



Dr. Thomas G. Marx

Director, DBA Program
College Professor
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Areas of Expertise

- Economic Systems
- Global Business and Economics
- Industrial Organization
- Business and Society
- Global Leadership and Management
- Strategic Business Planning

Biography

Dr Marx joined Lawrence Technological University after twenty-eight years with General Motors Corporation where he served in a number of positions in Economics, Government Relations, Public Policy, Corporate Strategic Planning and a special assignment with the Motor Vehicle Manufacturers Association (1993-1994). His last position at General Motors was as the General Director, Economic Issues, Public Policy Center.

Prior to joining General Motors, Dr. Marx was an economist for the Federal Trade Commission and an economic/energy consultant for Foster Associates Inc. in Washington D.C.

Dr. Marx holds a number of honors, including: B.S. Summa Cum Laude; Pi Gamma Mu National Social Sciences Honor Society; Beta Gamma Sigma Business Honor Society; Newcomen Society 1976 Special Award in Business History; Who's Who in America (2008); Who's Who in the Midwest; Who's Who in Industry and Finance; Personalities in America; and Personalities in the Midwest.

Education

- Ph.D. Economics, Wharton School, University of Pennsylvania, 1973
- B.S. Business Administration (Summa Cum Laude), Rider University, 1969

Teaching Experience

- Lawrence Technological University, Undergraduate and Graduate Schools, 2005 – (Microeconomics, Macroeconomics, Strategic Business Planning, Leadership and Management, Globalization and the New Economy, Institutions, Strategies, Structures and Systems, Advanced Business Topics)
- University of Detroit Mercy, Undergraduate and Graduate Schools, 1988-1999 (Economics, Public Sector Economics, Business and Society, Strategic Business Planning)
- Wayne State University, 1982-1986 (Microeconomics, Strategic Business Planning, Business and Government)
- University of Pennsylvania, Philadelphia PA, 1972-1973 (Microeconomics)
- Temple University, Philadelphia PA, 1972 (Microeconomics, Managerial Economics)

Publications and Presentations

- Business and Society: Economic, Moral and Political Foundations (Englewood Cliffs, N.J.: Prentice-Hall, 1985).
- Over seventy articles on economics, business and public policy issues in professional, refereed journals.
- Over one hundred presentations at government, industry and academic conferences and meetings around the world.
- Served as assistant Editor and as reviewer for several professional economic and business journals



ROBERT B. INSKEEP

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EDUCATION:

Ph.D., Industrial/Organizational Psychology, June, 1978.
Wayne State University, Detroit, Michigan.

M.A., Industrial/Organizational Psychology, June, 1972.
Wayne State University, Detroit, Michigan.

B.A., Psychology, June 1967.
The State University of New York at Buffalo, Buffalo, New York.

PROFESSIONAL EXPERIENCE:

College Professor, Lawrence Technological University, College of Management
Southfield, MI, 2002- Present.

Adjunct Instructor, University of Michigan/Flint, School of Management
Flint, Michigan. 1997-1998, 2001-2002.

Director, Human Resources, The Charles Stewart Mott Foundation,
Flint, Michigan. 1994 - 2002.

Director of Corporate Personnel, The Stroh Brewery Company,
Detroit, Michigan. 1986 - 1994.

Manager of Management Development and Training, The Stroh Brewery Company,
Detroit, Michigan. 1983 - 1985.

Manager of Employee Services, The Stroh Brewery Company,
Detroit, Michigan. 1982 - 1983.

Personnel Coordinator, The Stroh Brewery Company,
Detroit, Michigan. 1979 - 1981.

Psychotherapist/Consultant, Archambault and Associates,
Huntington Woods, Michigan. 1982 - 1990.

Organizational Consultant, Multi-Resource Corporation,
Southfield, Michigan. 1982 - 1984.

Adjunct Instructor, Wayne State University, College of Education,
Detroit, Michigan. 1984.

Director of Vocational and Staff Development Services, Salvation Army Harbor Light Treatment Center, Detroit, Michigan. 1974 - 1978.

Assistant District Office Manager, Michigan Department of Education, Division of Vocational Rehabilitation, Detroit, Michigan. 1972 - 1974.

