KENNETH EARL AUPPERLE

Department of Management
College of Business Administration
The University of Akron
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CURRENT STATUS

As a professor of management at The University of Akron my primary teaching responsibilities are in graduate education: Strategic Management as well as Leadership and Organizational Behavior. I also teach Business Policy, Behavior and Leadership and Management Principles at the undergraduate level and am involved in web-based graduate teaching.

While long active in college and departmental committees, I elected in the 1990s to become extensively involved in the University's "shared governance" process. As a past member of the Faculty Senate, the Budget Planning and Control Committee and the Shared Governance Council, I regularly participated in major policy and budgeting issues and was the most active faculty member on campus in major University committees. I chaired a highly active University Athletic Committee as well as the Salary-Equity Committee and Chaired the University Distinguished Professor Recommendation Committee which for the first time supported and approved three highly accomplished faculty members for DP status. It is rare at the University for more than one Distinguished Professorship to be granted in a single year.

More recently in the new millennium, I have chosen to refocus my energies on research; I have a number of promising manuscripts in progress and one that is targeted to a top journal later in the fall term. Also, I have been very active in corporate training in the areas of leadership, ethics and strategic thinking. Most of my current research efforts focus on frame breaking research in both Strategic Management and Corporate Social Responsibility/Business Ethics and leadership. Among CBA faculty, I remain the second most cited CBA scholar and possess more than ***300 citations***. My CSR research has resulted in follow-up work in the form of more than two dozen dissertations throughout the USA and abroad. In the new millennium, I have had eleven refereed journal articles accepted, including a premier journal, **The Journal of Management Studies**. I am frequently involved with dissertations at both The University of Akron and Kent State University and have just finished working on a successfully defended dissertation at George Washington University in December 2005.

EDUCATION

University of Georgia, Ph.D., June, 1982
Major Field: Management Policy and Strategy
Related Field: Organizational Behavior
Supporting Field: Industrial Economics
Dissertation Title: *An Empirical Inquiry into the Social Responsibilities as Defined by Corporations*

Kansas State University, M.B.A.,
Elective field - Finance

Western Michigan University, M.A. - History
Western Michigan University, B.A. – History

ACADEMIC and MANAGERIAL WORK HISTORY

The University of Akron, Department of Management
August, 1992
Position: Professor

September 1986 to August, 1992
Position: Associate Professor, Graduate Faculty, Tenured (1989)

Kent State University, Department of Administrative Sciences,
Position: Assistant Professor, Graduate Faculty

University of Georgia, College of Business Administration, Athens, Georgia
Position: Graduate Teaching Assistant

Marshall University, College of Business and Applied Science,
Huntington, West Virginia
Position: Management Instructor

Kansas State University, College of Business Administration
Manhattan, Kansas
Position: Graduate Research and Teaching Assistant

Manhattan Mercury - City Newspaper, Manhattan, Kansas
Position: Staff Writer

United States Army, Comptroller Department, Fort Riley, Kansas
Two and one half years of military service
Position: Leadership Instructor and Management Analyst

Kmart, Retail Store Management, Battle Creek, Michigan
Position: Assistant Manager

***Recent* Training Programs for Numerous Organizations Including:**

First Energy (2001 – 2006)
National City Bank (2006)
Holland Oil, (2000 – 2003)
Myers Industries, (2000 – 2004)
Owens Corning, (2001)
Akron Beacon Journal (2001)
ASW (1998 – 1999)

PUBLICATIONS, PAPERS, PROCEEDINGS AND TEXTS

<u>Manuscripts Accepted by Refereed Journals for Publication</u>:

"Searching for Cross-Cultural, Moral and Ethical Reality: A Case of Bribery in an International Context." (First author with coauthor, Michael Camarata) in **International Journal of Organizational Theory and Behavior**, forthcoming in 2007.

"Moral Decision Making: Searching for the Highest Moral Expected Value." (Single author) in **International Journal of Organizational Theory and Behavior**, forthcoming in 2007.

