manage the operation of the college within a unionized environment
- Managed advising office and facilitated significant intrusive advising improvements as associate dean
- Oversaw the development/updating of publications, brochures, catalogs, website
- Oversaw, in conjunction with staff, scholarship award processes

Personnel Management

- Management of personnel associated with COBM: associate dean, executive director for development and community affairs, two department chairs, two program coordinators, one program specialist/assistant to the dean, one grant specialist, five professional advising staff, four support staff and five student aides, 32 full-time faculty (31 tenured/tenure-track faculty and one (1) full-time adjunct; approximately 20 adjunct faculty)
- Manage, in collaboration with chairs, the functions of faculty recruitment, retention, performance appraisal, development, currency and promotion
- Significantly increased the hiring of female faculty in the college
- Significantly increased funds for faculty development and research
- Hire, develop, mentor, evaluate and promote direct report staff; supervise, in conjunction with chairs, faculty and staff, the hiring, development, evaluation and promotion of support staff
- Provide orientation, training, developmental and growth opportunities for faculty and staff
- Manage and facilitate conflict resolution

Leadership and Communication

- Conduct bi-monthly meetings with college leadership (Dean's Council)
- Created a college Leadership Council (Dean's Council plus college standing committee chairs) to facilitate communication, transparency and shared governance; committee also serves as the college's

Strategic Planning Committee

- Created a technology advisory council to the dean to identify college's technological priorities; faculty and staff use of technology shows strong improvement
- Designed and implemented, in conjunction with associate dean, the first COBM untenured tenure-track faculty orientation, including a high ropes experience
- Direct, in collaboration with chairs, associate dean, and program specialist, advising function and enrollment management activities (including the scheduling and the planning of academic offerings)
- Provide financial support for all-college annual activities such as the One Book per Semester program, International Business Conference, NEIU Empowerment through Technology (NETT) Day, Money Smart Week, and the Etiquette Dinner
- In collaboration with faculty and staff, initiate, design, and implement policy
- Encourage and support faculty-driven curricular innovation and reform

Competitive Programs, Curricular Innovations and Recruitment/Enrollment Initiatives

UMD

- The collaborative majors between Marketing (LSBE) and Graphic Design (SFA) were successfully launched in Fall 2013, as was the fully online Certificate in Business Administration program. The online business certificate is a set of eight (8) two-credit online business courses in key business foundation areas for nonbusiness majors and continuing education enrollees.
- Almost 50% of LSBE's summer offerings are online. The majority of those classes are full. Online course offerings also occur throughout the year in every department, although to a much lesser extent.
- A new Entrepreneurship major and minor were approved and implemented. A new Financial Planning major was approved (only a minor previously). An additional course cluster (population health studies) was added to the pre-existing six course clusters. A professional sales major and sales center is in development, as is a business analytics major. Sophomore experience on teams is being added to the curriculum. Consideration of a second business stats course added to the core is under discussion.
- Undergraduate enrollment is at a five year high (MBA enrollment has stabilized). Enrollment and schedules are being carefully monitored to offer additional course sections as needed and as resources permit. New reports are being utilized to improve scheduling efficacy. All academic advising records are now maintained electronically. We have been effective at significantly reducing wait lists.
- LSBE increased the number of range and type of Company Days offered at LSBE, which includes organizations such as American Family Insurance, Ameriprise Financial, AMSOIL, Fastenal, Ferguson, Maritz Consulting Group, maurices, Minneapolis Financial Group, Northwest Mutual, SPS Commerce, St. Louis County, Target, and United Rentals.
- Both the Passport Program and Take Back College continue to show enrollment and student engagement increases, based on climbing participation levels. The school-wide Passport to Professional Success Program is supported by a custom-designed web interface to track and report student participation. Additionally, the Take Back College Program, a soft skills development program (leadership and self-awareness), was reconfigured in 2013-2014 to allow for greater flexibility and accountability.
- In addition to the above programmatic extracurricular efforts, students continued to benefit from significant outside-of-class experiences/opportunities. A key strategic objective for LSBE is to increase and enhance these opportunities. The Financial Markets Program students visited companies in Chicago and Minneapolis, attended the Quinnipiac Game Forum (in New York City), and saw their Bulldog Fund climb over \$1 million. In 2015 UMD took 1st place in the Chartered Financial Analyst Institute Research Challenge, capturing the Upper Midwest Local title, and thus participated at the Americas Regional round for the first time ever. Marketing Analytics Program students competed in the Midwest

Undergraduate Data Analytics Competition (MUDAC), hosted by Winona State. ReMAP students presented research results at Target headquarters in Minneapolis. Almost 60 students annually attend the Accounting and Auditing Student Conference in Minneapolis. The Advertising and Marketing Club competed in the National Student Advertising Competition at the University of Minnesota Twin Cities. Financial Planning Program students attended and visited with companies in Minneapolis; several attended financial planning conference (in Florida and California). Two dozen students were sponsored by LSBE for the second year in a row to attend the Zenith Social Media and Marketing Conference in Duluth. A spring *Dress for Success* event was organized in LSBE. A new LSBE student organization was formed, the Women in Business Club, which developed and implemented an annual Etiquette Dinner. Human Resource Management students received mentoring through the Northland Human Resource Association.

