

# WILLIAM N. RUUD

## EDUCATION:

- **University of Nebraska-Lincoln: Ph.D. -- Major Fields:** Organizational Behavior/Psychology; Organization/Management/Strategy Theory and Policy; Small Group & Organizational Communication; Research Methodology & Statistics. **Dissertation:** *Administration of Pay and Its Effects on Organizational Behavior*. Teaching Assistant, Management/Organizational Behavior. Research Assistant, Management Department.
- **University of Nebraska-Lincoln: M.B.A.-- Major Fields:** Management, Organizational Behavior, and Marketing.
- **University of North Dakota: B.S.P.A.-- Major Fields:** Public Administration and Hospital Administration (Six-month internship)

## ADMINISTRATIVE EXPERIENCE:

### Marietta College--President

July 2016-July 2023

- Contemporary, student-centered, private, independent, liberal arts college (1,200+ students) in the Mid-Ohio Valley of Ohio/West Virginia. Strong programs in math and sciences (Pre-Med, Pre-Dent, Pre-Vet), 3+2 Physics/Engineering, pre-law, music education/performance/therapy/musical theatre, education, business, accounting, economics, management, with specialized programs in actuarial science, petroleum engineering and environmental engineering (Energy Systems Engineering), and graduate programs in Physician's Assistant (PA), Athletic Training, and Applied Psychology. Faculty of 100 and total staff of 275. Professor of Management. Total budget of \$50,000,000 and a \$90,000,000 endowment.

### **Selected Accomplishments at Marietta College include:**

- **Strategic Plan** – Strategic Priorities for Marietta College were developed through a bottom up/top-down process and used input from all constituencies. The 2017-2022 plan was developed, vetted, and approved in less than eight months. It has an overall Unifying Goal of Enrollment/Retention Success with four (4) Supporting Goals: Academic Excellence, Marketing Public Relations, Financial Resource Services, and Campus Spirit and Pride. Five years of success have occurred through the plan and in 2021-2022, a Strategy Refresh for a three-year plan from 2022-2025w was begun.
- **Enrollment Management** – Reversed a downward enrollment trend and grew from 215 first-year students to 350 first-year students while increasing retention as well. Reorganized the office of admission and financial aid; and have utilized a strong discount rate policy. Collaborated with a strong recruiting programming in academic affairs, athletics, student life, strong international recruiting, and outside partners like the Hugh O'Brien Youth Leadership Program (HOBY), Summer camps and Conferences – both academic and athletic, and the community as hosts.
- **Advancement** – Recently ended a comprehensive campaign-June 2023, "This Is the Time", exceeding the \$100 million goal. Among the many generous donors, Bank of America provided a seven-figure gift to fund the Center for Earth, Energy, and Environment, People's Bank provided a seven-figure gift to the McDonough Center for Leadership and Business, and an anonymous donor a mid-seven-figure gift for the Student Center.
- **Facilities** -- Significant investment has been made in the campus, including upgrades to the Legacy Library, Rickey Science Center, Dyson Baudo Recreation Center, Don Drumm Stadium, Don and Sue Schaly Baseball Field at Pioneer Park, and the soccer/women's lacrosse facilities.
- **Alumni** – Established ten (10) Regional Alumni Associations and added Cleveland, Cincinnati, Columbus, Philadelphia (South New Jersey), and Pittsburgh to existing associations in Boston, New York, Washington, DC, the Mid-Ohio Valley, and Houston.
- **Academic Excellence** – Added back key positions in the sciences --anatomy and genetics, political sciences, early American history, cybersecurity and data analytics, and actuarial science. The Engineering Dual Degree program allows students to earn two undergraduate degrees within five years. The 3+2 program partners with Case Western Reserve University, Washington University in St. Louis, and West Virginia University. Students can also apply for a 3+3 with Washington University in St. Louis to earn a master's degree in engineering. Students interested in earning a law degree can apply to a 3+3 program with Cleveland State University and the University of Toledo. Students earn a B.A. from Marietta College and a J.D. from the partner institution.

- **Rankings** - U.S. News & World Report ranked Marietta ninth in the 2023 Best Midwestern Regional Colleges. Marietta is also ranked the No. 7 Best Value School in the region. The Brookings Institute's Beyond College Rankings ranked Marietta in the top 15 institutions in the nation for "Highest Value Added with Respect to Mid-Career Earnings." Marietta is ranked 310th out of 797 colleges and universities that even received consideration in the 2022 Wall Street Journal/Times Higher Education rankings. Washington Monthly ranked Marietta 19th out of 259 Baccalaureate Colleges nationwide in the 2022 rankings.
- **Athletics** – Varsity athletic teams compete in NCAA Division III and the Ohio Athletics Conference (OAC). Marietta's baseball team has won six national championships and made 23 World Series appearances. The Pioneers have won 61 conference titles, including an OAC record five consecutive men's basketball titles (2014-19). They have made 10 NCAA tournament appearances, including the Final Four in 2022. In the past six years, women's basketball has made three NCAA tournament appearances, including the Sweet Sixteen. Marietta College is a charter member of the Dad Vail Regatta, with men's rowing earning 39 gold medals-five heavyweight golds. Women's rowing has made appearances in the NCAA National Championship regattas, and softball has made three NCAA tournament appearances. 500 student-athletes compete in 23 varsity sports.

#### **Selected University and Community Service at Marietta College include:**

- **College:** President's Cabinet, July 2016-2023; Planning Committee, Chair, July 2016-2023; Board of Trustees, July 2016-2023; Faculty Council, Member, 2016-2023; Ohio Athletic Conference Presidents Council, Member, 2016-2023.
- **Community:** Southeast Ohio Port Authority, Elected Member/Vice Chair, August 2018-2023; Marietta Main Street, Member, July 2016-2023; Marietta Rotary, Member, July 2016-2023; Marietta Chamber of Commerce Board of Directors, Member, July 2016-2023.

#### **University of Northern Iowa -- President**

**May 2013-July 2016**

- Regional, comprehensive, student-centered (over 10,000 students – 9,500 Undergraduate and 1,500 Graduate, 2,000+ degrees awarded annually) university in the Cedar Valley of Iowa. College of Humanities, Arts and Sciences; Business Administration; Education; Social and Behavioral Sciences; and a Graduate School. Faculty of 600 and a total staff and students/payroll of 2,000+. The University of Northern Iowa has one collective bargaining agreement (United Faculty) and is engaged in a healthy and active relationship. State also bargains for AFSCME-American Federation of State County, and Municipal Employees. Total Budget of \$350 million, a state appropriation of \$95 million, and an endowment of \$100 million.