Counselor, Michigan Department of Education, Division of Vocational Rehabilitation, Detroit, Michigan. 1969 - 1971.

Adjunct Instructor, Wayne State University, College of Liberal Arts, Detroit, Michigan. 1968 - 1971; 1974 - 1978.

Adjunct Instructor, Wayne County Community College, Psychology Department, Detroit, Michigan. 1970 - 1971.

Research Assistant, Wayne State University, College of Liberal Arts, Detroit, Michigan. 1968 - 1969; 1974 - 1976.

COURSES/SEMINARS TAUGHT:

University Setting:

- Leadership and Management
- Strategic Nonprofit Management
- Business and Its Environment
- Strategic Management Capstone
- Contemporary Issues in Management
- Human Resources Management
- Introductory Psychology
- Psychology of Adjustment
- Industrial/Organizational Psychology
- Substance Abuse Counseling

Business Setting:

- Coping with Organizational Change
- Counseling Problem Employees/ Employee Assistance Programming
- Employee Development and Coaching
- Goal Setting and Performance Management
- Meeting Management
- Performance Management
- Process Improvement Methods
- Recruitment, Interviewing and Selection
- Team Building and Group Facilitation

AREAS OF PROFESSIONAL CONCENTRATION:

Developed, implemented, and managed long-term projects in the following areas:

- Affirmative Action / Managing Diversity
- Career Counseling
- Compensation and Reward Systems
- Downsizing/Outplacement Programming
- Employee Assistance/ Work Family Programming

Employee Benefits

- Employee Involvement/ Quality Improvement (TQM)
- Employee Opinion Surveying
- Employee Relations/ Employment Law
- Employee Relocation
- Grant Writing
- Internship Programs
- Job Analysis
- Nonprofit Management
- Performance Assessment System Design
- Personnel Policy Design and Administration
- Progression and Succession Planning
- Recruitment and Selection
- Sexual Harassment
- Substance Abuse Counseling
- Training Needs Analysis/ Curriculum Development
- Vocational Rehabilitation Counseling

PROFESSIONAL AND CIVIC ACTIVITIES:

- American Psychological Association, Past Member
- Society for Human Resource Management, Member
- Society of Industrial/Organizational Psychologists, Past Member
- American Society for Training and Development, Member
- Metropolitan Affairs Coalition, Advisory Board Member and Past Project Chair
- North Oakland Headwaters Land Conservancy, Director, Board President

PRESENTATIONS:

Inskeep, R (2006) " Building capacity to Nurture Social Entrepreneurs", presented at the 2006 Benchmark 3 Conference on Nonprofit and Philanthropic Studies, March 16, 2006, Tempe, Arizona.

Inskeep, R and Lindman, G. (2005) "Building Capacity to Nurture Social Entrepreneurs", Presented at ACBSP Region 4 Annual Conference, September 22, 2005, Indianapolis, Indiana.

Inskeep, R. (1992) " Personnel's Role in Preventing Wrongful Termination Charges ". Presented at the Council on Education in Management Personnel Law Seminar, March and April, 1992, Dearborn, MI.

Inskeep, R. (1990) " The Role of Business in a Community-Based Job Placement Network ". Presented at the Metropolitan Affairs Corporation Job Brokers Forum, April, 1990, Mercy College, Detroit, MI.

Inskeep, R. (1988) " Structuring Workplace Transitions ". Presented at the ALMACA Huron Valley Chapter Annual Conference, May, 1988, Ann Arbor, MI.

Inskeep, R. (1988) " The Human Side of Downsizing". Presented at the Michigan/Ontario Compensation Association Annual Meeting, May, 1988, Detroit, MI .

Inskeep, R. (1987) " Corporate Responsibility for Addressing Community Employment Needs ". Presented at the Michigan League for Human Services Annual Conference, November, 1987, Mercy College, Detroit, MI.

Inskeep, R. (1986) " Alcohol and Drugs: Issues in the Workplace - Tailoring an Approach for Your Company ". Presented at the Ninth Annual Arkansas Labor Law and Labor Relations Seminar, April, 1986, Little Rock, AR.

Inskeep, R. (1984) " Labor's Role in Helping the Troubled Employee ". Presented at the United Auto Worker's Annual Conference on Welfare Issues, September, 1984, Wayne State University, Detroit, Michigan.