- The inaugural student-run conference in entrepreneurship was developed and executed in October 2015 by student teams, under the management of a faculty advisor, with support from the Outreach Committee and other LSBE and UMD units. This day-long conference brought entrepreneurs on campus to give presentations and engage with students and faculty. Over 1400 individuals attended the 2015 conference. The 2016 conference will be held October 18. Entrepreneurship students also designed and executed an inaugural business plan competition for spring 2016.
- The annual Volunteer Income Tax Assistance (VITA) program (the largest university-sponsored VITA program in Minnesota), completed more than 700 tax returns in spring 2015 for low-to-moderate income households, generating close to a \$900,000 worth of tax refunds for those clients.
- The Health Care Management Program earned initial AUPHA accreditation; it was just reaccredited.
- The College of Liberal Arts proposed a new, fully online Bachelor of Tribal Administration and Governance (BTAG) program. LSBE has agreed to serve BTAG students by providing the business curriculum through its online business certificate courses.
- Many faculty have received stipends since 2013 for online course development and/or existing course conversion; many new online courses offered Fall 2013 through Summer 2016. Many faculty attended online Tech Camp training; additional technology-enhanced LSBE training options are being developed.
- The SBE technology-enhanced education faculty task force provided a report outlining the infrastructure improvements and support, and reviewing process needs, in order to effectively deploy technology-enhanced learning (including hybrid, online and flipped classroom pedagogies). The plan is being deployed.
- In order to assist students in better utilizing the non-LSBE credits available in the upper division portion of their curriculum, LSBE implemented (Fall 2013) course clusters that gives students recognition for concentrating their course choices in a well-defined domain (such as ethics, sustainability, global issues).
- LSBE and UMD signed a MOU with Leibnitz School of Business (Hanover, Germany), after resolving system process challenges.

NEIU

- Oversaw initial planning for an in-house CPA Review Course
- Oversaw, in conjunction with associate dean and the graduate advisory committee, revision of the graduate admission standards for the college
- Participated in US Education Fair in Moscow, Russia to recruit international graduate students (November 2012)
- Collaborated with Office of International Programs to increase international partnerships with

- universities (recent discussions with Finland, Serbia, Poland)
- Oversaw, in conjunction with the curriculum committee and faculty, approval and implementation of a required ethics course for all business majors
- Oversaw, in conjunction with the associate dean and department chair, implementation of the college's accounting degree completion program at the University Center of Lake County (began fall 2011)
- Facilitated the development and implementation of the college's faculty-graduate student summer research program with grant-funded research stipends
- Oversaw, in conjunction with the associate dean, department chairs, and faculty, implementation of select online foundation/core undergraduate courses and Phase I/elective graduate courses (approximately 10% of all college courses are now online/hybrid or have an online/hybrid section)
- Oversaw, in conjunction with relevant faculty, the collaborative development, approval, piloting, and implementation of the college's *First Year Experience* (FYE) course
- Oversaw, in conjunction with the associate dean and relevant faculty, the collaborative development, approval, piloting, and implementation of the college's writing-intensive core course for all majors
- Facilitated the collaborative development of courses for an Applied Portfolio Management Program, to create finance electives where students will manage a real investment portfolio; projected to begin when donor funding is secured

Development and Management of University Relationships, External Relationships and Alumni Relationships

UMD

- LSBE developed a proposal for a new university-wide Entrepreneurship and Innovation Center. Several faculty visited other top university-level innovation centers and created a detailed report for phased implementation of a center and commensurate costs. Proposal developed and being considered by possible center sponsor. Professional Sales Center proposal is in development.
- An entrepreneurship advisory board was created and provided significant input into the entrepreneurship program, center proposal, and planned entrepreneurship conference. The Financial Planning Program is creating an advisory board. Additional select advisory boards are likely. Multiple programs have advisory boards.
- Giving to LSBE from July 1, 2013 to date is approaching \$3 million dollars (typical gift ask involving dean is in the six [6] figures; have been involved in asks up to eight [8] figures). Restructuring the development area has provided more office space, privacy, administrative support, and student aides, to foster development success.
- Over 124 scholarships, totaling \$207,500, were distributed to LSBE students in Fall 2016. Over three years, the available scholarship dollars have increased by approximately \$50,000 total. The number of scholarships awarded over three years has increased by over 20 scholarships.
- Since 2013, Dean and senior development officer embarked on over 150+ personal joint visits, including alumni and donor visits, company tours, and business community partners, in Duluth, Twin Cities, Arizona, Illinois, California, Florida, New York and Massachusetts. Many visits involved multiple individuals or groups of individuals. In addition, dean has conducted numerous independent visits (California, Florida, and North Carolina).
- Since 2013, extensive direct contact with LSBE alumni and friends through correspondence, e-mail, events, meetings, and phone calls. Attended CASE training for deans with development officer. Hosted/co-hosted alumni and donors at home, UMD football, hockey, and Timberwolves games. Hosted a Distinguished Speaker Series with Ascena Retail Group and maurices, and most recently, John Adams, Jr. of The Martin Agency. Created and delivered in-house development training for administrators, department heads and directors.