"Mary Parker Follett: A Bridge over Management's Troubled Waters." (Single author) **The International Journal of Public Administration**, Vol. 30, No. 4, March 2007, pp. 363 – 366.

"Peering at the Past Century's Corporate Strategy Through the Looking Glass of Time-Series Analysis: Extrapolating from Chandler's Classic Mid-Century American Firms." (Coauthor with William Acar, Robert Keating, William Hall and Richard Engdahl), **Journal of Management Studies**, Vol. 40, No. 5, July 2003, pp. 1226 - 1254.

"Benchmarking Financial Assessment in the Strategy Course: A Qualitative and Quantitative Template." (First author with coauthor, Steve Dunphy) **Journal of Education for Business**, Vol. 78, No. 4, March/April 2003, pp 205 - 212.

"Is Chester Barnard Still Relevant for the New Millennium? Introduction to the Chester Barnard Special Issue."
(Single author) **Management Decision**, Vol.40, No. 10, 2002, pp. 928 – 931.

"An Empirical Exploration of Measures of Social Responsibility Across the Spectrum of Organizational Types."
(Coauthor with William Acar and Ronald M. Lowy) **The International Journal of Organizational Analysis**, Vol. 9, No. 1, 2001, pp.26 - 57.

"Flight Plan: Motivation." (Coauthor with Steven M. Dunphy), **Training and Development**, Vol. 55, No. 10, October 2001, pp. 18 - 19.

"Using Metaphors to Facilitate Cooperation and Resolve Conflict: Examining the Case of Disneyland Paris." (First author with coauthor Grigorios Karimalis), **Journal of Change Management**, Vol 2, No. 1, August 2001, pp. 23 - 32.

"Managerial Lessons for a New Millennium: Contributions from Chester Barnard and Frank Capra," (First author with coauthor Steven M. Dunphy), **The Journal of Management History** [Now incorporated as **Management Decision**], Vol.39, No 1 & 2, 2001, pp. 156 - 164.

"Chandler's Strategy and Structure -- A Chicken or Egg Phenomenon?" (Coauthor with Richard, A. Engdahl and Robert Keating), **The Journal of Organizational Development**, Vol. 18, No. 4, Winter 2000, pp. 21 - 34.

"Spontaneous Organizational Reconfiguration: A Historical Example Based on Xenophon's Anabasis," (Single author), **Organizational Science**, Vol.7, No. 4, 1996, pp.445-460.

“Reconfiguring the B-School: A Normative Approach,” (First author with coauthor Clifford T. West, Jr.) in **Journal of Education for Business**, Vol. 72, No. 2, 1996, pp. 37-41.

“Strategic Leadership and Skill Usage by Academic Presidents,” (Coauthor with Marc J. Martin and Rongxin Chen) in **Journal of Leadership Studies**, Vol. 3, No. 1m 1996, pp. 139-150. [Do Leadership Skills Correlate With Strategic Planning?” An accompanying research note in same volume by authors, pp. 151-157].

"Assessing Financial Performance in the Capstone, Strategic Management Course: A Proposed Template," First author with coauthor M.H. Sarhan) in **Journal of Education for Business**, Vol. 71, No. 2, 1995, pp. 72-77.

"The Use of Forced-Choice Procedures in Assessing Corporate Social Orientation," (Single author) in **Research in Corporate Social Performance and Policy**, Vol. 12, 1991, pp. 269-280.

"Corporate Social Performance: Methods for Measuring an Elusive Construct," (Coauthor with Richard Wolfe) in **Research in Corporate Social Performance and Policy**, Vol. 13, 1991, pp. 265-268.

"Do The ***In Search of Excellence*** Firms Effectively Match CEO Compensation to Corporate Performance?" (First author with coauthors Robert A. Figler and Richard C. Lutz) in **Journal of Managerial Issues**, Vol. 3, No. 4, 1991, pp. 445-457.

"Organizational Culture and Performance," (Coauthor with Charles M. Byles and Bernard Arogyswamy), in the **Journal of Managerial Issues** Vol. 3, No. 4, 1991, pp. 512-527.