Inskeep, R. (1982) " Opportunities for Employee Research in Business Settings ". Presented at the Eleventh Annual ALMACA National Convention, October, 1982, Philadelphia, PA.

Inskeep, R. (1982) " The Effect of Alcohol and Drug Abuse on Productivity ". Testimony before the United States Senate Committee on Labor and Human Resources, Ninety Seventh Congress, July, 1982, Washington, D.C.

PUBLICATIONS:

Inskeep, R. (1989) Reducing Chronic Joblessness in Greater Detroit, B.D. Sanders (Ed.) Detroit, Michigan: Metropolitan Affairs Corporation.

Inskeep, R. (1988) " Downsizing - The Human Side of Restructuring ".The Wyatt Communicator, First Quarter, 1988.

Simerson, G., Brannas, V., Pizzuti, A., and Inskeep, R., (1983) "Project EARS: ALMACA Listens to Salaried Alcoholics " EAP Digest, September/October, 1983.

Inskeep, R., (1981) " Vocational Rehabilitation/Employment Development for Drug Dependent Women ". Beschner, G., Reed, B., and Modanaro, J., (Eds.) Treatment Services for Drug Dependent Women - Vol. 1, DHHS Pub. No. (ADM) 81117. Rockville, Maryland: National Institute on Drug Abuse, pp. 293-342.

Inskeep, R., (1980) Employee Assistance Programs...A Model, Wampach, F., Calhoun, G., and Ackoff, R., (Eds.) Washington D.C. :United States Brewers Association.

Cowan, G., and Inskeep, R., (1978) "Commitments to Help Among the Disabled/Disadvantaged ", Personality and Social Psychology Bulletin, Winter, 1978.

Inskeep, R., (1978) An Application of Expectancy Theory to the Occupational Choice Process, unpublished Doctoral Dissertation, Detroit, Michigan: Wayne State University.

Reeder, C., Kuncze, J., Niewoehner, G., and Inskeep, R., (1977)
"Vocational Rehabilitation of the Hard-Core Addict ", Rehabilitation Literature, Vol. 34, No. 1, Jan. 1977.



DR. JACQUELINE M. STAVROS

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EDUCATION

Case Western Reserve University, Cleveland, OH

The Weatherhead School of Management

Executive Doctorate in Global Management

Dissertation: *Capacity Building Using Appreciative Inquiry: A Relational Process of Building Your Organization's Future*

Michigan State University, East Lansing, MI

The Eli Broad School of Management

Master of Business Administration (MBA) - Major: International Business

Wayne State University, School of Business, Detroit, MI

Bachelor of Arts in Business Administration - Major: Marketing

PROFESSIONAL DEVELOPMENT – Certificates and Certifications Earned

Industrial Technology Institute/MMTC, Ann Arbor, MI

Manufacturing Assessment Methodology & Quality Systems Certification (MAM Training)

Michigan State University, The Eli Broad Graduate School of Management, East Lansing, MI

Summer Institute for Global Business Development Professionals

Thunderbird University, Graduate School of International Management, Phoenix, AZ

NASDA International Trade Specialist Certification Program (Level II)

Michigan Business Development Center Network, Detroit, MI

Business Counselor Certification Program (Level I and II)

PROFESSIONAL EXPERIENCE

LAWRENCE TECHNOLOGICAL UNIVERSITY, Southfield, MI

2000 - Present

A private university with a student population 4300 students

Associate Professor – MBA, CI-MBA, DBA and International Programs

- Teach graduate and doctoral level courses in organization development and change, Appreciative Inquiry, globalization, strategy, qualitative research design and techniques, strategic marketing and management, leading organizational change and leadership (both traditional, weekend and distance learning courses).
- Chair dissertation work in organizational development, change, strategy, and leadership.
- Teach in International Programs (Taipei, Toronto, and Vancouver).

- Faculty Council (2005-2008, Chair 2007-2008)
- Vice Chair of Doctorate of Business Administration Program (2003-2006).
- Director of Education Centers for Plymouth, TACOM, Macomb, and Traverse City (March 2003 – August 2004).
- Develop blended and online course for Graduate College of Management.
- Train faculty, staff, and students in e-learning methodologies and tools.
- Interim Director of Information and Technology and Distance Learning Operations (Fall 2000-2001).