- Dean serves as a board member; attends meetings/events with: APEX, Chamber of Commerce, Greater Downtown Council Dinner, Northland Foundation/Arrowhead Growth Alliance, NRRI, downtown and Skyline Rotaries, and was a guest panelist at Leadership Duluth and Finn Fest 2014 (women leaders panel). Dean serves on St. Ann's Residence, Finlandia Foundation, and Depot Foundation boards; LSBE provides sponsorship support for many community/business events in the region (e.g., Duluth Chamber Annual Dinner, Chamber Golf Outing, Greater Downtown Council Dinner, Labo Awards, and REIF).
- Numerous alumni events have occurred recently, including: Accounting, in both Duluth and the Twin Cities; the Financial Markets Programs, in both the Twin Cities and Chicago; FMIS in the Twin Cities; MBA alumni gatherings in Duluth and Rochester; and a joint HCM/Economics event in the Twin Cities, among others.
- Associate Dean Aggarwal led the team initiative to develop and deliver a series of corporate training modules for Minnesota Power Allete, won in a competitive bid over other universities. Aggarwal also conducted a training workshop for maurices.
- New Director of the Bureau for Business and Economic Research (BBER) was hired. The range and scope of projects BBER is handling has increased. Funding from external sales and grants has increased. The CED and BBER continue to play a major role in the organization and planning of the Regional Economic Indicators Forum (REIF), sponsored by the National Bank of Commerce, in collaboration with other regional educational institutions.
- The Center for Economic Development (CED) was recently named the Minnesota SBDC Center of Excellence of the Year by the U.S. Small Business Administration. CED organizes the Annual Joel Labovitz Entrepreneurial Success Awards (Labo), where LSBE annually selects and recognizes and Outstanding Businessperson of the Year.
- Ongoing collaboration with development officer on visits, school initiatives, events, conferences, print and electronic newsletters, custom birthday and holiday cards, case statements and communication materials.

NEIU

- Collaborated with the Office of International Programs and College of Arts and Sciences to pair the *Latin America International Business Conference* (March 2013) with a two-day *Nexus 2013* conference, an international water nexus summit on global water management issues and solutions
- Initiating *Ladder Up*, partnering accounting students with accounting professionals to provide income tax services to low income students and community members
- Collaborative development of inaugural MBA/MSA Alumni Reunion Event (October 2012)
- Facilitated collaboration of marketing faculty and marketing classes with the Albany Park business corridor development project Chaired the successful Vice President for Institutional Advancement search
- Initiated Leadership Speaker Series (inaugural event Fall 2011)
- Enhanced the quality of the college's Dean's Advisory Council (two new corporate vice presidents added, among others)
- Implemented the Polish Scholars Program with Warsaw School of Economics in college
- Created/staffed an Executive Director for Development and Community Affairs position for the college
- Oversaw the *Asia Pacific International Business Conference* (February 2012); other regions of the world covered include Africa, Eastern Europe, Europe, Latin America College initiated university collaboration to participate in Money Smart Week Chicago (began April 2011)
- Collaborated with Office of International Programs to host the COBM *Eastern and Central Europe International Business Conference* (2011) that includes a conference publication, a reception at the Polish consulate, and lunches/dinners with visiting Polish executives and government officials (~1750 participants)
- College initiated the first university NETT (NEIU Empowerment Through Technology) Day, featuring

- executives from Google and Motorola (2010); 2011 NETT Day focused on gaming; 2012 NETT Day focused on social media
- Collaborated with Institutional Advancement to host *Business for Breakfast* during the *African International Business Conference* at NEIU (2010) for over 40 business executives and government officials; keynote conference speaker was Dr. Vijay Mahajan, author of *Africa Rising*; ~2200 attended the AIBC
 - Implemented exchange student agreement with Leibnitz Akademie in Germany (2010)
 - Awarded a Title V PPOHA (Promoting Post-Baccalaureate Opportunities for Hispanic Americans) Grant (2009) of \$2.599 million (over 5 years) to improve COBM post-baccalaureate programs
 - Partial award of Title V Grant (2009) to offer degree completion program in accounting in Lake County in collaboration with Enrollment Services
 - Collaborated with the World Trade Center Chicago to host the *Doing Business with Latin America* corporate conference during the Latin American International Business Conference (2009) for over 50 business executives and government officials; ~1500 attended the LAIBC
 - Raised funds from multiple Centers for International Business Education and Research (CIBERs) for the college's International Business Conference (~\$15,000) and faculty international professional development experiences (~\$15,000)
 - Raised \$300,000+, through collaborative faculty efforts, to fund endowments to support scholarships, leadership speaker series, and faculty research awards; secured COBM event sponsors (~\$50,000)
 - Collaborated with Institutional Advancement in joint fundraising efforts (e.g., faculty Ambassadors initiative, Mossadegh Servant Leaders Hall, Leader Fund, COBM building fund)
 - In conjunction with development and faculty efforts, raised ~\$300,000 to date towards building renovation deficit and naming opportunities; Mossadegh Hall named October 2013
 - Collaborated with Institutional Advancement in select joint marketing efforts (MBA program ad and new marketing materials, alumni magazine article on COBM Building A renovation)
 - Collaborating with Institutional Advancement to develop our donor and alumni databases; participating in alumni and development events (e.g., MBA/MSA Reunion; Mossadegh tribute events in Chicago and Washington, D.C., with upcoming events in California; Alumni Career Day; Kane Golf Outing)
 - Planned for college's 30th Birthday Celebration (2013)
 - Serving on Board of Directors, Peterson Pulaski Business and Industrial Council
 - Awarded Outstanding Alumnus and Excellence in Business Leadership annually to business professionals

Facilities

UMD

- ReMAP lab moved to second floor of LSBE to increase program capacity by 50%
- BBER relocated to the CED suite downtown to be closer to business community
- The Financial Planning Lab relocated from downtown to LSBE
- Planning for Entrepreneurship and Innovation Center and possible downtown location
- Planning for LSBE programming in maurices building
- Renovated atrium in LSBE building summer 2016

NEIU

- Planned and implemented the college's move to the fully renovated CBM Building in August 2009
- Participated on the university building committee shepherding the CBM renovation project to completion
- Solicited faculty input for renovation via college building committee; toured other college facilities
- Provided extensive input during design phase and construction phases