#### **Selected Accomplishments at UNI Include:**

- **Enrollment** -- Amplified emphasis on recruiting/retaining students, engaging alumni both inside/outside the state and expanding the partnerships with Iowa's community colleges and affirming the university's commitment to diversity and inclusion by creating a diversity initiative among students, faculty, staff, and the surrounding communities. Reversed an enrollment trend and caused an increase in first-year, sophomore, junior, graduate, transfer, international and underrepresented minority students.
- **Leadership** -- Continued development of the senior leadership group (The Executive Management Team (EMT)) by adding a new Provost/Executive Vice President for Academic Affairs (normal attrition); a new Vice President for University Advancement and CEO of the UNI Foundation (retirement); a new Athletic Director (normal attrition); and searches for a new Vice President for Student Affairs (retirement) and a newly established position of Assistant to the President and Chief Diversity Officer). All through normal attrition/vacancy/retirement and reflect great diversity.
- **Advancement** -- Strong partner with UNI Foundation (\$140M in assets) as it continues its success with \$50+ million raised since 2014. Sponsored Research and Programs are \$40M per year.
- **Strategic Plan** -- Academic Master Plan; Facilities Master Plan; Enrollment Master Plan, Information Technology Master Plan, and Development Master Plan (\$250M to be developed to celebrate the University's 150th anniversary in 2026).
- **Academic and Student Success** - In conjunction with our Academic Master Plan, continually reviewed our academic programming to emphasize our current successes and to strengthen the curriculum in STEM. Established a B.A.S. program (Bachelor of Applied Science) to support economic development. Continuing Education enrollment increased 4,500 students in the past seven years. UNI decreased its average student debt by 13.5% over the past 5 years (2009-2014) through its "Live Like a Student" Program, the Teach Grant, and strong financial aid counseling and education.
- **Facilities**-- Completed/current/projected building projects: \$36M Repurpose/Remodel of Schindler Education Center; \$30M appropriation and \$6M private dollars raised. Manager at Risk/Design Build Project started May 2015 and completed January 2017; \$20M Suite Style Residence Halls – Panther Village I and II. Completed 2013; \$21M Repurpose/Remodel of Lather Residence Hall -- To be completed 2017-18; \$20M Bartlett Residence Hall Conversion to Faculty Office Space completed 2014; and \$12.5M Repurpose/Remodel of Power Delivery System -Bonded/Capital Budget Plan.

- **Rankings** -- US News and World Report (2) -- Best Universities in the Midwest and Princeton Review rank UNI among the best colleges and universities. University of Northern Iowa was named as a Military Friendly School for 2013, 2014, and 2015. This honor ranks UNI in the top 15% of all colleges, universities, and trade schools nationwide.
- **Athletics** -- Men's Basketball: two appearances in the NCAA Tournament; Women's Basketball: two appearances in the WNIT; Football: 10th in FCS Final Standings 2015, 6th in FCS Final Standings 2016. The overall GPA of all 400-student athletes is 3.06, WBB 3.54 in 2014, and 3.65 in 2015.
- **Community Events** - The Gallagher-Bluedorn Performing Arts Center (GBPAC) is in its fifteenth season. Performers have included Jay Leno, Garrison Keillor, Brian Regan, The Letterman, Joseph and the Amazing Technicolor Dreamcoat, A Midsummer Night's Dream, Rain- A Tribute to the Beatles, Big Bad Voodoo Daddy, Bonnie Raitt, Mannheim Steamroller, Hello Dolly, Million Dollar Quartet, The Hit Men, and Bring it On, Pentatonix, The Beach Boys, Elf, Sister Act, Capitol Steps, The Nutcracker, Miracle on 34th Street, Vince Gill, Willie Nelson, RENT, Miss Saigon, Blind Boys of Alabama, Vienna Boys Choir, Suessical The Musical, Hairspray, Evita, Annie, Bob Dylan, and the Blue Man Group.

#### **Selected University and Community Service at UNI include:**

- **University: Chair** and Member, Executive Management Team, June 2013-2016; Chair and Member, President's Cabinet, June 2013-2016; Member, Board of Directors, UNI Foundation Board of Directors, June 2013-2016.
- **Community:** Member, Iowa Business Council, June 2013-2016; Member, Junior Achievement of Eastern Iowa Board of Directors, June 2014-2016; Member, Midwest One Financial Group Board of Directors, 2013-2017; Member, Governor's STEM Advisory Council and Executive Committee, 2013-2016; Member, Cedar Falls Rotary, June 2103-2016; Member Iowa Campus Compact, June 2015-2016.

#### **Shippensburg University of Pennsylvania - President**

**January 2007-May 2013**

- Regional, comprehensive, student-centered (8,000 students – 7,000 Undergraduate and 1,000 Graduate) university in the Central Valley of Pennsylvania. Colleges of Arts and Sciences, Business Administration, Education and Human Services, and a Graduate School. Faculty of 350 and a total staff of 1,250. Six (6) Collective Bargaining Units –Local and State. Division II Athletic Program (PSAC-Pennsylvania State Athletic Conference – 18 members—largest conference in NCAA DII) – 20 sports (11 women's and 9 men's). Shippensburg University has six collective bargaining agreements (unions) engaged in a healthy and active relationship: Total Budget of \$140M and endowment of \$40M.

#### **Selected Accomplishments at Shippensburg Include:**

- **Accreditation** -- Middle States Accreditation 2009 completed and reaffirmed accreditation and commended the institution for the quality of the self-study process.
- **Academics** -- Academic Master Plan initiated in conjunction with our Middle States Reaccreditation – Spring 2009. Continued to review academic programming to emphasize successes and to strengthen the curriculum in STEM. Began concentration and coursework in software engineering, biotechnology, graphic design, nanofabrication, and supply chain management. We have received (9/2010) approval by the PASSHE System to develop a new undergraduate major in Computer Engineering (B.S. degree) and another in Software Engineering (B.S. degree). In April 2011, the major in Computer Engineering (B.S. degree) was approved and started in the Fall of 2011 and the Software Engineering major in the Fall of 2012. In August 2012, a proposal submitted for a B.S. degree in Electrical Engineering was approved in 2015. Shippensburg University was named as a Military Friendly School for 2010, 2011, and 2012. Ranks in the top 15% of all colleges, universities, and trade schools nationwide. Signature Undergraduate Student/Faculty Research Program funding increased by 50% - 500 students/100 faculty participated).
- **Strategic Plan** - Academic Master Plan, Facilities Master Plan, Enrollment Master Plan, Information Technology Master Plan, and Development Master Plan (\$45M) updated at campus- wide retreat January 25, 2013.
- **Workplace** -- Selected as one of The Chronicle of Higher Education's Great Colleges to Work For in 2010 (1b Category), 2011 (2 Categories) and 2012 (3 categories).
- **Marketing** -- Spearheaded an integrated marketing campaign – all universities (Enrollment, Academic, Athletic, Community) utilizing the many words that end in SHIP. LeaderSHIP, ScholarSHIP, PartnerSHIP, ChampionSHIP, FriendSHIP, EntrepreneurSHIP, and FlagSHIP. This campaign started in 2008, and it continues to have extraordinary success.
- **Leadership** -- In Spring 2011 and Spring 2012, unanimously elected as Chair of the Council of Presidents of the 14 University PASSHE System. Positions of Provost and Vice President for Academic Affairs, Vice President for Finance and Administration, Vice President for Student Affairs, Associate Provost/Dean of the Graduate School, Dean, Extended Studies, Dean, College of Education and Human Services, and Dean, College of Business filled in 2007/2008/2010 –normal attrition, vacancy, retirement, and reflect great diversity.