P.S. Innovations, Commerce, MI 1987 - Present

A global organization offering strength-based approach to leading and sustaining strategic change

Principal

- Work with organizations in leading change and building strategic capacity using Appreciative Inquiry, Strategic Impact - SOAR Framework, strategies and structures; strategic management and leadership; marketing, sales and business development; team building; and globalization of products/services.
- Develop customize training programs.
- Provide strength-based coaching for professional and personal development.
- Coach organizations in creating and developing quality programs to meet global standards such as ISO 9000 and QS 9000.
- Assist organizations with commercialization of technology.
- Charting co-owner and Interim Global Council member with Appreciative Inquiry Consultancy, LLC (www.aiconsulting.org).
- Former Senior Associate for Global Marketing Insights, Inc. (www.globalinsights.com) and Corporation for Positive Change (www.corporationforpositivechange.com).
- Core team member for Business as a Change Agent for World Benefit's Spirit in Business Conference, New York City, NY April 21-23 (www.spiritinbusiness.org) - a multi-year study.

MADONNA UNIVERSITY, Livonia, MI 1995 - 2000

A private university with a student population 4900 students

Associate Professor - School of Business

- Director of Association of Quality Participation (AQP) Program.
- Taught graduate (MBA and MSBA) and undergraduate courses and develop seminars in Appreciative Inquiry, strategic management, international business, marketing, leadership, quality and management and organizational change (both traditional, weekend and distance learning courses).
- Taught in Taiwan, China, and Korea exchange programs.
- Faculty Liaison of two online learning programs: OMNIBUS and Co-hort On-line Program (COP).
- Developed internship programs and work with business community in student recruitment and placement.
- Recruited and advised both undergraduate and graduate students in business curriculum, cooperative education programs, independent students, global experiences, internships and Master thesis projects.

- Created six new seminars: Quality Systems, QS 9000 and ISO 9000, International Business Perspectives, Brunch with the Experts: Great Exportations, Corporate Governance, Leadership and Future Planning, and Appreciative Inquiry: A Positive Approach to Leading & Managing Organizations.
- School of Business Committee Service:
 - Professional Development, Chairperson (1998 – 2000)
 - Undergraduate Curriculum Team (1997-1998)
 - Graduate Curriculum Team (1995-1997)
 - Business Outreach (1995-1996)
 - Malcolm Baldrige Committee (1995-1997)
- University Committee Service:
 - International Advisory Board (1999 – 2000)
 - Professional Development (1996 – 2000)
 - Participated in Annual Fall Fund-raiser Corporate Campaign for University (1995-1997)
 - Department of Education Title 6A/6B (1995-1998)
- Established partnership with U.S. Small Business Administration's Export Technical Assistance Partnership (E-TAP) Program.

CAEtech, Livonia, MI

1995 - 1996

A \$16 MM engineering, information, and contract labor services firms specializing in automotive industry and government contracting

Director of International Business Development

- Responsible for new commercial/government development.
- Developed marketing information systems for engineering and information technology areas.
- Client manager for Big 3 and Tier One Suppliers.
- Participated in quality programs – QS 9000 and achieved Ford QI Award.

ACCI BUSINESS SYSTEMS/PARKHILL & COMPANY, Troy, MI

1994 - 1995

A \$3 MM software manufacturer specializing in A/E project management and accounting software

Marketing Director

- Responsible for all marketing activities that include advertising, direct mail, trade shows, national/regional users group meetings, product listings and public relations.
- Supported 11 dealers network to sell, install and train clients on the software national and international markets.
- Designed databases to handle and track all inquiries, dealer network and software users.
- Promoted, planned and responsible for regional and national users group meetings.
- Called on new and existing accounts; prepared quotes and supported technical consultants.
- Planned and implemented a marketing program that generated 1000+ leads in first nine months.

MICHIGAN BUSINESS DEVELOPMENT CENTER NETWORK

1987 - 1994

A 40 center network that provides assistance to small businesses. Authorized by Congress in 1980, the program links resources of federal governments with private sector to offer its services.