Select Sample of Collaborative University Initiatives

UMD

- New operational model for MBA Rochester
- MOU with Winona State to collaborate on our Rochester MBA and their Rochester BBA
- Early discussion with relevant deans regarding Allied Rural Health Center at UMD
- Facilitation of online and other technology-enhanced course development and delivery
- Planning for Maurices building and LSBE programming
- Early discussions of 4+1MBA programming

NEIU

- Second university degree program (accounting) selected to be developed and implemented at the University Center of Lake County as a degree completion program under a collaborative Title V grant; collaborating with Enrollment Services, who is administering the grant
- Participated in the assessment of the General Education Program at NEIU (2003-2008)
- As a member of the CORE Team and Enterprise Resource Planning (ERP) Advisory Council, participated in the ERP request for proposal and selection of SunGard Higher Education for the replacement of all administrative systems with an integrated suite of applications, including Banner (2005-2008)
- As a member of the inauguration ceremony subcommittee, assisted in collaboratively planning the presidential inauguration ceremony and served as Master of Protocol (2007)

SECTION II: RESEARCH ACTIVITIES

SUMMARY OF RESEARCH ACTIVITIES

Although I have been an administrator since 2005, I have also continued to publish. Since 2001, I have published ten articles in refereed journals (three lead articles) in: *Change*, *Current Topics in Management (in press)*, *Journal of Diversity Management*, *Journal of Legal Studies Education*, *Journal of Legal Studies in Business*, *Journal of Management Education*, *Journal of Organizational Behavior Management*, and *Journal of University and College Law*. Since 1993, I have published six (6) refereed presentations with proceedings, given thirteen refereed presentations/workshops at national and regional conferences, including the Academy of Management and Organizational Behavior Teaching Conference, and participated in twelve invited presentations/panels. My research interests include: pedagogical/curricular issues in management education, organizational change management, teamwork, diversity, and the legal implications of college/university policies and practices.

INTELLECTUAL CONTRIBUTIONS

Refereed Journal Articles

Reinsch, R.W., Ross, W.H., Hietapelto, A.B. (2016) Employer's Use of Social Media in Employment Decisions: Risk of Discrimination Lawsuits. *Current Topics in Management*, 18.

Goltz, S.M., Hietapelto, A. B. (2013) Translating the Social Watch Gender Diversity Index for University Use. *Change*, 45(3), May/June, 66-73.

Reinsch, R.W., Titus, M.K. & Hietapelto, A. B. (2011) Passing the buck in tenure decisions: The increasing risk of judicial intervention under the Equal Protection Clause. *Journal of Legal Studies in Business*, Vol.17, 86-105.

Roberge, M.E., Lewicki, R.J., Hietapelto, A.B., and A. Abdylidaeva (2011). From theory to practice: Recommending supportive diversity practices. *Journal of Diversity Management*, Vol. 6(2), 1-20, lead article.

Goltz, S.M., Hietapelto, A.B., Reinsch, R.W., & Tyrell, S.K. (2008) Teaching teamwork and problem solving concurrently. *Journal of Management Education*, Vol. 32(5), 541-562, lead article.

Goltz, S.M. & Hietapelto, A.B. (2006) Using Challenge Course activities to teach organizational ethics, *Journal of Management Education*, Special Issue: Teaching Business Ethics, Vol. 30(1), 220-250.

Reinsch, R.W., Des Rosiers, S.M. & Hietapelto, A.B. (2005) Evidentiary and constitutional due process constraints on the uses by universities of student evaluations, *Journal of University and College Law*, Vol. 32(1), 75-104.

Goltz, S.M. & Hietapelto, A.B. (2002) Using power models to understand resistance to change. *Journal of Organizational Behavior Management*, Vol. 22(3), 3-22, lead article.

Hiller, T.B. & Hietapelto, A.B. (2001) Contract grading: Giving students voice in how they are evaluated. *Journal of Management Education*, Vol. 25(6), 660-684.

Reinsch, R.W. & Hietapelto, A.B. (2001) Conceptual Lens Shift: Four Reframed Business Law Cases. *Journal of Legal Studies Education*, Vol. 19(1), 141-152.

Refereed Presentations with Proceedings:

Reinsch, R.W., Ross, W.H., Hietapelto, A.B. Employer's Use of Social Media in Employment Decisions: Risk of Discrimination Lawsuits. *The Academic Forum Conference Proceedings*, September 2014, Milwaukee, WI.

Goltz, S.M. & Hietapelto, A. B. Teaching across management disciplines with board games. *OBTC 2011 Proceedings*, June 2011, Milwaukee, WI.

Hietapelto, A.B., McGowan, C.B., & Moeller, S.E. (2002) Attitudes toward international careers: A survey of Russian Nationals. *Association for Global Business 2002 Proceedings*, Las Vegas, Nevada.

Hietapelto, A.B. & Joyce, W.B. (1999) Impact of contract grading on learning in business classes. *Midwest Academy of Management 1999 Proceedings*, Lincoln, NE.

Hietapelto, A.B. & Nichols, M.L. (1999) Midwest Utilicon Corporation. *Academy of Management's Eighth Case Critique Colloquium 1999 Proceedings*, Chicago, Illinois and the *NACRA Comprehensive Proceedings*, Hawaii.

Hietapelto, A.B. (1993) En route to construct clarity: The relationship between empowerment, psychological ownership, and commitment. *Midwest Academy of Management 1993 Proceedings*, Indianapolis, Indiana.

Refereed Presentations:

Goltz, S.M., Hietapelto, A. B. Translating the Social Watch Gender Diversity Index for University Use. Presented at the annual meeting of the Academy of Management, Boston, 2012.

Goltz, S.M., Hietapelto, A.B. & Tyrell, S.K. (2005) Transforming teamwork. Presented at OBTC 2005, June, Scranton, Pennsylvania.

