

CURRICULUM VITAE

MARILYN E. GIST

Albers School of Business and Economics, Seattle University
901 12th Avenue, Seattle, WA 98122
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CURRENT POSITION:

Professor Emerita, Management
Center for Leadership Formation, Albers School of Business and Economics
Seattle University

PRIOR POSITION:

Boeing Endowed Professor of Business Management, Foster School of Business
University of Washington

EDUCATION AND PROFESSIONAL DEVELOPMENT:

Ph.D. in Business, University of Maryland at College Park, Smith College of Business
Major: Organizational Behavior/Human Resource Management
Minors: Strategic Management and Research Methodology.

M.B.A. University of Maryland at College Park, Smith College of Business

B.A. in Education, Howard University

Management Development Program, 2 years, NASA/Goddard Space Flight Center
Leadership Development Program, Center for Creative Leadership
Leadership Certification Training for Trainers, Center for Creative Leadership

ACADEMIC WORK EXPERIENCE:

Associate Dean (2012-2019) and Professor of Management, Albers School of Business and Economics

- ◆ 2015 – Academic leadership of the Center for Leadership Formation/Executive Degree and Certificate Programs
 - Direct approximately 30 faculty, coaches, and professional staff, and budget of approximately \$1M
 - Developed strong alumni relationships and programs; recent two-day program for 120 people celebrated 20 years of “Excellence in Leadership”
 - Recruited Alan Mulally as Senior Fellow of the Center and deepened his academic involvement in the Center and with SU
 - Attracted donations to the Center of \$750K, as well as smaller gifts
 - Established strong corporate connections and program growth, including developing steady relationships with CEO’s of Costco, Expeditors International, Delta Dental, as well as numerous senior executives of Boeing, Microsoft, Children’s Hospital, etc.

- ◆ 2012-2015 – Academic oversight of seven graduate degree and ten certificate programs, including interface with program directors, faculty, students, and university staff in the effective operation of each program. Significant accomplishments:
 - Led major redesign of our flagship Professional MBA program; initiated and sustained a change process that engaged stakeholders and involved frequent and wide inclusion, resulting in first major change in 20 years winning over 80% faculty approval within six months
 - Helped coordinate the successful launch of new Bridge MBA program
 - Oversaw execution of multiple new graduate certificates
 - Recruited key talent for critical vacancies; development of professional staff and team culture

Executive Director, Center for Leadership Formation, Albers School of Business and Economics, Seattle University (2003-present)

- ◆ Overall responsibility for establishing the Center, its strategy & program direction, including academic leadership of faculty and curriculum development. Major Center accomplishments:
 - Led development and launch of Leadership EMBA program curriculum, ranked #11 nationally by *US News and World Report* for 2017, and 2018; Top 25 ranking by for nine years
 - Led development of Health Leadership EMBA program initiated by Provost
 - Implemented publications and outreach programs that increased brand value in the business and alumni communities

Full Professor, University of Washington Business School, 1996-2002.

- ◆ Boeing Endowed Professor of Business Management, Business School, 1998-2002.
- ◆ GM Nameplate Endowed Faculty Fellow, Business School, July, 1997-98.
- ◆ Faculty Director, Executive MBA Programs (local, regional, and international degree programs), Business School, 1995-2000.
- ◆ Adjunct Professor, Department of Psychology, University of Washington; 1994-98.

Associate Professor (tenured), University of Washington Business School, 1991-96.

- ◆ Adjunct Professor, Department of Human Resources and Center for Advanced Human Resource Studies, NYSSILR, Cornell University, 1995-96.

Assistant Professor, University of Washington Business School, 1987-91.

Assistant Professor, The University of North Carolina at Chapel Hill, Business School, 1985-87.

ACADEMIC AWARDS AND RECOGNITION:

Distinguished Faculty Award (2017), selected by the Alumni Association, Board of Governors, and President of Seattle University

Recognized in 2010 for ranking in top 17.5% in publication rate and top 3.8 % in citation rate among scholars who published in 65 management journals between 1995 and 2004.

Notified in 2005 that theoretical article I led (Gist & Mitchell, 1992) was the most cited in the history of the *Academy of Management Review* and that Gist (1987) is a citation classic (currently these articles have received 3,500 and 1,800 citations respectively per Google Scholar).