"An Empirical Measure of Corporate Social Orientation," (Single author), in Lee Preston's **Corporation and Society Research: Studies in Theory and Measurement**, JAI Press, 1990, 237-264. Reprinted article from 1984.

"An Expanded Investigation Into The Relationship of Corporate Social Responsibility and Financial Performance," (First author with coauthor Deane Pham), in **Employee Rights and Responsibility Journal**; Vol. 2, No. 4. 1989, pp. 263-274.

"The Implementation of Innovative Strategies," (Coauthor with Arlyn Melcher and Will Acar), in **International Journal of Technology Management**, Vol 4, No. 6, 1989. (To be reprinted in Keith Bradley's, **Management of Change and Innovation**, Spring, 1994.)

"An Empirical Critique of ***In Search of Excellence***: How Excellent are the "Excellent" Companies?" (First author with coauthors William Acar and David Booth), **Journal of Management**, Vol. 12, No. 4, 1986, pp. 499-512.

"An Empirical Examination of the Relationship Between Corporate Social Responsibility and Profitability," (First author with coauthors John D. Hatfield and Archie B. Carroll) in **The Academy of Management Journal**, Vol. 23, No. 2, 1985.

"Bureaucracy as Organizational Pathology," (Coauthor with William Acar) in **Systems Research**, Vol. 1, No. 3, 1984, pp. 157-166. An Empirical Measure of Corporate Social Orientation," (single author) in **Research in Corporate Social Performance and Policy**, Vol. 6, 1984, pp. 27-54.

Refereed Papers Presented at *The Academy of Management Meetings*:

"Mary Parker Follett and The Metaphors Of Gareth Morgan." (Single author) ***Symposium on Mary Parker Follett*** through the *Management History Track*, **Academy of Management Meetings** in Washington D.C. August 2001.

"Examining Barnard's Leadership Concepts Through Capra's Classic Films." (Single author) Symposium on Chester Barnard through the Management History Track, **Academy of Management Meetings** in Toronto. August 2000.

"Translating Cases Into Academic Research," (Single author) for preconvention symposium in Business Policy and Strategy chaired by Anne Ilinitch at the **Academy of Management Meetings**, San Diego, 1998.

"Revisiting Chandler's Fit-Performance Thesis: Questions Arising from a Time Series Analysis of Chandler's Firms," (Coauthor with William Acar, et. al), at the **Academy of Management Meetings**, San Diego, 1998.

"Organizational Social Responsibility as Perceived by Academic Presidents: An Empirical Inquiry," (Coauthor with Marc J. Martin and Rongxin Chen), at the **Academy of Management Meetings**, Cincinnati, 1996.

"An Empirical Exploration of Social Responsibility Across the Spectrum of Organizational Types," (Coauthor with William Acar and Ronald M. Lowy), at the **Academy of Management Meetings**, Cincinnati, 1996.

"An Empirical Examination into the Causal Relationship Between Corporate Social Responsibility and Financial Performance," (First author with coauthors David G. Meyer, Oswald L. Phillip and F. Bruce Simmons, III), **Academy of Management Meetings**, Vancouver, BC, 1995.

"Teaching Corporate Financial Assessment in the Business Policy Course: A Proposed Template," (Single author), **Academy of Management Meetings**, Dallas, 1994.

"Xenophon's Anabasis and the Strategic Importance of Culture: An Examination Through the Use of Gareth Morgan's Metaphors," (Single author), **Academy of Management Meetings**, Atlanta, 1993.

"Reconfiguring the Corporate Social Responsibility Construct," (First author with coauthor William Acar), **Academy of Management Meetings**, Atlanta, 1993.

"An Empirical Investigation Into How Entrepreneurs View Their Social Responsibilities," (First author with coauthors F. Bruce Simmons, III and William Acar), **Academy of Management Meetings**, San Francisco, 1990.