Hietapelto, A.B., Joyce, W.B. & Warrington, A.C. (2003) Contract grading: Impact on student learning and motivation in Accounting and Management classes. Presented at the annual meeting of the American Accounting Association, August, Honolulu, Hawaii.

Hietapelto, A.B. (2003) War or Peace? Teaching what happens after the world ends. Presented at OBTC 2003, June, Springfield, Massachusetts.

Goltz, S.M., Hietapelto, A.B. & Tyrell, S.K. (2002) Using Challenge Course activities to stimulate discussions of diversity in the classroom. Presented at OBTC 2002, June, Orange, California. "Best of Conference" honors.

Goltz, S.M., Hietapelto, A.B. & Tyrell, S.K. (2002) Using Challenge Course activities to stimulate discussions of ethics in the classroom. Presented at OBTC 2002, June, Orange, California. "Best of Conference" honors.

Reinsch, R.W. & Hietapelto, A.B. (2001) Recognizing the need for change: High tech creates legal issues for e-commerce. Presented at the annual meeting of the Academy of Legal Studies Education, Albuquerque, New Mexico.

Hietapelto, A.B., Strong, K. & Ringer, R. (1998) Are we teaching what matters most?: An investigation of industry satisfaction with business curriculum. Presented at the annual meeting of the Academy of Management, San Diego, California.

Hiller, T.B. & Hietapelto, A.B. (1996) Contract grading: Giving students voice in how they are evaluated. Presented at OBTC '96, Keene, New Hampshire.

Hietapelto, A.B. (1994) Dynamic attributes of issue enactment. Presented at the annual meeting of the Academy of Management, Dallas, Texas.

Refereed Workshops:

Hietapelto, A.B., Goltz, S.M. & Tyrell, S.K. (2002) From titans to dissidents: Leveraging student learning from film. Pre-conference workshop presented at the annual meeting of the Academy of Management, Denver, Colorado.

Hietapelto, A.B., Tyrell, S.K., Tyrell, S.J. & Walck, C. (2000) Challenge Ropes Course: Trust and team building inside and outside the 21st century classroom. Pre-conference workshop presented at OBTC 2000, June, Carrollton, Georgia.

Hiller, T. B. & Hietapelto, A.B. (1999) Contract grading: Encouraging commitment to the learning process through voice in the evaluation process. Joint OBTS-MED pre-conference workshop presented at the 1999 annual meeting of the Academy of Management in Chicago.

Invited Academic/Industry Presentations/Panels:

Hietapelto, A. (2016) AACSB Accreditation: Facilitating Continuous Improvement and Excellence, Twin Ports Performance Excellent Network, September, Duluth.

Hadidi, R., Chenoweth, J., Clary, B., Hietapelto, A. & McNeil, R. (2016) Panelist, The special role of public business schools in local and regional economic development, Midwest United States Association for Information Systems (MWAIS), May, Milwaukee.

Hietapelto, A. (2014) Panelist, Leadership Duluth, September, Duluth.

Hietapelto, A. (2014) Panelist, VahVat Naiset: Challenges for women in 21st century leadership, Finn Fest 2014 in August, Minneapolis, Minnesota.

Hietapelto, A. (2014) DownTown Live, Meet the deans at the Zeitgeist, February, Duluth.

Hietapelto, A. (2010) Power and politics...or, essential survival skills. Presented at the Government College Relations Council, University of Chicago, November.

Hietapelto, A. & Shuman, W. (2007) Working effectively with diverse business cultures. Presented at the annual Windy City Conference, May, Chicago.

Reinsch, R.W., Des Rosiers, S.M. & Hietapelto, A.B. (2005) Evidentiary and constitutional due process constraints on the uses by universities of student evaluations. Presented at NEIU's COBM "Brown Bag" research workshop, November.

Hietapelto, A.B., & Goltz, S.M. (2004) From titans to dissidents: Leveraging student learning from film. Presented at NEIU's COBM "Brown Bag" research workshop, January.

Hietapelto, A.B. (1996) Contract grading and student empowerment: Walking the talk. Presented at SUNY -Binghamton's School of Business, Binghamton, New York.

Hietapelto, A.B. (1995) Organizational leadership in managing a total quality change process. Seminar conducted for the American Society for Quality Process Control, Owatonna, Minnesota.

Hietapelto, A.B. (1995) The organizational change process: Managing momentum. Presented to the American Society for Quality Process Control, Owatonna, Minnesota.

Articles Under Review:

Goltz, S.M., Hietapelto, A. B. Teaching About Resistance to Change: Drinking the Buttermilk. Revise and Resubmit under 2nd review, *Organization Management Journal*.

DISSERTATION

The Management of Issues during Organizational Change, University of Minnesota (1997);
Advisor: Dr. Mary Lippett Nichols

GRANTS/FUNDED RESEARCH

CIBER mini-grants (2013, 2012, 2011(2), 2010): ~\$15,000 total for five faculty to attend faculty development programs in international business (Czech Republic, Croatia and Turkey; Singapore and Malaysia; Brazil; China, Vietnam); grant pending for 2013.

Title V Grant (2009): \$2.599 million over 5 years to the College of Business and Management to improve the accessibility and quality of the MBA and MSA programs, enhance faculty research, and support AACSB accreditation efforts.

Title V Grant (2009): \$4 million over 5 years to NEIU to improve transfer/retention from College of Lake County to university, build a transfer student center at NEIU, and offer several degree completion programs, including accounting at the University Center of Lake County.

Faculty Development Grant, Center for Teaching, Learning and Faculty Development (2000): \$1200 to attend Project Adventure Programming (ropes training and program development) in Boston, MA, April 2001.