Elected to membership in Society for Organizational Behavior (the 40 top scholars in the global field), 1998-2005.

Elected to Executive Committee for Organizational Behavior Division of the Academy of Management for 5 year progression (1994-1999) including national Division Chair (1997-98).

Chancellor's Distinguished Lectureship Award and Invited Addresses, University of California - Irvine, 1993.

Distinguished Alumnus Award, University of Maryland/College of Business Administration, 1992.

Outstanding Paper Award, Management Education and Development (MED) Division of the Academy of Management, 1987; Outstanding Paper Award Semi-finalist, MED Division of the Academy of Management, 1990; Ascendant Scholar, Western Academy of Management, 1989.

Alan N. Nash Outstanding Doctoral Student Award, University of Maryland at College Park, College of Business and Management, 1985; also: Outstanding Ph.D. Student Award, Alumni Association International, University of Maryland, 1985; Beta Gamma Sigma, Business Honor Society, 1984-present;

Recipient for 3 years of competitive "Other Race Grant" for graduate study, University of Maryland at College Park; National Achievement Finalist on National Merit Examination; National Competitive Scholarship recipient, (3 years, full scholarship, undergrad work).

RESEARCH PAPERS AND PUBLICATIONS:

Gist, M.E. (forthcoming, 2020). The Extraordinary Power of Leader Humility: Thriving Organizations – Great Results. Oakland: Berrett-Koehler Publishers.

Gist, M.E., and Gist, A.N. (2013). Self-Efficacy. Oxford Bibliographies Online: Management. doi: 10.1093/obo/9780199846740-0043.

Lobel, S., and Gist, M.E. (2011). Developing dual-agenda leaders. Journal of Corporate Citizenship, 63-78.

- Gist, M.E., and McDonald-Mann. (2000). Advances in leadership training and development. In E. Locke and C. Cooper (Eds), Industrial and Organizational Psychology: Theory and Practice (pgs. 52-71). London: Blackwell.
- Gist, M.E., and Stevens, C.K. (1998). Effects of practice conditions and supplemental training method on cognitive learning and behavioral skill generalization. Organizational Behavior and Human Decision Processes, 75, 142-169.
- Gist, M.E., Hopper, H., & Daniels, D. (1998). Behavioral simulation: Application and potential in management research. Organizational Research Methods, 1(3), 251-295. **[Lead article in issue]**
- Stevens, C.K., and Gist, M.E. (1997). Effects of self-efficacy and goal-orientation training on negotiation-skill maintenance: What are the mechanisms? Personnel Psychology, 50, 955-978.
- Gist, M.E. (1997). Training design and pedagogy: Implications for skill acquisition, maintenance, and generalization. In M. Quinones, & A. Ehrenstein (Eds.), Training for a Rapidly Changing Workplace: Applications of Psychological Research (pgs. 201-222). Washington, DC: American Psychological Association Press.
- Gist, M.E. (1996). Getting tenure. In P. Frost and M.S. Taylor (Eds.), Rhythms of Academic Life (pgs. 181-192). Newbury Park, CA: Sage.
- Silver, W., Mitchell, T.R., and Gist, M.E. (1995). Responses to successful and unsuccessful performance: The moderating effect of self-efficacy on the relationship between performance and attributions. Organizational Behavior and Human Decision Processes, 62, 286-299.
- Ryan, L.V., and Gist, M.E. (1995). An innovative approach to business-values measurement. International Association for Business and Society Proceedings, 665-670.
- Gist, M.E., Hopper, H., & Daniels, D. (1994). Behavioral simulation: A method for addressing context in HRM. Association of Management Proceedings, 12(1), 213-220.
- Gist, M.E. (1993). Through the looking glass: Diversity and reflected appraisals of the self in mass media. In Creedon, P. (Ed.), Women in Mass Communication: 104-117. Newbury Park, CA: Sage Publications.
- Stevens, C.K., Bavetta, A.G., and Gist, M.E. (1993). Gender differences in the acquisition of salary negotiation skills: The role of goals, self-efficacy, and perceived control. Journal of Applied Psychology, 78, 723-735.
- Gist, M.E., and Mitchell, T.R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. Academy of Management Review, 17, 183-211. **[Lead article in issue]**
- Gist, M.E., Stevens, C.K., and Bavetta, A.G. (1991). Effects of self-efficacy and post-training intervention on the acquisition and maintenance of complex interpersonal skills. Personnel Psychology, 44, 837-861.