"The Use of Forced-Choice Procedures In Assessing Corporate Social Orientation," (Single author), **Academy of Management Meetings,** San Francisco, 1990.

"Have CEO's of Large U.S. Firms Changed Their CSR Orientations During the Reagan Presidency?" (First author with coauthor F. Bruce Simmons, III), **Academy of Management Meetings**, Washington D.C., 1989.

"Chandler Empirically Revisited: A Financial Analysis of Chandler's Own Matched and Mismatched Firms," (First

author with coauthor William Acar), **Academy of Management Meetings,** Anaheim, 1988.

"Strategy Implementation: An Organizational Development Perspective," (First author with coauthor Vance Forchetti), **Academy of Management Meetings,** San Diego, 1985.

"Culture and Climate: A Search for Strategic Relevance," (Coauthor with Robert Keating), **Academy of Management Meetings,** Boston, 1984.

"Instrument Development and Application in Corporate Social Responsibility," (First author with coauthor Archie B. Carroll), **Academy of Management Meetings** and Published in **Proceedings**, Dallas, 1983.

"Chandler's Strategy, Structure, and Efficiency: A Critical Analysis," (First author with coauthor William F. Glueck), **Academy of Management Meetings,** Detroit, 1980.

Papers Presented and Published in other Refereed Proceedings:

"Identifying Six Dilemmas in Corporate Social Responsibility," (Coauthor with William Acar), **Proceedings of the Decision Sciences Institute**, Las Vegas, November 1998.

"Role of the Corporate Social Contract in the Age of Downsizing: The Case of Kodak and Rochester, NY" (Coauthor with Ray Gehani), **Proceedings of the Decision Sciences Institute**, Las Vegas, November 1998.

"Moral Decision Making: Searching for the Highest Expected Moral Value," **Proceedings of the International Association for Business and Society (IABS)**, Hawaii, June 1998.

"Moral Decision Making: A Proposed Framework," **Proceedings of the Midwest Decision Sciences Institute, Indianapolis**, 1997. (Single author).

"Social Responsibility of Organizations: A Methodological Reappraisal of the Construct," (Coauthor with F. Bruce Simmons, III), **Proceedings of the Decision Sciences Institute**, Orlando, November, 1996. [Presentation only].

"Academic Strategic Leaders' Perception of Their Environment," (Coauthor with Marc J. Martin and Rongxin Chen), **Proceedings of the International Association of Management**, Toronto, August, 1996.

"Academic Strategic Leaders' Perceptions of Their Environment and Its Relationship to the Strategic Planning Process," (Coauthor with Marc J. Martin and Rongxin Chen), **Proceedings of the International Association of Management**, Toronto, 1996.

"Strategic Perceptions Driving Academia: Empirically Examining the Economic and Social Orientation of Presidents," (Coauthor with Marc J. Martin and Rongxin Chen), **Proceedings of the Association of Management,** Vancouver, 1995.

"Strategic Leadership Skills Usage Among Academic Presidents," (Coauthor with Marc J. Martin and Rongxin

Chen), **Proceedings of the Association of Management**, Vancouver, 1995.

"Maximizing Product Value through Tight Linkage - The Essence of Just-in-Time Manufacturing," (Coauthor with Bernard A. Arogyaswamy), **Proceedings of the Decision Sciences Institute**, Miami, November, 1991.

"Corporate Social Responsibility and the U.S. Franchiser," (Coauthor with F. Bruce Simmons, III), **Society of Franchising Proceedings**, February, 1991.

"The Entrepreneurial Firm: Is There Any Association Between Social Responsibility and Financial or Organizational Performance?" (Coauthor with F. Bruce Simmons, III), **Proceedings of the Southern Management Association**, Orlando, November, 1990.

"Do Groups Influence Strategy? A Guarded Affirmative From an Empirical Study," (Coauthor with Bernard Arogyaswamy), **Proceedings of the Midwest Business Management Meetings**, Chicago, March, 1990.