Strategic Leadership Module Development for the MTU Engineering Enterprise Program (1999): \$6250 as part of a larger NSF grant to develop a 1-credit leadership module for the College of Engineering.

Quality Leadership Center at the University of Minnesota (1993): \$2000; dissertation research; field

experiment with 20 organizations undergoing quality change efforts.

Empowerment Change Project. Co-investigator with Dr. Mary Lippitt Nichols: funded through a multiyear \$50,000 grant with Northern States Power Company and the Strategic Management Research Center, University of Minnesota; project was a longitudinal field study of processes of change.

SECTION III: ACADEMIC TEACHING ACTIVITIES

SUMMARY OF TEACHING ACTIVITIES

I have taught at the undergraduate and graduate levels, including in a summer Engineering and Manufacturing Master's degree program for managers. I have not taught while at UMD. Most recently, at NEIU, I taught Managing Change at the undergraduate level, in fall 2012, and the 2011 summer MBA strategy capstone course. In order to more fully understand the challenges of online education, I completed the NEIU online training course; all faculty wishing to teach online must complete (I am the only academic dean to have done so). My NEIU teaching evaluations (overall instructor rating) average 6.25 on a 7 point scale, and I have received multiple teaching awards at both the college and university level. Students considered my classes extremely rigorous. I have been recognized nationally at OBTC for my teaching excellence. Additionally, I have served on graduate and undergraduate thesis committees.

COURSES TAUGHT

- **Business Policy and Strategy (MBA) - NEIU**
- **Leadership and Organizational Behavior (MBA) - NEIU**
- **Strategy and Organization (MBA) – NEIU**
- **Strategic Management (Senior Capstone) – NEIU, MTU**
- **Managing Change (Senior Level) - NEIU**
- **Fundamentals of Management (Junior Level) – NEIU, Michigan State U**
- **Women in Management (Diversity and Gender) (Junior/Senior Level) – NEIU**
- **Organizational Behavior (Junior Level) – MTU, Clarkson U**
- **Individual and Group Problem-Solving Skills (Sophomore Level) - MTU**
- **Strategic Leadership (Junior/Senior Level) - MTU**
- **Managing Change (Junior/Senior Level) - MTU**
- **Engineering Enterprise Strategic Leadership Module for Engineers (Junior/Senior Level) – MTU**
- **Perspectives: After the World Ends (Freshman Writing-Intensive First Year Experience Course) – MTU**
- **Leadership and Teamwork (Summer Youth Program, High School Level) - MTU**
- **Advanced Organizational Behavior (Junior/Senior Level) - Clarkson U**
- **Leadership Assessment and Managerial Skills Development Modules (MBA) – Clarkson U**
- **Psychology in Management/Project Challenge (Saturday Program, High School Level) – Clarkson U**
- **Life as a Game/Co-instructor, Project ARETE Module (Honors Course) – Clarkson U**
- **Managing Sociotechnical Change (Junior/Senior Level) - Clarkson U**
- **Managing Sociotechnical Change (Graduate Program in Engineering and Manufacturing Management for Managers) (EMM MS) – Clarkson U**
- **Psychology in Management (Junior Level) – U of Minnesota**

TEACHING AWARDS

- OBTC Honor Roll (2002, 2001, 1999, 1997, 1996)
- Joint SBE Golden Apple Innovative Teaching Award (2001)

- SBE MFC First National Bank Teaching Award (2000)
- Finalist for MTU Distinguished Teaching Award (2000, 1998)
- MTU Academy of Teaching Excellence (2000, 1998)
- SBE Golden Apple Innovative Teaching Award (1998)
- Clarkson University Outstanding Teaching Award (1996)
- Clarkson University Residence Hall Association Faculty Award (1996)
- Clarkson University School of Business Teaching Award (1995)

SECTION IV: PROFESSIONAL DEVELOPMENT AND SERVICE ACTIVITIES

SUMMARY OF PROFESSIONAL SERVICE AND DEVELOPMENT ACTIVITIES

My recent professional development focuses on dean development and accreditation, in order to stay current on AACSB accreditation issues and enhance my leadership and fundraising skills. As a faculty member, I reviewed for various conferences and was an ad hoc reviewer for two refereed journals. I received an Outstanding Reviewer Award for the Academy of Management (2006) and was asked (2008) to be an associate editor for the *Journal of Management Education* (which I declined when I was named Acting Dean at NEIU).

PROFESSIONAL DEVELOPMENT

Leadership Development

- ACE National Women's Leadership Forum, Washington, DC (December 2016) (registered)
- Harvard Institute for Management and Leadership in Education Certificate Program (June 2012)

AACSB Conferences and Seminars

- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2016)
- AACSB Volunteer Training, Chicago, IL (October 2016)
- Annual Accreditation Conference, Minneapolis, MN (September 2016)
- International Conference and Annual Meeting, Boston, MA (April 2016)
- Advisory Board Seminar, Boston, MA (April 2016)
- Deans Conference, Miami, FL (February 2016)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2015)
- Annual Accreditation Conference, Chicago, IL (September 2015)
- AACSB Volunteer Training, Chicago, IL (September 2015)
- International Conference and Annual Meeting, Tampa, FL (April 2015)
- Deans Conference, San Diego, CA (February 2015)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2014)
- Annual Accreditation Conference, Baltimore, MD (September 2014)
- Continuous Improvement Review Seminar, San Francisco, CA (February 2014)
- Deans Conference, San Francisco, CA (February 2014)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2013)
- Deans Conference, San Antonio, TX (January 2013)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2012)
- International Conference and Annual Meeting, San Diego, CA (April 2012)
- Deans Conference, New Orleans, LA (February 2012)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2011)
- Deans Conference, Phoenix, AZ (February 2011)
- MidAmerican Business Deans Association Meeting, Chicago, IL (October 2010)
- Annual Accreditation Conference, Houston, TX (September 2010)