Gist, M.E., Bavetta, A.G., and Stevens, C.K. (1990). Transfer training method: Its influence on skill generalization, effort expenditure, and performance level. Personnel Psychology, 43, 501-523.

Invited translation and reprint: (1996) in Psicologia e Lavoro. Bologna, Italia: Scuola di Specializzazione in Relazioni Industriali e del Lavoro, Università degli studi di Bologna (Publisher).

Gist, M.E., Stevens, C.K., and Bavetta, A.G. (1990). The influence of post-training intervention and self-efficacy on the retention of newly acquired skills. Southern Management Association Proceedings, 327-329.

Gist, M.E. (1990). Minorities in media imagery: A social cognitive perspective on journalistic bias. Newspaper Research Journal, 11, 52-63.

Gist, M.E., Bavetta, A.G., and Stevens, C.K. (1990). The effectiveness of self-management vs. goal-setting training in facilitating training transfer. The Academy of Management Best Papers Proceedings, 117-121.

Gist, M.E. (1989) The influence of training method on self-efficacy and idea generation among managers. Personnel Psychology, 42, 787-805.

Invited reprint: (1993) in Cappelli, Peter (Ed.) Training and Development Volume of the International Library of Management. Hampshire, England: Dartmouth Publishing Company.

Gist, M.E., and Bavetta, A.G. (1989). New directions for research on the relationship between feedback and performance. Southern Management Association Proceedings, 112-114.

Gist, M.E. Schwoerer, C.E., and Rosen, B. (1989). Effects of alternative training methods on self-efficacy and performance in computer software training. Journal of Applied Psychology, 74, 884-891.

Gist, M.E., Rosen, B., and Schwoerer, C.E. (1988). The influence of training method and trainee age on the acquisition of computer skills. Personnel Psychology, 41, 255-265.

Gist, M.E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. Academy of Management Review, 12, 472-485.

Invited reprint: (1989) in J.W. Newstrom and K. Davis (Eds.) Organizational Behavior: Readings and Exercises (8th Edition), pp. 40-84. McGraw-Hill Series in Management. New York: McGraw-Hill.

Gist, M.E., Schwoerer, C.E., and Rosen, B. (1987). Modeling vs. nonmodeling: The impact on self-efficacy and performance in computer training among managers. The Academy of Management Best Papers Proceedings, 122-126.

Gist, M.E., Locke, E.A., and Taylor, M.S. (1987). Organizational behavior: Group structure, process, and effectiveness. Journal of Management, 13, 237-257.

Gist, M.E. (1986). The effects of self-efficacy training on training task performance. The Academy of Management Best Papers Proceedings, 250-254.

Taylor, M.S., Locke, E.A., Lee, C., and Gist, M.E. (1984). Type A behavior and faculty research productivity: What are the mechanisms? Organizational Behavior and Human Performance, 34, 402-418.

Selected Research Presentations:

Gist, M.E., and Homer, L. E. (1999). Making the Implicit Explicit: Human Dignity in Organizational Behavior. Academy of Management: Chicago.

Gist, M.E., & Gerson, D.S. (1998). "A structural model of executive effectiveness." Society of Industrial and Organizational Psychology: Dallas.

Cady, Steven H., Perrewe, Pamela L., and Gist, M.E. (1997). "Resurrecting Expectancy Theory: New Life for an Important But Prematurely Dismissed Model for Motivational Research." Academy of Management: Boston.

Gist, M.E., and Stevens, C.K. (1996). "Stress and Training Method: Effects on Cognitive Learning and Behavioral Skill Generalization." Society of Industrial and Organizational Psychology, San Diego.

Gist, M.E. (1994). "Training Design Effectiveness: Considering Tasks and Human Agency." *Invited address*: Cornell University: Ithaca, NY.

Gist, M.E. (1994). "Human Agency and Training Design." *Invited Address*: Conference on Training Research and Applications for the 21st Century, Rice University: Houston, TX.

Gist, M.E. (1993). "Social Determinants of Self-efficacy: Socialization and Organizational Cues." Society for Industrial and Organizational Psychology: San Francisco.