- **Facilities** -- Completed and current building projects: \$15M 62,000 square foot Student Recreation Center; \$10M Dauphin Humanities Center Renovation; \$7M Huber Arts Center Renovation; \$1.7M in first floor library/learning center remodel improvements; \$17M Reisner Dining Hall Renovation—World Class Made-to-Order Dining Named a “Dining Hall of Distinction: by University Business Magazine; \$22M Student Union Construction/Remodel –Double in Size; \$225M Complete Residence Hall (Living/Learning) replacement – 3,000 beds in three phases: 2012, 2014, and 2015 - public/private partnership. Contracted with Campus Apartments, Fall 2010, groundbreaking, Summer 2011. Phase I completed December 2012. Phase II financed by December 2012; \$32M New Power Plant Facility (Two phases to begin 2012-13; 2013-14); \$25M Renovation/Remodel of Franklin Science Center and \$50M Remodel to Heiges Field House/Henderson Gymnasium -- Capital Budget. New Field Turf Field Hockey/Lacrosse/Soccer field and new Field Turf Football Field being installed for athletic/student/ community use in 2010.
- **Enrollment** -- Fall 2012 Enrollment approximately 8,000 up from 7,500 in 2006-2007. Undergraduate minority student applications are up 4.9 percent and undergraduate out of state applications are up 6.8 percent. Enrollment over the last five years was up 500 students (7%). Including a 14% increase in African American student enrollment and an 11.8% overall increase in minority student enrollment. Overall minority enrollment in 2010 was 11% -- an increase of over 15% since 2007.
- **Advancement** -- Received a \$1,000,000 grant from the Jack Kent Cooke Foundation to support recruitment of high school students in four rural counties. Significant Grants and Contracts received: \$1.8M in conjunction with the Reading Recovery Project at The Ohio State University; \$750,000 National Science Foundation Grant for improved educational opportunities for women in STEM disciplines; \$600,000 National Science Foundation Scholarship Grant for STEM student scholarships; a \$275,000 math education grant; and a \$525,000 USAID grant for partnership with business education in Iraq. Foundation fundraising raised \$25 million continues its success with a Comprehensive Campaign feasibility study conducted in 2010 for a five-year campaign 2012-2017 -- quite phase complete (\$27M raised toward goal of \$45M).
- **Rankings** -- The Princeton Review and US News and World Report (100) rank Ship among the best colleges and universities in the North. Kiplinger's ranked Shippensburg University as one of the 100 Best Values in Public Colleges.
- **Athletics** -- The National Collegiate Scouting Association announced in October 2010 that Shippensburg University of Pennsylvania was ranked 30th among NCAA Division II universities in a comprehensive study of BOTH ACADEMICS AND ATHLETICS. Seven Conference Championships (Men's Soccer; Men's and Women's Cross Country; Men's and Women's Indoor Track/Field; Men's and Women's Outdoor Track/Field); Women's Field Hockey finished second in the nation; Women's Cross Country finished 4th, and Men's Cross Country finished 7th. We won the PSAC competition (All-Sports Trophy) for the second year in a row and the seventh time in sixteen years. (All Sports Trophy) and tenth in the nation in the Learfield Sports Director's Cup Standings. Also had a record number (131) of Scholar-Athletes (3.25GPA or better). Men's Football won its 400th NCAA game. In June 2010, Shippensburg University won the PSAC All Sports Dixon Trophy for an unprecedented 6th time in 15 years by scoring a record 161.5 points.
- **Community Events** -- The H. Ric Luhrs Performing Arts Center with performers/performances/speakers including Spike Lee, Gordon Lightfoot, Donnie Osmond, Neil Sedaka, Bill Engvall, Willie Nelson, Steve Martin, Bryan Adams, J. R. Martinez, Three Dog Night, the Vienna Boys Choir, Bob Woodruff, Jesus Christ Superstar, Soledad O'Brien, Dr. Benjamin Carson, M.D., Loggins and Messina; Herman's Hermits, Frankie Valli and the Four Seasons, America, Kenny Rodgers, Michael Bolton, Marie Osmond, the Charlie Daniels Band, the Czech Symphony Orchestra, the 5 Browns, Annie, Movin' Out, Ring of Fire, Jeff Dunham, Michael McDonald, Rain: The Beatles Experience (twice) and many others.

#### **Selected University and Community Service at Shippensburg University include:**

- **University: Chair** and Member, Executive Management Team, January 2007-2013; Chair and Member, President's Cabinet, January 2007-2013; Member, Board of Directors, Shippensburg University Foundation Board of Directors, January 2007-2013.
- **Community:** 2008 Recipient of the Shippensburg Area Chamber of Commerce “Common Ground” Award—acknowledging extraordinary service by a member of the university community to the local community. (Awarded in first year of eligibility); District Chair, Frontier District, South Central Pennsylvania Boy Scouts of America, October 2007-2010; Member, Board of Directors, Cumberland County Chapter, American Red Cross, July 2007-2010; Member, Board of Directors, Pennsylvania Campus Compact, 2010-2013.

#### **California State University, Stanislaus**

**January 2004 – January 2007**

***Vice President for Development/University Relations***, January 2004-July 2006: Professor/Management January 2004-January 2007

- Chief Advancement Officer (Line and Staff responsibility) for a mid-sized, Hispanic Serving (HSI) university in the central valley of California. Colleges of Arts, Letters and Sciences, Business Administration, Education, and a Graduate College. Enrollment was 8,000+- Total staff of 40). Tenured Professor of Management at the College of Business.

- Responsible for the leadership, management, and organization of the University's advancement program, including development, alumni relations, athletics (Division II -- 14 sports), athletic fundraising and development, university communications/public affairs, community affairs, and special events. Serve on the board of trustees of the University's foundation and provide staff support to its development committee. Planned and implemented both short- and long-term goals and objectives to strengthen and expand the University's fundraising and external relations and for marketing the image of the University to its internal/external constituent groups. Represented the University's interests to the Office of the Chancellor of the California State University in advancement, fund raising, and public affairs.