- Experienced Deans' Seminar, Chicago, IL (July 2010)
- Mentor Training Workshop, Tampa, FL (February 2010)
- Deans Conference, Tampa, FL (February 2010)
- International Conference and Annual Meeting, Orlando, FL (April 2009)
- Deans Conference, San Francisco, CA (February 2009)
- New Deans Seminar, Denver, CO (June 2008)
- Applied Assessment Seminar, Tampa, FL (2007)
- Continuous Improvement Conference, St. Louis, MO (2007)
- Pre-Accreditation Workshop, St. Louis, MO (2007)
- Associate Deans/Data Management Conference, Atlanta, GA (2005)
- Accreditation Workshop, Chicago, IL (2004)

Fundraising Training

- Professional Fundraising for Deans and Academic Leaders Workshop University of Minnesota System (2015, 2016)
- CASE Advanced Development for Deans/Development Officers Training (San Diego, CA, February 2016)
- CASE Development for Deans/Development Officers Training (Naples, FL, February 2015)
- Training TC and UMN (June 2013)

Grant Conferences

- Department of Education Grantee Workshop Conference, Washington, DC (April 2011)
- Department of Education Grantee Workshop Conference, Washington, DC (March 2010)

PRIOR AD HOC REVIEWING FOR ACADEMIC JOURNALS

- *Journal of Management Education*
- *Journal of the Academy of Business Education*

PRIOR CONFERENCE PROGRAM COMMITTEES AND REVIEWING

- Midwest Academy of Management
- Organizational Behavior Teaching Conference
- Management and Education Development Division, Academy of Management
- Managerial and Organizational Cognition Interest Group, Academy of Management
- Organization and Management Theory Division, Academy of Management
- Organizational Development and Change, Academy of Management

PRIOR CONFERENCE CHAIRPERSON/SESSION FACILITATION

- Managerial Education and Development Session Discussant, Academy of Management Annual Meeting (2002, 2000, 1999, 1998)
- Managerial & Organizational Cognition Session Discussant, Academy of Management Annual Meeting (2000)
- Organizational Theory Chairperson, Academy of Management Annual Meeting (1999)
- Managerial & Organizational Cognition Session Chairperson, Academy of Management Annual Meeting (1998)
- Strategy Session Facilitator, Midwest Academy of Management Annual Conference (1997)

- OB/Cognition Session Facilitator, Midwest Academy of Management Annual Conference (1996)

ACADEMIC/PROFESSIONAL AWARDS

- Outstanding Reviewer Award, Management Education Division, Academy of Management (2006)

PROFESSIONAL MEMBERSHIPS

- Member, AACSB International
- WAME, Women in Management Education

SECTION V: SELECTED UNIVERSITY SERVICE ACTIVITIES

University of Minnesota Duluth

Community

- Board of Directors, Depot Foundation, Duluth (2015-present)
- Board of Directors, Finlandia Foundation, Duluth (2014-present)
- Board of Directors, St. Ann's Residence, Duluth (2013-present)
- Member, Skyline Rotary (2014-present)
- Member, Arrowhead Growth Alliance (2013-present)
- Member, APEX (2013-present)
- Member, Duluth Chamber of Commerce (2013-present)

University Service

- CEHSP Dean Review Committee (present)
- U of M Academic Leaders Meetings (2015-present)
- VCFO Search Committee (2015)
- Dean Representative, Strategic Planning and Budgetary Council (2013-present)
- Board Member, Natural Resources Research Institute (2013-present)
- Council of Deans (to EVCAA) (2013-present)
- LSBE Administrative Committee (2013-present)
- LSBE Extended Administrative Committee (2013-present)

School Service

- Advisor, Women in Business Club (2013-2014)

Northeastern Illinois University

Community

- Board of Directors: Peterson–Pulaski Business Industrial Council (2008-2013)

University Service

- University Advisory Council Task Force (2012-2013)
- Graduate College Advisory Committee (2012)
- Chair of the Vice President for Institutional Advancement Screening Committee (2011)
- University Planning and Budgetary Council (2010-2013)
- Provost's Council (2008-2013)
- Deans' Council to Provost (2008-2013)
- Development Council (2008-2013)
- Enrollment Management Council (2008-2013)
- Graduate Recruitment and Retention Team (2008-2009)
- Co-Chair of the NEIU Strategic Planning Steering Committee (2008)
- Undergraduate Retention Team (2008)
- Participated in portfolio review to determine faculty and staff excellence awards (2008-2013)
- Conducted session on pedagogical research for an Honors College class on research (2008, 2009)
- Outside Member, College of Education HPERA Chair Search Committee (2007-2008)
- University Grievance Policy Committee (2007-2008)
- Assessment Advisory Council (2007-2008)
- Presidential Inauguration Committee/Master of Protocol (2007)
- University "Meld" Values Committee (2007)
- Building A Renovation Committee (2006-2009)
- Advisory Council ERP (2006-2008)
- CORE Team ERP (2005-2006)
- E-Learning and Distance Education Committee (2005-2006)
- Orientation Advisory Council (2005-2008)
- Career Services Advisory Council (2005-2008)
- Outcomes Assessment Task Force & Criterion Committees (2005-2006)
- Team for the Improvement of Process, Systems and Services (2005-2007)
- Member/Ex-Officio, General Education Committee (2003-2008)
- Member, T.E.A.M. Conference Planning Committee (2003-2007)
- Panel Discussant, New Faculty Orientation (2006)
- Session Facilitator, University Day (2005)
- Session Discussant, Student Research Symposium (2004-2008)
- Conducted student workshops (ethics, managing diversity, creativity) (2004, 2006)