Gist, M.E. (1993). "Human Agency in Motivation, Training, and Performance: The Significance of Cognitive and Social Influences on Self-efficacy." *Invited address* at University of California, Irvine.

Gist, M.E. (1993). "Training Designs for High Return on Investment: Incorporating Self-efficacy and Self-management." *Invited address* at University of California, Irvine.

Gist, M.E. (1992). "Interaction Between Training Method and Self-efficacy: Causative Aspects of Performance." *Invited address* at The Pacific Institute.

Bavetta, A.G., and Gist, M.E. (1992). "Outcome vs. Process Feedback: Cognitive Interactions in Task Performance." Academy of Management: Las Vegas.

Gist, M.E. (1992). "Practical Implications of Social Cognitive Theory for Training and Development in Organizations." *Invited address* at University of Montreal, Quebec, Canada.

Gist, M.E. (1991). "Self-efficacy and Training: Cumulative Research Findings." *Invited address* at University of Maryland, College Park.

- Gist, M.E. (1991). "The Implications of Social Cognitive Theory for Skill Acquisition, Retention, and Transfer." *Invited address* at Midwestern Psychological Association Convention: Chicago.
- Bavetta, A.G., and Gist, M.E. (1991). "The Influence of Goals and Feedback Type on Performance as Moderated by Self-efficacy: A Contingency Approach." Academy of Management: Miami.
- Bavetta, A.G., Stevens, C.K., and Gist, M.E. (1991). "Gender Differences in the Development of Salary Negotiation Skills." Academy of Management: Miami.
- Gist, M.E. (1990). "Broken Ladders, Revolving Doors: Retaining Minority Journalists." *Invited address* at Poynter Institute for Media Studies: St. Petersburg, Florida.
- Gist, M.E. (1990). "Managing a Culturally Diverse Workforce." *Invited address* at the Joint International Management Conference sponsored by the Western Academy of Management and Nippon Academy of Management Education: Shizuoka, Japan.
- Gist, M.E., Bavetta, A.G., and Stevens, C.K. (1990). "The Effectiveness of Self-Management vs. Goal Setting Training in Facilitating Training Transfer." Academy of Management: San Francisco.
- Gist, M.E. (1989). "Self-regulation: Its Importance in Organizational Behavior and Human Resource Management." *Invited address* at Western Academy of Management: San Francisco.
- Gist, M.E. and Bavetta, A. (1989). "New Directions for Research on the Feedback - Performance Relationship." Southern Management Association: New Orleans.
- Gist, M.E. and Mitchell, T.R. (1988). "Self efficacy: Unresolved Theoretical Controversies." International Congress of Psychology: Sydney, Australia.
- Gist, M.E., Schwoerer, C.E., and Rosen, B. (1987) "Modeling vs. nonmodeling: The impact on self-efficacy and performance in computer training among managers." Academy of Management: New Orleans.
- Gist, M.E., Rosen, B., and Schwoerer, C.E. (1987) "Mastery of computer skills: The effects of self-efficacy, age, and training method." Academy of Management: New Orleans.
- Gist, M.E., Blakely, J., and Schwoerer, C.E. (1987) "Perspectives on self-efficacy, feedback, task-satisfaction, and performance." Academy of Management: New Orleans.
- Gist, M.E. (1986) "The effects of self-efficacy training on training task performance." Academy of Management: Chicago.

TEACHING:

Doctoral Education:

Courses Taught:

Cultural Diversity, Social Identity, and the Self-Concept. University of Washington. Seminar on theoretical and applied issues pertinent to work force diversity. Current literature is reviewed demonstrating that managing diversity is a business need and that significant challenges exist in this area. A conceptual model is advanced in which social identity theory, with emphasis on self-other categorizations, is used to describe attitude formation, perception of others, interpersonal behavior, and managerial judgments in organizations. Subsequent attention is given to the impact of reflected appraisals on self-concept formation, with particular attention to bases for self-esteem. Research and practical implications are considered for changing attitudes and behavior, and for managing diversity in organizations. Required course Winter, 1994. Instructor rating: 5.0/5.0.