#### **Selected accomplishments at CSU Stanislaus Include:**

- As a member of the President's Cabinet participated in the on-going restructuring of the university to include student friendly emphasis, change in class scheduling to students, faculty, and staff, eliminated unnecessary committees and restructured into task forces, working groups, and advisory boards, enhanced the foundation board of directors.
- More than doubled membership in the alumni association – from 710 to over 1,500 through a partnership and calling campaign in 2006. Introduced upgraded affinity programs and partnerships soon.
- Completed 2003-2004 with \$3,000,000 in gifts, 2004-05 reached \$2,500,000 and \$2 million in 2006. Two planned gifts were received in 2003, with one received in 2005-06. Continued with Noche de Becas – An Evening for Scholarships in conjunction with El Concilio and the Hispanic Chamber - \$40,000 in 2005, 2006 event in July 2006.
- Reorganization of the Office of Advancement with a \$400,000 budget shortfall. Successful reorganization with minimum loss of positions and maximum direction on task.
- Completed record year 2004-05 of fundraising for Warrior athletics at just over \$611,000. In 2005-06, success with a \$40,000 net raise for the 2005 Warrior Crab Feed. (Scholarships).
- Hosted the 2005 Conference Championships in Men's and Women's Soccer (Division II) – first ever for the institution.
- Continued the success of special events on campus (prior guests such as Colin Powell, James Baker, Yolanda Cornelia "Nikki" Giovanni, Mary Matlin and James Carville) with LTC(R) Consuelo Castillo Kickbush (April 23, 2005), Barbara Bush (March 23, 2005) and Beach Blanket Babylon (San Francisco "Broadway") (May 27, 2005).
- Inaugurated a new Eighth Grade Initiative for Stanislaus County (CSEGI- \$500,000) that will begin in 2006. This will complement our current Stockton Eighth Grade Initiative (SEGI-\$1,500,000).
- Brand audit, mascot, and logo redesign task force with mascot undergoing design modification and brand audit and final recommendations approved in Fall 2005. Partnered with Gallo Creative Design Group with \$100,000 of in-kind donations.
- Launched the Planned Giving Design Center Website for use in Stanislaus County and San Joaquin County to improve planned giving information and results. Believed only PGDC in CSU in 2004- 06.
- In cooperation with the Office of Equal Opportunity and Internal Relations, spearheaded the establishment of an Ethnic Diversity Advisory Board. (Stanislaus County is a diverse mix of Hispanic, Latino, Chicano, African American, Asian American, Caucasian American, Native American, and multiethnic populations, and this board is critical to our success).

#### **Selected University and Community Service at CSU Stanislaus include:**

- **University: Member**, President's Cabinet, 2004-2006; Chair, Brand Marketing Task Force, 2004-2006; Chair, Development/University Relations, VPAC, and Executive Officer, CSU Stanislaus Foundation Board of Directors, 2004-2006.
- **Community: Member**, Board of Directors, Modesto, CA Chamber of Commerce, 2004-2007. Affiliated with Hispanic Leadership Council and El Concilio; Elected Member, Board of Directors, Chamber of Commerce, Turlock, CA, 2005-2006 and Member, Chamber of Commerce, Turlock, CA, 2004-2007; Member, Modesto, CA Downtown Rotary, 2004-2007; Member, Board of Directors, Modesto United Way, 2004-present. Chair, Capital Campaign, 2005-06. (Campaign raised \$3,200,000).

#### **Office of Governor Dirk Kempthorne, State of Idaho**

**December 2000-December 2003**

(Executive-in-Residence, two-year leave from Boise State University)

#### **Chief Education Policy Advisor, December 2000-February 2003:**

- Chief Education Policy Advisor to the Governor of the State of Idaho. The position was responsible for collaborating with the Governor and the Policy Advisors for Natural Resources, Agriculture, Human Services, Public Safety and Transportation, Legal, Early Childhood Development, Finance and Economic Development. The Idaho State budget was more than \$2 billion. Broad support for the policy advisors and policy assistants, ensure that the direction of current policy is consistent with the wishes of the Governor, supervise Constituent Services, and interact with the 105 members of the legislature both during and outside of the active session. Serve as a senior member of the Governor's staff.

- Served as the Chief Education Policy Advisor. Education budget in Idaho is over \$1 billion (K- 12-\$985M and Higher Education \$236M). Worked with the State Department of Education and the State Board of Education on all P-16 and Higher Education issues. Staff of 15 professionals at SBOE and 120 professionals at SDE.

#### **Selected Accomplishments include:**

- Supported Governor and State Board of Education in all budget and policy issues. Interacted/advised/supported all 4-year, 2-year, and technical programs/leadership in Idaho.
- Assisted in establishing a new collaborative strategy with the Policy office with a new position of Deputy Chief of Staff, the Division of Financial Management, and the agency heads.
- Advisor and support for a \$236,000,000 higher education budget for FY2002 – one of the best in Idaho history.
- Advisor/support for a \$1 billion budget for K-12; participation in preparation of both the State of the State and State of the Budget Addresses for 2001, 2002 and 2003. Lead discussions on a 2% and a 3%+5% holdback for FY 2002 and FY 2003. Holdback was approximately 10% for most agencies including higher education (increase in fees made holdback about 5%) and an increase for public schools; Maintained recommendations for no further cuts in education for FY 2003 and FY 2004.
- Partnered/Organized Idaho Math Academy 2002-2005 with funding from both the state of Idaho and the private sector.
- Worked extensively with the National Governor's Association (NGA), National Assessment Governing Board (NAGB) and both state and national legislative delegations.

**Boise State University** (On Leave – Executive-in-Residence, Governor's Office, 2000-2003)

**July 1993 to December 2003**

***Vice President for Institutional Advancement***, January 1998 – July 2000:

- Chief Advancement Officer (Line and Staff responsibility) for a large metropolitan university in the capital city of Boise (population 250,000+) (Colleges of Business & Economics, Arts & Sciences, Engineering, Health Sciences, Education, Applied Technology, Social Sciences & Public Affairs, and a Graduate College). (Fall 2000 enrollment was 16,459). Tenured Professor of Management in the College of Business and Economics.
- Managerial responsibility to direct and develop programs, fundraise, market, fundraise, supervise staff, and coordinate activities of the Office of Government and Business Relations and the Bronco Athletic Association (DI Athletics) (The Development Arm of the Athletic Department).
- Direct managerial responsibility for Alumni Relations, University Relations (News Services, Marketing, Community Relations, Communications), and Development and the BSU Foundation (\$50,000,000+ in total assets – 1999-2000 investment return approximately 13%). (Total Professional and Classified Staff of 25).

#### **Selected accomplishments at Boise State University-Advancement:**

- Selected as Administrator of the Year by the Idaho Association of Educational Office Professionals (2000-2001).
- Selected as Administrator of the Year by the Boise State University Association of Office Professionals. (1999-2000).
- Total assets were more than \$50,000,000, with annual gifts between \$4,000,000 and \$6,000,000. (1999-2000 total gifts processed more than \$10,000,000.)
- Increased annual cash gifts by over 70% and total annual gifts by 240% from 1998-2000.
- President of Boise Industrial Foundation that became a non-profit through our support and gifted 194 acres of land on April 18, 2000 (Approx. \$5,000,000). BIF still has over \$1,000,000 in cash assets that will be gifted to the BSU Foundation.
- \$2,000,000 (\$1,600,000 from HP with a \$400,000 match from BSU) grant received for College of Engineering from the Hewlett-Packard Corporation. **1998 gifts were only to Stanford and Boise State.** Largest gift in Idaho by the Hewlett-Packard Company. The gift is a grant for engineering equipment. Follow-up and completion of successful \$12,500,000 campaign for new engineering facility (Occupancy Fall 1999/Spring 2000). \$400,000 Kresge Grant application submitted -- \$750,000 needed to finish, \$100,000 committed. \$50,000 Fellowship established by Boise Cascade Corporation. Endowment to be used to support student research fellowships for Honors Programs Students.
- Cultivated/developed major gifts for the entire university community. Review of needs completed with small restructuring in July 1999. Consultant on campus in Spring 1998 and Spring 2000 for needs analysis/marketing assistance to prepare for capital campaign (5-7 years).