"Strategy, Structure, and Performance: An Autocast, Longitudinal Analysis of Chandler's Firm's," (Coauthor with Robert Keating, Dick Engdahl), **Proceedings of the Southern Management Association**, New Orleans, Nov. 1989.

"An Empirical Investigation into the Corporate Social Responsibility and Profitability Relationship Across Different Industrial Groupings, (First author with coauthors F. Bruce Simmons, III, Charles M. Byles and Robert J. Keating) **Proceedings of the Southern Management Association**, New Orleans, November, 1989.

"An Investigation into the Intercorrelations of Corporate Social Responsibility, Risk, Growth, Profitability and Market Returns," (first author with coauthors F. Bruce Simmons, III and Robert A. Figler), presented at the Annual **Meetings of Council of Employee Rights and Responsibility**, Orlando, October, 1989.

"Corporate Social Responsibility and Profitability Revisited," (First author with coauthor Deane Pham), **Proceedings of the Southern Management Association**, Atlanta, November, 1988.

"The Role of Regulatory DRGs on Strategy, Structure, and Performance: A Study of Nine Hospitals," (Coauthor with Louise Sellaro), **Proceedings of the Midwest Decision Sciences Institute**, Louisville, May, 1988.

"Research Findings on the Use of Strategic Planning in Large U.S. Banks: Some Empirical Results," (Coauthor with Robert J. Keating) presented at the **Strategic Management Society Proceedings**, Boston, October, 1987.

"Organizational Culture, Strategic Management, and Performance: A Theoretical and Empirical Review," (Coauthor with Charles M. Byles), **Proceedings of the Midwest Decision Sciences Institute**, Toledo, April, 1987.

"Efficiency and Entrepreneurship: A Strategic Paradox," (First author with coauthors William Acar and Arlyn Melcher), **Proceedings of the Southern Management Association**, Atlanta, November, 1986.

"Research Findings on the Use of Strategic Planning in Large U.S. Banks: Is Environmental Scanning the Weak Link?" (Coauthor with Robert J. Keating), **Proceedings of the Southern Management Association**, Atlanta, November, 1986.

"Strategic Management and the Implementation Problem: A Macro-Micro Perspective," (First author with coauthor

Vance Forchetti), **Proceedings of the Southern Management Association**, New Orleans, November, 1984.

"Profitability and Corporate Social Responsibility," (First author with coauthor Archie B. Carroll). **Proceedings of the Southern Management Association**, Atlanta, November, 1983.

"An Application of Micro and Macro Models to Corporate Social Responsibility," (First author with coauthor Archie B. Carroll), **Proceedings of the Southern Management Association**, New Orleans, November, 1982.

Research Honors in Refereed Competition for Best Papers:

"A Strategic Theory of Efficiency; and Entrepreneurial Behavior," (Coauthor with Arlyn Melcher), Honorable Mention ($250 award) through the Foundation for Administrative Research in conjunction with **Planning Review** and the **Academy of Management**.

Current and/or nearly ready Manuscript Submissions:

"Chandler Empirically Revisited: A Financial Analysis of Chandler's Own Matched and Mismatched firms," (First author with coauthor William Acar) to be submitted to **Organizational Science** in October 2006.

Manuscripts In Progress:

"Leadership, Strategic Thinking and Moral Behavior Disappearing Into Thin Air: The Mount Everest Experience in May, 1996." (First author with coauthor, Steve Ash).

"The Corporate Social Performance Framework: A Review and Extension," (First author with coauthor, William Acar).

"Reconfiguring Carroll's CSR Construct," (Single author).

"Six Dilemmas in CSR: Reinterpreting Ackoff for Social Framing," (Coauthor with William Acar).

"Managing the Ethics of War and Peace: The Persian Gulf Problem," (Single author).

A Newspaper Article:
"The West Must Not Squander Historic Opportunity to Help Russia," Akron Beacon Journal, February 17, 1993.