Social Cognitive Influences in Work Performance. University of Washington. Seminar on cognitive factors influencing work motivation and performance. The social cognitive theoretical framework is used for exploring research on self-efficacy, goals, feedback, and attributions in the self-regulation of performance. Also explored are the role of values in the formation of affect and the role of affect in motivation. Comparisons and contrasts are made between social cognitive theory and other theoretical perspectives (e.g., operant conditioning, expectancy theory, equity theory, etc.). Elective offering Winters, 1989-1991; required course Fall, 1992. Instructor rating: 4.9/5.0.

Research Methodology. University of Washington. Seminar on the research process, including philosophy of science, theory and hypothesis development, research design, measurement and validity, quantitative analysis, implications of statistical conclusions, and the science communications process. Two quarter required sequence taught 1989 through 1992. Average instructor rating: 4.6/5.0. Also taught as one semester required course during Spring, 1987 at University of North Carolina at Chapel Hill. Instructor rating: 5.5/6.0.

International Research in Human Resource Management. University of Washington. Tutorial for research on international human resource management. Interdisciplinary review involved of geographic, political/economic, anthropological, philosophical, and social factors (e.g., religion, family structure, etc.) that influence cultural values in different countries. Based on understanding dominant cultural values, existing case oriented and empirical research was reviewed. Course emphasis placed on field work methodology and developing systematic theoretical research proposals pertaining to a range of human resource management topics. Elective offering Summer, Fall, 1991.

Executive, Managerial, and Employee Training. University of Washington. Tutorial for research in organizational training, including: individual and organizational needs assessment, conditions of learning and learning transfer, training design and instructional methodology, evaluation criteria and processes, generalization of skills to new tasks and maintenance of skills over time. Elective offering Spring, 1988-1991.

Learning Theory and Training Design. Cornell University. Seminar on theoretical perspectives underlying cognitive and interpersonal skill acquisition. Also addressed considerations of tasks and pedagogical advances related to initial skill acquisition, maintenance, and generalization of learning. Elective offering, 1995.

Groups in the Organization. University of Washington & University of North Carolina at Chapel Hill. Core course in the Ph.D. program. Seminar on group and intergroup processes and behaviors, including group formation, structure, and maintenance, group member interaction, and group performance effectiveness. One section taught each Spring, 1986, 1987, and Fall, 1996. Average instructor rating: 4.5/5.0.

Dissertation Committees, University of Washington (unless otherwise indicated):

Committee Chair for:

Anna Bavetta, 1990-1992 (Organizational Behavior and Human Resource Management)
Linda Matthews, 1994-1996 (Organizational Behavior and Human Resource Management)
David Gerson, 1996-2000 (Organizational Behavior and Human Resource Management)
Lori Homer, 1997-2000 (Organizational Behavior and Human Resource Management)
Susan Crandall, 1998 (Organizational Behavior and Human Resource Management)

Committee Member for:

Barbara Finnegan, 1988-1989 (Organizational Behavior)
William Silver, 1989-1990 (Organizational Behavior)
Philip Beaulieu, 1990-1991 (Dept. of Accounting)
Jennifer McCauley, 1990-1991 (Dept. of Psychology)
Alan Bramwell, 1991 (Dept. of Psychology)
Dennis Hrebec, 1992-1995 (Dept. of Psychology)
Janice Brewington, 1986-1990 (Public Health Admin: UNC-Chapel Hill)
Jane George-Falvy, 1993-1995 (Organizational Behavior)
Lori Verstegen-Ryan, 1993-1994 (Organizational Studies)
Denise Daniels, 1995-1997 (Organizational Behavior)
Heidi Hopper, 1995-1997 (Organizational Behavior)
Travor Brown, 1997-1999 (Education)

Executive M.B.A (degree) and M.B.A Programs:

Leadership for a Just and Humane World. Seattle University. Core course in the Executive Leadership Program and EMBA. Fall, 2003-present. Average instructor rating: ~ 4.7/5.0

Leadership Synthesis, Reflection, and Development. Seattle University. Core course in the Executive Leadership Program and EMBA. Winter, 2004-present. Average instructor rating: ~ 4.9/5.0

Significant Legacy. Seattle University. Core course in the EMBA program. Spring, 2007-present. Average instructor rating: ~ 4.8/5.0

Strategic Human Resource Management (Global Competitive Context). University of Washington. Core course in the Executive MBA program. Fall, 1992-1997. Average instructor rating: 4.5/5.0.