**Dean, College of Business & Economics, July 1993 - January 1998:**

- Responsibility and authority for an annual budget of approximately \$7.5 million. Worked with a faculty of 65 individuals and supervised a non-academic staff of 25 individuals. Organized and implemented all faculty-recruiting activities. Supervised administration of external grants of more than \$1,500,000 and maintained liaison with corporations, foundations, and the business community who provided annual support to the College.
- The student population at Boise State was 15,500 with 2,700 undergraduates and 225 graduate students in the College of Business & Economics. The College in addition houses the Idaho Council on Economic Education, the Idaho Small Business Development Center, the Idaho Family Business Center, and the Center for Management Development (annual gross of \$750,000). Extensive external relations, strong Business Advisory Council, and active alumni relations.

**Selected accomplishments at Boise State University-Business:**

- 8% enrollment increase in the College of Business & Economics from 1995-97. This included a 5.7% increase in 1996-96 and a 1.8% increase in 1996-97.
- Cultivated, developed, and received a major gift of \$50,000 from a retired CEO to be used in an investments class in mutual funds. All earnings go back to the College of Business and
- Economics. Cultivated, developed, and received a major gift of 10,000 shares of stock (\$350,000) for a four- year scholarship program. Assisted in developing a gift of \$50,000 from an investment company to be used by both an undergraduate finance class and an MBA class. This is actual money that will be held in an account and the College will split the earnings. Developed the Friends of the College Program -- a college wide development program -- set \$1.5 million challenge for 1995-96. (\$1.429 million raised). 1996-97/1997-98 exceeded \$1,000,000.
- Completed College Strategic Plan for our Vision, Mission, Core Values and Beliefs, and six strategic initiatives/goals and objectives for 1995-96. Accomplished significant objectives, plans were revised and adjusted/new goals for 1996-98.
- Initiated delivery of the final two years of the business program (accounting and management) through cooperation with the College of Southern Idaho (Two-year Community College in Twin Falls). Program scheduled for an initial three-year cycle. The first class graduated in 1998.
- Partnered in the initiation of the first and only AACSB-accredited MBA program to be delivered at the National Economics University of Vietnam. This program is delivered through Hong Kong University with Swedish support (SIDA). Phase I students graduated 8/1/95 – 29 students. Phase II students graduated 9/9/97 – 28 students (Over \$600,000 in grants). Phase III funding was received September 1997 – 30 students in Boise for Fall Semester 1998. At \$3.2 million, this was the largest grant or contract received by any unit of Boise State University at that time.
- Built three fully equipped electronic classrooms through private donations (\$500,000) to assist in distance learning, technology & education, faculty development, and community programming.
- Selected for a three-year term on the AACSB candidacy committee. This committee reviews the 125-150 schools that submit for candidacy to AACSB each year (1997-2000).
- Established the Idaho Family Business Center Awards Program through an MOU. This is a group of family businesses and service providers who, through our Idaho Small Business Development Center, have begun a center that will assist the survival of family and closely held small businesses. Sponsored with Oregon State, the 1994 Idaho Family Business Awards.
- Reorganized the Business Advisory Council to include a broader spectrum of support and diversity. Included by-laws, terms, mission statement and membership (Increased from 10 members to 40 members).
- Established a Student Advisory Council from the leadership of the student senate and the college student groups.
- Implemented Teams, Workgroups, and Task Forces rather than committees for successful management of the college.
- Worked on the feasibility of an Executive MBA program for the Boise Valley with other university partners. Executive MBA began in 2007-08.
- Both the Undergraduate and MBA curricula were extensively reviewed on an annual basis. Established an Undergraduate Core Team that put an outcomes-based core in place over 1997-99 in preparation for AACSB review.

**Selected University and Community Service at Boise State University include:**

- **University: Executive** Committee, Member, 1998-2000; President's Cabinet, Member, 1993-2000; Dean's Council, Member, 1993-1998; Member, Gene Harris Endowment/Festival Project Team, 1997-2000; Chair, Fiscal Integrity Committee, NCAA Compliance Review, 1995-1997.
- **College of Business & Economics: Member**, AACSB-IAME Candidacy Committee and Task Force, 1998-2003.

- **Community:** Member (Elected), Board of Directors, St. Alphonsus Regional Medical Center Foundation, 1999-2003; Member (Elected), Board of Directors, First Interstate Bank Corporation, Southern Idaho (Now Wells Fargo), 1994-1997; Chair of the Board of Directors- 1996, March of Dimes of Idaho, and Member, 1993-1997; Member, Board of Directors, Junior Achievement of Idaho, 1993-2003. Chair, Sustaining Committee, 1995-96 and Chair, Special Events Committee, 1994-95.

## **The University of Toledo**

**August 1985 to July 1993**

***Dean, College of Business Administration***, (Interim) July 1992 - July 1993.

- Responsibility and authority for an annual budget of approximately \$10 million. Worked with a faculty of 100 individuals and supervised a non-academic staff of 25 individuals. Organized and implemented all faculty recruiting activities. Supervised administration of external grants of more than \$500,000. Maintained liaison with community/technical colleges, universities, corporations, foundations, and business community who provided annual support to the College. Assistant Professor and Tenured Associate Professor in the College of Business Administration (1981-2003)
- Developed strategy and prepared for AACSB reaccreditation in 1993-94 (Self-Study) and 1994-95 (Site Visit). Developed TQM and Continuous Improvement procedures for a Pre-Self Study Steering Committee Framework. Extensive external relations programs involving a strong Business Advisory Council, Family Business Center {Funded by sponsors (\$60,000/year), external memberships (\$25,000/year) and an endowment (\$750,000)} and an Alumni Relations Program.

***Coordinator, Executive MBA Program Development, College of Business***, February 1992 - July 1992.

- Examined the possibility of establishing a highly personalized Executive-style MBA program. Environmental scan including recruiting a class for Fall '92, planned for the '92-93 school years, interviewed faculty, and planned for programming out-of-class activities. Program in place 2002-03.
- Program was thoroughly examined and because of an administrative change in the Dean's office was placed on hold until the 1993-94 year. The program was reinitiated in 1993-94 and a determination was to be made as to its viability for the future. This program has now graduated its first class.

***Associate Director, University Honors Program***, (Interim) August 1991 - July 1992.

- Associate Director for a university-wide Honors Program for a large metropolitan university. The program involved approximately 600 honors students from the Colleges of Arts and Sciences, Education, Business Administration, Engineering, Pharmacy, and the University College. Discussed proposals to also include the Community and Technical College.
- Managerial responsibility that required direction and development of programs, supervised staff, and coordinated activities of the Honors Program. Specific responsibilities included: Phi Beta Kappa Application, program planning for the 1991-92 and 1992-93 school years, coordination/programming for a new 400-bed Academic Centre -- completed at a cost of \$8 million and opened in September 1992, planning for the 30th anniversary of the Honors Program at the University of Toledo, advising, alumni relations and development, and budgeting.