Teaching Ratings

Over the past several years, my teaching ratings consistently place me at or above both Department and College averages for overall effectiveness. The University administered student ratings for overall effectiveness have me average out at a **4.2** on a five point scale where 5.0 is high (versus 4.1 for Dept.). My scores for rigor are **4.3** (versus 4.1) while my scores for presentation and communication skills have me at a **4.5** (versus 4.3). My unofficial, on-line ratings for overall effectiveness (Rate My Professor) also evaluate me at a **4.2** (on a five point scale where 5 is high) which leaves me well ahead of CBA faculty.

GRADUATE FACULTY ACTIVITY

Faculty Recruitment: At The University of Akron was on the 1986-1987 Search Committee chaired by Dr. Richard C. Lutz. Was instrumental in the recruitment of two new minority faculty members (Professors Willie and Shirley Hopkins) in critical need areas for the Fall, 1987.

Doctoral Dissertations – Kent State University:

Have been active over past several years serving on doctoral dissertation committees:

Charles M. Byles, 1986.
Bernard A. Arogyaswamy, 1986.
Louise Sellaro, 1987; Chaired.
Robert Keating, 1987; Chaired.
Ronald Lowy, 1992.
Marc J. Martin, 1992; Chaired.
Title: "Academic Presidential Perceptions of Strategic Planning, Social Responsibility, and Performance in American Institutions of Higher Education."
Brian Polin, 2004.
Title: Toward an Integrated View of Strategic Fit and Adaptive Planning

Doctoral Dissertations – The University of Akron:

Have served as outside reviewer on dissertations in Industrial Psychology:

David Day, 1988.
Steven Robinson, 1990.
Anna Rospotnyski Neuman, 1991.
Jeffrey Bailey, 1991.
Scott A. Goodman, 1995
Anthony Stearns, 2001

Doctoral Dissertation – George Washington University

Richard Ray, 2005

In 1982 developed a doctoral course in Strategy Implementation at KSU and then taught it for four years.
Have taught the following MBA courses:

Executive Policy/Strategy (regular program)
Organizational Analysis/Organizational Behavior (Basic)
[regular, executive, and web-based programs]
Organizational Behavior (Advanced)
Executive Communications (executive program)
Management of International Operations
Business Ethics and Social Responsibility
Doctoral and graduate student advising.

UNDERGRADUATE FACULTY ACTIVITY

Undergraduate advising and Freshman Orientation Program participant.

Past Faculty advisor to Society For Free Enterprise.
Past Coordinator for various Business Policy sections and courses.
Have taught the following courses:

Business Policy
Principles of Organization and Administration (Principles and Concepts)
Organizational Behavior
Human Resource Management
Career Orientation
Management and Leadership

UNIVERSITY AND COLLEGE COMMITTEE WORK

The University of Akron
Departmental and College:
Merit Development and Review Committee (2006 – 2007).
(Establishing a merit review process and examining the first iteration of the merit review process.)
Strategy Search Committee (Searching for a new faculty member: 2007.)
MSM Review Committee -- Regarding the AACSB Review Process (2007 – 2007).
Graduate Curriculum Committee (2006 – 2007).
Dean's Search Committee: 2005 – 2006.
RTP Committee Chair (2004-2005).
Graduate Curriculum, 2000-2006.
Management Department's Performance Review Committee: 2006.
Search Committee for new Department Chair, 2000-2001.
CBA Core Curriculum Faculty, 2000-2002.
Distinguished Professor Recommendation Committee, 1996-1999, 2005.
Department Search Committee for Interim Department Chair, 1997.
Undergraduate Teaching Committee, 1994-1996.
Tenure Chair, Department of Management, 1993.
Strategic Planning Committee, Department of Management, 1993.
Undergraduate Curriculum Committee, Department of Management, 1993.
Ad hoc Research Standards Committee, Department of Management, 1993.
Instructional Resources Committee, CBA, 1993; 2000-2002.