Leadership and Organizational Effectiveness. University of Washington. Core management course in the Executive MBA program. Spring, 1997-1998. Average instructor rating: 4.2/5.0.

Seminar in General Management. University of Washington. Culminating core course in the Executive MBA program. One section each Spring, 1991-1998. Average instructor Rating: 4.3/5.0.

Organizational Behavior and Management. University of North Carolina at Chapel Hill. Core course in the MBA program. One section in Fall, 1986. Instructor rating: 4.0/5.0.

Human Resource Management. University of Washington. Core course in the MBA program. Two sections each Winter, 1988 through 1990. Elective course Winter, 1992-1994; average instructor rating (elective): 4.3/5.0.

Training. University of Washington. Elective offering in the MBA program. One section, Spring, 1988-9, 1996. Average instructor rating: 4.2/5.0.

Administration and Management. University of Washington. Core course in 15 credit business administration minor offered for nonbusiness graduate students. One section each Fall, 1987, 1988. Average instructor rating: 4.3/5.0.

Nondegreed Executive/Management Programs (Recurrent Participation):

Management Program: University of Washington. Year-long certificate program for mid-managers in public and private sectors. Sections taught: utilizing group resources, group decision making, training and development, innovative problem solving, career development, managing workforce diversity, and employee motivation.

Aerospace Industry Management Seminar: University of Washington. Three week seminar each quarter for mid-managers in leading aerospace engineering firm. Sections taught: managing workforce diversity.

Insurance Management Seminar: University of Washington. One week seminar each quarter for executives and mid-managers of leading insurance company. Sections taught: utilizing group resources, group decision making, and managing a diverse workforce.

Federal Aviation Administration Executive Program: University of Washington. One quarter course each year for executives in this agency. Sections taught: managing workforce diversity.

Banking Program: University of North Carolina at Chapel Hill. One month program each spring for banking managers across the state. Sections taught: motivation, group decision making, and time management.

Hospital Administration Program: University of North Carolina at Chapel Hill. One month seminar for executive administrators of a leading hospital in the state. Sections taught: utilizing group resources, group decision making, and motivation.

Principals Executive Program: University of North Carolina at Chapel Hill. Year long certificate program offered to primary and secondary school principals across the state. Sections taught: innovative problem solving and time management.

Undergraduate:

Introduction to Organizational Behavior. University of North Carolina at Chapel Hill. Core course in the undergraduate program. Three sections (average n = 60) over two semesters. Average instructor rating: 4.4/5.0.

Human Motivation. University of Washington and University of Maryland, College Park. Advanced studies course in human motivation consisting of lectures and ten experimental laboratories. Five sections over several terms (average n = 40), 1988-1992. Average instructor rating: 4.4/5.0.

SELECTED SERVICE:

National/Scholarly Field:

Joseph Kennedy Foundation Blue Ribbon Panel (1992-1994): Solicited and appointed because of my work on self-efficacy and training. Under direction by Eunice Kennedy Shriver, the panel was engaged in the design and oversight of an empirical study of independent employment in the private sector of persons with mental retardation.

Elected (by national membership) to Executive Committee for the Organizational Behavior division, Academy of Management. Five year term involved the following progression:

1994-1995: Program Chair-Elect
1995-1996: Program Chair
1996-1997: Division Chair-Elect
1997-1998: Division Chair
1998-1999: Past Division Chair

Editorial Board Member:

Journal of Applied Psychology, 1996-2002
Academy of Management Journal, 1996-1998
Journal of Organizational Behavior (the leading international OB jrnal), 1993-1999
Organizational Dynamics, 1996-2000

Ad Hoc Reviewer (average of three reviews per month during 1991-1996) across:

Personnel Psychology
Academy of Management Review

Organizational Behavior and Human Decision Processes
Journal of Management
Academy of Management Executive

Faculty Panel for Junior Faculty Consortium, Organizational Behavior Division, 1994 & 1995: National Conference of the Academy of Management.

Current/Recent Memberships:

Society of Organizational Behavior
Academy of Management
American Psychological Association
Society of Industrial and Organizational Psychology
Society for Human Resource Management & Northwest HRM Association

University:

Council of Associate Deans, Seattle University, 2011- present

Strategic Enrollment Planning Task Force, 2011-2012

Leadership Task Force, Seattle University – integrating campus-wide leadership programs at the graduate level, 2008 and 2010-11.