***Associate Vice President for Student Affairs***, March 1989 - February 1990.

- Chief Deputy Student Affairs Officer (Line and Staff responsibility) for a large metropolitan university (Colleges of Business, Arts & Sciences, Engineering, Pharmacy, Law, Education, the University Community and Technical College, and a Graduate College). (Fall 1989 student population was approximately 24,000).
- Managerial responsibility to direct and develop programs, supervise staff and coordinate activities of the Dean of Students Office, including student conduct, environmental scanning for quality-of-life issues on campus, ombudsperson responsibilities, the Student Development Center, special support services, student activities, ***The Collegian*** (student newspaper), Leadership Development Center, student organizations, radio services, technical services, and Greek life. (140 professional/technical/clerical support staff).
- Direct managerial responsibility for the Dean of Student Affairs, the Student Recreation Center (Participated in development of a new \$18 million Student Recreation Center), the Office of Physically and Mentally Challenged, and the Student Union (Both on the Main campus as well as at the University Community and Technical College). Support responsibility for the Center for Multi-Cultural Student Development, Career Planning and Placement, Counseling Center (Counseling, Testing, and Career Development), Student Health Services, and Residence Life.
- Prepared and managed all aspects of the annual budget (1989-90 budget: \$15 million) and managed the annual agency reviews of the Division. Involved in planning and preparation of facilities plan for the new Academic Centre (450 beds of Honors Housing) and the Student Union Addition.



- Planned, organized, directed, and participated in Touch Up Toledo I, II, & III. These were three community volunteer projects used to encourage volunteerism and cooperation among students.

***Director of Graduate Studies, College of Business, June 1987 - March 1989.***

- Office charged with graduate business admissions, graduations, advising, counseling, career planning/placement, recruitment, financial aid, retention, curriculum development, liaison with other institutions. (Staff of 2; Student population of 600). Strong recruiting, increased reputation, higher entrance requirements, possible 3/2 program, and strong career placement activities.
- Six graduate programs were available: MBA, Weekend MBA, MS in Accounting, MS in Taxation, MS in Manufacturing Management (Fall 1989), and Ph.D. in Manufacturing Management (Fall 1989).

***Director of Undergraduate Studies, College of Business, June 1985 - September 1987.***

- Directed office charged with all college admissions/graduations, advising, counseling, career planning and placement, retention, financial aid, scholarships, curriculum development, liaison with other institutions (especially articulation agreements with community and technical colleges), and other general student services. (Staff of six professional and classified staff and four students; Student population of approximately 4000).
- Developed program for use of video-instructional aids by students, on-line registration implemented in Spring 1986, and continuously improved articulation agreements with surrounding two-year colleges that were updated yearly.

**Selected University and Community Service at The University of Toledo include:**

- **University: College of Business Representative, Faculty Senate, 1983-1989.** (Elected); Faculty Representative/Finance Committee/University of Toledo Board of Trustees, 1986-1988; Vice Chairman, Faculty Senate, 1986-1988; Executive Secretary, Faculty Senate, 1985-1986; Second Faculty Representative, Board of Trustees, 1986-1987; Faculty Representative to the Student Affairs Committee of the Board of Trustees, 1985-1986; General Chair, 1987 and Vice Chair United Way Fund Drive, 1985; Chair, University Budget Committee, 1984-1985; Faculty Advisor, ASPA, 1982-1987; Faculty Advisor, Sigma Phi Epsilon Fraternity.
- **College of Business Administration: Chair and Member, Executive Council, 1992-93; 1985-1989; Member, Faculty Affairs Committee, 1988-1989 (Elected); Member, Graduate Studies Committee, 1987-1990; Chair and Member, Undergraduate Studies Committee, 1984-1985; 1984-1987.**
- **Community:** Vice Chairman-Educational Services, 1989-1991/Member, Board of Directors, Junior Achievement of NW Ohio, 1982-1991; Advisor to the City of Toledo/Toledo Police Division on recruitment, selection, and training of command officers.

**OTHER TEACHING AND RESEARCH POSITIONS:**

**Central Michigan University: January 1980 - August 1981.**

- Certified to teach/taught Management Theory/Practice, Organizational Behavior/Communication (Graduate Program, Evening Division, Washington, D.C.); Served as a TAS (Technical Advisory Specialist) to Senior Military Officers

**Northwestern Louisiana State University: December 1978 - October 1979.**

- Taught Principles of Marketing and Consumer Behavior, Student Advisor for Military Officers.

**BUSINESS --- COMMUNITY --- UNIVERSITY INTEGRATION:**

- **Business Consultant:** 1981 - present. **Currently (2024-present) I am an Advisor with DHR Global-Executive Search and Leadership Consulting.** I have been involved in seminars and consulting activities throughout U.S., particularly in the Iowa, Pennsylvania, California, Idaho, and Ohio-Michigan area. Subject areas include management, organizational behavior, personnel/human resource management, assessment centers, and training and development. Organizations have included: ACE Office of Women in Higher Education, Women Leaders in College Sports, American Academic Leadership Institute, Volvo Construction Equipment, Letterkenny Army Depot, the Albertson Corporation, the Simplot Company, S-Sixteen, Inc., Washington Group International (formerly Morrison Knudsen), MICRON Semiconductor, Inc., MICRON Technology, Inc., Hewlett-Packard, the State of Idaho, the Idaho Department of Transportation, Foster Farms, The Gallo Corporation, the Alliance of Stanislaus County, the DeVillbiss Corporation, Toledo Trust (Currently Key Corp.), Ohio Citizens Bank (National City Bank), The University of Michigan, NASA-Lewis Research Center, the IRS, Sheller-Globe, Toledo Edison, Toledo Area Small Business Association, the Toledo Hospital, and the U. S. Army.

- **Full Circle Health Board of Directors: 2025-present. Member of the Board of Directors of Full Circle Health, Chair of the Finance Committee, and Member of the Executive Committee.** Established in 1975, Full Circle Health is a Federally Qualified Health Center (FQHC) and Teaching Health Center with 500 employees and is home to Idaho's largest family medicine residency program and Idaho's only pediatrics residency program training 80 new physicians annually to address the state's healthcare provider shortage. We are proud to be a part of ensuring all Idahoans can access affordable, high-quality care.
- **Business Consultant:** The Alliance, Modesto, CA. January 2006 - December 2006. The Alliance is responsible for overseeing both economic development and workforce development for the Stanislaus River Valley. As the Director of External Development, I worked with the Workforce Development Team, the Economic Development Team, the Business Resource Center, and the Small Business Development Center to enhance the "one stop" assistance and to help strengthen job creation, business assistance, and workforce preparation through programs like WorkKeys™ and interaction and partnership with the local K-12, Community College, and University systems.
- **Director, Selection Evaluation Team:** Toledo Police/Fire Divisions: 1984-1993. Director of a consulting team that directed an assessment center program to assist the Chief of Police in his selection of Deputy Chief Candidates. The program was successful in both input and implementation. The assessment team was successful in their interaction with the city, the union, and the police division. Completed in the Fall of 1987 development and direction of a similar program(s) to assist the Toledo Fire Division for District Chiefs, the Police Division for Captains (1989 & 1990), and the Fire Division for Chief (1990). Appointed as Court Expert by Judge James Bates of the Lucas County Common Pleas court to resolve the four-year old promotion dispute between the City of Toledo and the Fire Division (1991-92).
- **Chief Negotiator:** Lucas County Auditor, January - December 1983. Represented management (Auditor) in the first negotiated contract between M.E.B.A. and Lucas County Public Employees.