College Service

- Leadership Council, College of Business and Management (2010-2013)
- Dean's Council, College of Business and Management (2005-2013)
- New Faculty Mentor (2007)
- Member/Ex-Officio, Scheduling Committee, College of Business and Management (2007-2008)
- Member/Ex-Officio, Graduate Advisory Committee, College of Business and Management (2007-2008)
- Member/Ex-Officio, COBM Assessment Committee (2007-2008)
- Member/Ex-Officio, COBM Building A Renovation Committee (2006-2009)
- Member, College of Business and Management Strategic Planning Committee (2005-2013)
- Workshop for COBM Teaching Forum (experiential exercises) (2005)
- Member, Student Awards Committee (2004)
- Member/Ex-Officio, Curriculum and Outcomes Assessment Committee (2003-2008)

Michigan Technological University

Community

- Challenge Course facilitator/staff trainer (high and low ropes); clients included the Chassell High School JV Girl's Basketball Team, the Girl Scouts, Northstar Academy, Goodwill Farm, Suomi College leadership classes, and Americorp (1999-2003)

University Service

- Presidential Commission for Diversity (2002-2003)
- Co-instructor, Summer Youth Program (SYP), Leadership Challenge: A Team Adventure (2002, 2003)
- Presenter, Phi Beta Lambda National Leadership Conference (2002)
- Session Facilitator, ODK Leadership Week (2002)
- Conducted workshops for various campus groups and organizations (vision/mission; power/politics; communication; team building) (1999, 2000, 2001)
- Guest Speaker, Blue Key induction ceremony (1999)
- University Challenge Course facilitator (including LeaderShape, SYP, Enterprise groups, various MTU sports teams) (1998-2003)
- Invited Session Facilitator, Math + Science = Choices (Organizational Change Game) (1998-2003)
- Invited Session Facilitator, ODK Leadership Week (group dynamics) (1998)
- Volunteer usher at hockey games (2000-2003)

School Service

- Advisor, Lambda Epsilon Chapter of Alpha Phi Omega (2000-2003)
- Member, Curriculum Committee (2001-2002)
- Member, Outcomes Assessment Committee (1999-2000)
- Faculty Advisor, ADA Sorority (1998-2003)
- Coordinator, annual SBE student/faculty whitewater rafting trips, St. Louis River (1998-2002)
- Member, Teaching and Professional Development Committee (1998-1999)
- Faculty Advisor, Omnicron Delta Kappa Leadership Honor Society (1997-2003)
- Faculty Advisor, Phi Beta Lambda Business Fraternity (1997-2003)
- Chair, Diversity Committee (1997-2003)
- Teaching workshops (contract grading, teamwork) for faculty (1997, 1999)
- Facilitator, diversity/crosscultural training workshop for faculty (1997)

Clarkson University

Community

- Fresh Air Fund host family (1996, 1997)
- Speaker, North Country Council of Social Agencies (managing change) (1997)
- Speaker, Interagency Awareness Day, St. Lawrence County (team building) (1996)
- Panel Speaker, St. Lawrence Leadership Institute (1995)

University

- Faculty Advisor, Phi Mu Sorority (1996-1997)
- Invited Facilitator, Women's Leadership Seminar (1996)
- Member of Project ARETE (Honors Program) (1995-1997)
- Co-Chair, Presidential Inauguration Ceremony Committee (1995-1996)
- Speaker, Sigma Tau Iota induction ceremony, Clarkson University (1995)

School

- MBA Program Committee (1995-1997)
- Business School WEB Committee (1995)
- Search and Screen Committee, Organizational Behavior (1995)
- Curriculum Committee (1994-1995)
- Coordinator, annual student/faculty whitewater rafting trips: Hudson, Black, Ottawa, and Rouge Rivers (1995-1997)

SECTION VI: CORPORATE WORK EXPERIENCE

CORPORATE SALES EXPERIENCE

1980-1989

- **IBM Corporation**, Metairie, Louisiana and South Florida
- **Central Bank of the South**, Huntsville, Alabama
- **Gulfstream Financial Associates**, North Palm Beach, Florida
- **Smith Barney, Harris Upham & Co.**, West Palm Beach, Florida
- **Merrill Lynch, Pierce, Fenner & Smith**, West Palm Beach, Florida

Account Executive, financial services industry

1983-1989

As a retail broker (Series 7 license, plus state licenses), I had entire product line sales responsibility for accounts that I recruited, developed, and brought to the firm. I was rated first in my training class in Manhattan. My client base included corporations, physicians, lawyers, executives, government, and nonprofit organizations. I organized investment seminars both independently and in conjunction with other organizations. Although I sold the entire range of products, my areas of specialization included high net worth clients, municipal bonds, utilities and tax shelters. I worked closely with lawyers and accountants, and specialized in working with owners of companies. While at Gulfstream Financial Associates (a Kemper company), I was municipal bond retail coordinator.

Account Marketing Representative, National Marketing Division, IBM

1980-1983

As a sales representative for assigned accounts, I had entire midsize computer product line sales responsibility for diverse installed accounts, including hospitals, wholesalers, retailers, beverage distributors, accounting firms, government offices, grain elevators, motor freight companies, manufacturers, oil industry service companies, and sugar cane growers, among others. I received various branch/regional sales awards.