University Level:
Graduate Faculty Curriculum Review Committee (a subcommittee of Graduate Council): 2006 – 2007.
Graduate Faculty Review Committee (a subcommittee of Graduate Council): 2003-2006.
Graduate Council, member, 2000-2003.
Distinguished Professor Recommendation Committee, Chair, 1998; member 1996-1998.
Review Committee for Physical Education and Health Department 1996-1997.
Search Committee for ONAT Director, 1997.
Senator, University Senate 1993-1996, representing the CBA.
Athletics Committee, 1994-1997, Chair, 1994-1995.
Budget Planning and Coordination Committee (BPCC), 1993-1996.
University Shared Governance Council, 1993-1996.
Faculty Salary Equity Committee, Chair, 1994-1995 (as a subcommittee of BPCC).

Early Years at UA:
Tenure Chair, 1992.
Planning Committee, CBA, 1989-1992.
International Business Committee (in the CBA), Chair, 1988-1989; member, 1992.
Management Department Research Committee, 1991-1992.
Graduate Curriculum Committee, CBA 1987-1988.
CBA Research Committee, 1986-1987.

Kent State University:
University Budget Committee, 1984-1985.
Chair, Subcommittee of Faculty/Staff Benefits.
Graduate Academic Council, College of Business Administration, 1983-1984.
University Provost Screening Committee, 1982-1983.
Dissertation Committees, 1981-1992 and 2004.

PROFESSIONAL ASSOCIATIONS

Academy of Management:
Regular member of the following tracks:
- Business Policy and Strategy Division
- Management History Division
- Social Issues in Management Division

International Association for Business and Society (IABS)
(Occasional member)
Decision Sciences Institute (DSI)
(Frequent member)

Frequent participant as a presenter, discussant, or manuscript reviewer in these organizations. In the 1990 Academy of Management Meetings was a joint chairperson (with Richard Wolfe) of a research symposium which addressed the different methodologies that are available for assessing corporate social performance.

I have been and am a Manuscript Reviewer for both the Academy of Management National Proceedings and the Southern Management Association Proceedings. Have functioned as an adjunct and special reviewer for the **Akron Business and Economic Review** and occasionally do reviews for the **Academy of Management Journal**, the **Academy of Management Review**, and various other journals including the now defunct, **Akron Business and Economic Review.** I have also served as a reviewer for the Canadian Government regarding the awarding of large CSR research grants.

Have been a Manuscript Reviewer for numerous other Conferences and Proceedings and occasionally review texts and manuscripts for editors of various textbook publishers including: **West Publishing, Harper-Collins** and **McGraw-Hill/Irwin**.

MANAGEMENT DEVELOPMENT EXPERIENCE

Developed a Supervisory Leadership Program as well as an Advanced Leadership Program, text and in-house training for ASW (1998–1999), Myers Industries (2000 - 2003), Holland Oil (2000 - 2002), First Energy (2001

- 2003), Akron Beacon Journal, and many other programs with the CBA's former Director of Organizational Development, Mark Lewis. Have recently developed Strategy and Ethics training materials for both Myers Industries and First Energy and currently function as project coordinator for both Myers Industries and Holland Oil. Most recently, I put together a short, lunch-time training program on strategic thinking for National City Bank (2006).

Developed a strategic management package for ongoing Goodyear Aerospace Management Development Program (August and October, 1984, and March, May and October, 1985).

Have also participated in conducting management development work for College of Special Programs at Kent State University in the 1980s.

Prior to arriving at Kent State, participated in many supervisory and management development programs offered through the University of Georgia Extension Service.

COMMUNITY INVOLVEMENT

Athens, Georgia	Assistant Baseball Coach, Little League, Summers, 1979, 1980.
Kent, Ohio	Assistant Soccer Coach, Fall, 1982. Head Baseball Coach, Little League, Summer, 1983. Assistant Baseball Coach, Little League, Summer, 1984. Assistant Soccer Coach, Fall, 1985. Head Soccer Coach, Fall, 1986. Head Baseball Coach, Little League, Summer, 1987. Teacher Assistant, Walls Elementary, 1990-1991 (helping second grade students with their reading assignments on Wednesday and Friday mornings).