### **MILITARY EXPERIENCE:**

- **October 1981 - October 1988:** Staff Officer, Office of the Deputy Chief of Staff for Personnel (DCSPER), the Pentagon and the U.S. Army Research Institute; Washington, D.C. (Captain, U.S. Army Reserve), Honorable Discharge.
- **October 1979 - October 1981:** Research and Development Coordinator/Research Psychologist, U.S. Army Research Institute, Washington, D.C. (1LT/CPT), Honorable Discharge. Conducted research in the areas of leadership assessment/basic skills, chief analyst to the Chief Psychologist, U. S. Army. Certified Assessor/Trainer, DDI Incorporated. **Leadership Assessment Program**, 1980. (One of many contributors).
- **September 1978 - October 1979:** Director/Army Community Services, Directorate of Personnel/Community Activities, Ft. Polk, LA (2LT/1LT). All counseling, financial aid programming, family education, and services to a military post of 15,000 families.
- **June 1978 - September 1978:** Student, Officer Basic Course, Ft. Knox, KY (2LT)

### **PROFESSIONAL/HONORARY ASSOCIATIONS/LEADERSHIP:**

- Recipient of the **2023 U. S. Senator John G. Tower Distinguished Alumni Award** -- this award honors "Kappa Sigma Brothers who have shown a commitment to their business, family, church, philanthropy and community activities." It is named for John G. Tower, former U. S. Senator from Texas who served on the Supreme Executive Committee for six years and was Worthy Grand Master from 1971-73. One of the highest honors alumni can receive within the national fraternity.
- Presidential Panelist, **Women Leaders in College Sports/NCAA**, "President/Search Firm Roundtable, February 23, 2021.
- Member, **NAICU Committee on Accountability**, 2019-present.
- Presidential Speaker/Panelist, **American Academic Leadership Institute (ALLI & AGB)** "Mastering the Presidential Search Process, 2019-present.
- Member, President's Council for Ohio Athletic Conference, Vice Chair, Board of Directors, Ohio Foundation of Independent Colleges, and Member, Board of Directors, Association of Independent Colleges and Universities of Ohio.
- Member, Board of Directors and Iowa State Representative, **American Association of State Colleges and Universities (AASCU)**; 2013-2016.
- Co-Chair, **NCAA Division I Values-Based Revenue Distribution Committee**. This group was established to develop new guidelines to redistribute new NCAA Revenue based upon academic success, 2015-16.
- Vice Chair, **NCAA Division I Presidential Forum**. One representative President from each of the 32 Division I conferences as an advisory group the NCAA Board of Directors, 2015-16.
- Member, University of Nebraska-Lincoln College of Business Global Advisory Board, 2010- 2012.
- President/Chair of the Board of Directors, **Pennsylvania Association of Colleges and Universities (PACU)**, 2009-2010. The Pennsylvania Association of Colleges and Universities serves the Commonwealth of Pennsylvania by promoting higher education.

To enrich the well-being of the people of Pennsylvania, the association fosters dialogue among the institutions of higher learning, collects and disseminates information about higher education, enhances the understanding and image of higher education and when practicable advances collective positions relating to higher education. (116 member institutions).

- Associated Students of Boise State University Senate Commendation, 2002-2003 for Dedication and Commitment to Students.
- Idaho Association of Educational Office Professionals **Administrator of the Year, 2001**
- Boise State University Association of Educational Office Professionals, **Administrator of the Year, 2000.**

## **SELECTED RESEARCH, PUBLICATIONS, AND PROFESSIONAL DEVELOPMENT**

### **Articles, Presentations, and Other Professional Involvement:**

- "The 30%: Female Leaders in Higher Education," ***Inside Higher Education/Baylor University***, March 19, 2024, Attendee.
- Council of Independent Colleges (CIC) Annual Meeting, **"Contending with Controversies: A Presidential Conversation,"** Marco Island, FL, January 5, 2020, Session Chair.
- Ruud, Judith Kish, Ruud, William N., and Moussavi, Farzad; "You've Got a Deal! Using the Film Draft Day to Teach Fundamental Contract Law & Analytical Skills," ***Journal of Legal Studies Education***, Volume 31, Number 1, Winter 2017, pp. 41-61.
- Smith, A. Gerald, Pike, Joel, Ruud, Judith Kish, and Ruud William N., "Tax Planning: Avoiding Required Minimum Distributions from Qualified Retirement Plans," ***Practical Tax Strategies***, June 2016, pp. 273- 274.
- Ruud, William N. and Ruud, Judith Kish, 2011 permission to Pearson Education Company to include excerpts from their article, **"Law and Ethics: Society and Corporate Social Responsibility—Is the Focus Shifting?"** originally published in 2010 in the Journal of Academic and Business Ethics. The article will be excerpted in the company's new "You Decide," an education web tool that allows students to compare different points of view on ethical issues. It will be available worldwide in all languages.
- Keynote Speaker: **68th Annual Conclave of the Kappa Sigma Fraternity, Brothers-In-Action**, July 2011, Las Vegas, NV.
- "Who Should Teach Business Ethics – An Exploratory Study of Student Perceptions?" **The 2010 Academy of Business Disciplines Conference**, Ft. Myers Beach, FL, November 10-13, 2010 (Refereed- Co-authored).
- "Law and Ethics: Society and Corporate Social Responsibility—Is the Focus Shifting?" **Journal of Academic and Business Ethics**, 2010 (Refereed-Co-authored).
- "Law and Ethics—Never the Twain Shall Meet--Not! Society and Corporate Social Responsibility—Is the Focus Shifting?" **The 2010 MBAA International Conference**, Chicago, IL. March 24-26, 2010 (Refereed-Co-authored).
- Advancing Women's Leadership, **(ACE), Office of Women in Higher Education**, 71st National Leadership Forum, Washington, DC, December 2010, Speaker—Special Session: Branding the University.
- Advancing Women's Leadership, **(ACE), Office of Women in Higher Education**, Michigan Regional Leadership Forum, Eastern Michigan University, April 2010, Speaker—Special Session: Branding the University.
- **Mid-Atlantic Association of Colleges of Business Administration**, Harrisburg, PA, October 11-13, 2009. Guest Speaker: "From Dean to President—Lessons Learned."
- "Leader Member Exchange," and "Issues Facing Academe: How to Manage the Beast to Improve the Product," Discussant, **Reviewer and Chair, The Academy of Management Annual Meeting**, August 7- 12, 2009, Chicago, IL.
- Advancing Women's Leadership, **(ACE), Office of Women in Higher Education, National Leadership Forum**, Washington, DC, June 2009, Speaker/Presenter.
- Business Ethics Across the Curriculum-From the Inside Out: A Student-Driven Approach. **The Journal of Business Cases and Applications**. Spring 2009, pp.18-31 (Refereed-Co-authored).
- Advancing Women's Leadership, **(ACE), Office of Women in Higher Education**, Ohio Regional Leadership Forum, University of Cincinnati, March 2009, Panelist.
- "Business Ethics Across the Curriculum - From the Inside Out: A Student Driven Approach," **The 2008 Meeting of The Academy of Business Disciplines**, Ft. Myers Beach, FL, November 6-8, 2008. (Refereed- Co-authored).
- Keynote Speaker: "Globalization and the New Leadership Imperative," **International Academy of Business and Economics (IABE)**, Las Vegas, NV, October 19-22, 2008.
- "New Constructs in Organizational Behavior," **Discussant and Reviewer, The Academy of Management Annual Meeting**, August 8-12, 2008. Anaheim, CA.
- "Competition in Business Classrooms: A New Model for Use of Competition in Adult Business Education Classes," **The 13th Annual Conference on Industry Engineering & Management Systems (IEMS)**, Cocoa Beach, FL March 12-14, 2007. (Refereed-Co-Author)
- Keynote Speaker: "Managing University Venues in Times of Challenge," **International Association of Assembly Managers (IAAM)**, 78th Annual Conference and Trade Show, New Orleans, LA, July 25-26, 2003.