Appointed by UW President as member of Search Committee for Dean of the Law School, 1999-2000.

Appointed by UW President as Member of the President's Task Force (University-wide) for review of campus mission, organization, and administration, 1993-1994.

Faculty Representative (UW Business School) to university-wide Curriculum Planning Committee for a Business Administration Degree for the Branch Campuses, 1992-1993.

Faculty Representative (UW Business School) to university-wide Institute for Ethnic Studies in the US (review and funding for research proposals), 1991-1993.

Faculty Representative (UW Business School) to university-wide Campaign for Washington - major fundraising drive; 1989-1992.

Faculty Representative (UW Business School) to university search committee for dean of the business school at University of Washington, 1988-1989.

Business School:

Albers School of Business (SU), Dean's Executive Committee, 2012-present.

Albers School of Business, Chair, Professional MBA Curriculum Revision Task Force, 2012

Albers School of Business, Strategic Planning Task Forces, 2008, 2013.

Appointed by Dean to Faculty Committee on Research Standards (UW) , 1997.

Appointed by Dean as Graduate Program Coordinator (UW), 1995-1997.

Chair, Business School Faculty Council (UW), 1992-1993; Dean's Administrative Committee, 1992-1993.

Faculty Representative (Management Department, UW) to Business Administration Faculty Council; 1991-1992.

Faculty Representative (Management Department) to Business School Accounting Chair Search Committee, 1991-1992.

Faculty Representative (Management Department) on the Alumni Relations Committee of the MBA Program Task Force, 1991-1992.

Local Community:

Keynote Speeches (2015-2019) to various groups: American Association for Colleges of Nursing; Providence Health System; CoreNet Global, The Boeing Company, Mayor's Leadership Cabinet, Women in Business, Domestic Abuse Women's Network.

Chair, Board of Directors (1992-2011), Millennium Resources, Inc.: Seattle based venture engaged in leadership development.

Board of Directors (2011-2014), Mt. Baker Housing Association: Independent nonprofit conducting acquisition and rehab of apartments to generate low income housing and services in South Seattle.

Board of Directors, Physicians and Dentists Credit Bureau (1998-2009): guidance on business management of for-profit enterprise owned by Seattle/King County Dental Association.

Board of Directors, On the Boards Theater, Seattle: Pro bono directorship (1990-1993) of internationally renowned, multimedia contemporary theater focused on artistic expression pertinent to social issues.

Advisor (pro bono) to America Works (1990-1992) - a nonprofit whose mission involves training and subsequent job placement for current recipients of public welfare. Advisory functions address needs assessment/training design to maximize skill acquisition, retention, and transfer for trainees.

Advisor to Leadership Tomorrow (1990): A nonprofit organization co-founded by the Greater Seattle Chamber of Commerce and United Way of King County chartered with design and development of regional directory entitled Access to Diversity.

Ad hoc advisor (1988-1993) to executives at the Seattle Times, the Seattle Post-Intelligencer and KIRO TV pertaining to issues of workforce and media product diversity, and human resource management.

BUSINESS-RELEVANT EXPERIENCE:

Consulting:

Executive and Management Development: Frequently involved for over twenty years in providing training and development experiences for executives and managers.

Designed and delivered “Leading with Dignity” programs – a series of short courses for mid- to senior managers open to the public from 2000 – 2009 through Millennium Resources, Inc.

Official Outside Monitor for Conciliation Agreement between EEOC and a Fortune 100 Firm: 2003-2008 (under nondisclosure agreement regarding details of class action gender discrimination settlement)

Sample consulting clients: Fred Hutchinson Cancer Research Center, The Federal Executive Board, Marsh, Inc., Foss Maritime, Zymogenetics, AT&T Mobility

Prior Management:

Progressively responsible experience in contracts and procurement, culminating in the following position:

Director of Contracts, OAO Corporation (Maryland) - Established and implemented contracts policy/procedures. Conducted pricing and negotiation of over \$40 million in annual sales and the cost management, billing, and administration of contracts totaling more the \$170 million in ongoing business. Direct supervision of a staff of managerial, professional, and clerical personnel in the daily operations of the Contracts Directorate.