- "Unique Research Perspective on Successful Consulting," Discussant, August 12, 2002, **Academy of Management**, Denver 2002 Conference, "Building Effective Networks," Denver, Colorado, August 9-14, 2002.
- "Planning with the Dynasty Trust & Charity," Gift Planner's Digest, January 4, 2000, pp. 1-11. **Wwsiwyg: //128/http://www.pgdc.net/USA/GPD-20000104135013** (Refereed-Co-authored).
- "Planning with the Dynasty Trust & Charity, "More Money for Me & Thee," **NCPG 1999 National Conference on Planned Giving**, Anaheim, CA, October 13-16, 1999. (Refereed-Co-authored).
- "Leave a Legacy, Idaho – Making a Difference at Home," **The Advocate – Official Publication of the Idaho State Bar**, Volume 42, No. 8, August 1999, pp. 9-11. (Co-authored).
- "Employer Legal Liability for Employee Workplace Violence -- Knee Deep in Big Muddy," **SAM Advanced Management Journal**, winter, 1997, pp.35-38. (Refereed-Co-authored).
- "Employer Legal Liability for Employee Workplace Violence -- Knee Deep in Big Muddy," Proceedings, **SAM (Society for Advancement of Management) International Management Conference**, Las Vegas, March 23-25, 1997. (Refereed).
- "Organizational Behavior/Management," **Track Chair, 1994 Academy of Business Administration Global Business Trends Conference**, Cancun, Mexico, December 1994.
- "Business Schools and Corporate America," and "Faculty Development Programs," Deans' Panels, **Academy of Business Administration National Conference**, Las Vegas, NV, February 23-26, 1993.
- "Management: Andragogy Style," **Proceedings, the Association of Management**, 1992 Meeting, Las Vegas, August 4-7, 1992. (Refereed).
- "Negligent Training Suits: A Recent Entry into the Corporate Employment Negligence Arena," **The Labor Law Journal**, Vol. 42, No. 6, June 1991, pp. 351-356. (Refereed-Co-authored).
- "Improving Quality of Work Life with Transactional Analysis as an Intervention Strategy," **Applied Psychology: An International Review**, 1991, 40 (4):395-404. (Refereed-Co-author).
- "MBA 1990: What They Don't Teach in the B-School!" **Proceedings, The Association of Management**, 1990 Annual Meeting, Orlando, August 3-12, 1990. (Refereed).
- "Manager/Subordinate Perception of Satisfaction and Effectiveness: Does It Make a Difference?" **Business Insights**, Vol. VIII, No. I, Fall/Winter 1988, pp. 17-21. (Refereed-Co-authored).
- "Transactional Analysis: Can It Improve Worker Satisfaction with Organizational Decision Making?" **Journal of Systems Management**, Vol. 38, No. 5, May 1987, pp. 18-22. (Refereed-Co-authored).
- "Les cercles de qualite: L'A.T. les rendra-t-elle plus efficaces?" **Actualies En Analyse Tranactionelle (A.A.T.)**, Vol. 11. Avril 1987, pp. 90-96. (Refereed-Co-authored).
- "Selection Systems for Sales Representative," **Journal of Systems Management**, Vol. 37, No. 8, August 1986, pp. 11-17. (Refereed-Co-authored).
- "Quality Circles: Will Transactional Analysis Improve Their Effectiveness?" **Transactional Analysis Journal**, Vol. 16, No. 3, July 1986, pp. 182-187. (Refereed-Co-authored).
- "Quality Circles: Will Transactional Analysis Improve Their Effectiveness?" **Proceedings, Twenty-Fourth Annual Meeting of the International Transactional Analysis Association**, San Francisco, August 1986. (International presentation, Refereed-Co-authored).
- "What Does an MBA Degree Mean in 1986?" **SAM Advanced Management Journal**, Volume 51, Number 1, Winter 1986, pp. 40-44. (Refereed).
- "What's an MBA: 1986?" **Proceedings, Sixteenth Annual Meeting, SoutheastSection, the American Institute of Decision Sciences**, Orlando, February 19-21, 1986. (Refereed).
- "INTRAVIEW: Career Development Through Business Communication" **The Journal of Employment Counseling**, Vol. 22, No. 4, December 1985, pp. 161-165. (Refereed-Co-authored).
- "The Relationship between Membership in Employee Involvement Systems and Organizational Commitment, Propensity to Leave, and Job Satisfaction," **Proceedings, The Association of Human Resource Management and Organizational Behavior**, 1985 National Meeting, Boston, November 17-20, 1985. (Refereed-Co-authored).
- "Productivity Monitoring in the Health Care Environment," **Proceedings, Midwest Academy of Management**, Notre Dame, IN, April 12-14, 1984. (Refereed-Co-authored).
- "The Subchapter S Revision Act of 1982: A More Attractive Option for the Small Businessman," **Proceedings, Midwest Business Administration Association**, Chicago, April 4-6, 1984. (Refereed-Co- authored).
- "A Comparative Analysis of Issues Relevant to Quality-of-Work-Life: Small Business versus Big Business," **Proceedings, Midwest Business Administration Association**, Chicago, March 1983. (Refereed-Co-authored).
- "Management Considerations of a Business Entity in the Environment of Chapter XI Reorganization Proceedings under the New Federal Bankruptcy Code Effective October 1, 1979." **Proceedings, Midwest Business Administration Association**, Chicago, April 4-6, 1984. (Refereed-Co-authored).