Director, Business & International Development

Business Enterprise Development Center, Troy, MI

- Directed counseling staff of 16 and responsible for a \$315,000 operating budget.
- Designed and presented workshops in business planning, quality systems, marketing, exporting and cultural diversity.
- Completed new market identification, business and foreign market entry plans for clients.
- Generated increased revenues of \$1.04 MM through business start-ups and expansions.
- Instituted a program to access a \$120 billion Multilateral Development Bank market.
- Developed International Trade Certification program (trained 90+ participants in 1993).
- Served on continuous quality improvement team for network.

International Trade Coordinator

Michigan State University International Business Center, East Lansing, MI

- Developed procedures and managed the operations of a \$425,000 business export program.
- Hired, trained and supervised over 50 counselors, graduate assistants and interns.
- Counseled over 170 businesses on product development and foreign market entry strategies.
- Created international library for under \$3,000 to help clients identify export opportunities.
- Promoted to Director of Business and International Development in January 1993.

Certified Business Counselor

Wayne State University & Lansing Community College, Detroit & Lansing, MI

- Consulted with companies to aid them in problem identification and resolution including: financial analysis, business planning, exporting, marketing, quality systems and new product development.
- Started over 300 businesses and assisted in the expansion of 66 businesses.
- Promoted to International Trade Coordinator in September 1991.

KEHAIN CORPORATION, Otsu, Japan

Spring/Summer 1991

A Japanese transportation company that offers a work/study Program for students to study abroad.

Program Director

- Supervised the activities of 28 students and 3 senior advisors with their work/study program.
- Developed new course work and taught Comparative U.S./Japanese Management Styles.
- Taught courses in English Conversation at Shiga Prefecture College to Japanese students.

MASTR.SOFT CORPORATION, Southfield, MI 1985 - 1988
A \$10 MM software manufacturer specializing in equipment maintenance, accounting,
and customized software.

Marketing Director

- Managed a marketing division that included 3 product lines and a \$550,000 marketing budget.
- Established national distribution network to sell software packages to a 13,000 hospital network nationally, Europe, and Canada.
- Created a corporate marketing campaign to include: direct mail, advertising, trade shows, telemarketing, publicity and special events which increased sales leads 720%.
- Developed in-house ad agency to produce product literature and place advertisements that resulted in 80% cost savings.

ADJUNCT TEACHING EXPERIENCE

Lawrence Technological University, Southfield, MI 1998 – 2000

International Business Perspectives (MGT 6053)

Strategic Change Management & Leadership Module (CI-MBA Program)

Business Management Module – Finance, Marketing and Globalization (CI-MBA Program)

Walsh College, Troy, MI 1993 - 1995

Advanced Marketing Strategy, International Business and Global Case Strategy

(U.S. S.B.A. District & Regional Small Business Institute Award for Best Case Study)

Michigan State University, East Lansing, MI 1991 - 1993

Special Problems in International Business

Lansing Community College, Lansing, MI 1989 - 1991

Public Relations, Small Business Mgt., U.S. & Japanese Mgt. Styles and Marketing

PROFESSIONAL AFFILIATIONS

- Taos Institute (Associate Member – May 2003 to Present and Editor of *Focus Book Series*)
- Organization Development Network (2004 – Present)
- Organization Development Institute (2006-Present)
- Appreciative Inquiry Consulting, LLC (Interim Global Council Board Member, 2002-2004)
- Academy of Management (2000 – Present)
- National Association for Small Business International Trade Educators (NASBITE – Board of Governors)
- Michigan Quality Council
- Michigan District Export Council (M-DEC) - Committee work: National Export Strategy, U.S. Export Assistance Centers (USEACs), and Marketing and Communications of USEACs
- Michigan's Export Resource Center – Madonna University's Representative
- U.S. D.O.C. & F.C.S. Advisory Committee of Michigan Export Promotion Infrastructure
- Michigan International Trade Partnership
- Small Business Development Center Advisory Committee
- American Marketing Association

COMMUNITY SERVICE

- Positive Change Corps – Board Member and volunteer with schools and youth programs to build exemplary programs
- Business as Agent of World Benefit (BAWB)

- Livonia Public High Schools – Volunteer to work with students in President’s Virtual Trade Mission
- NGOs: Volunteer work with various NGOs to help them understand capacity building efforts such as Christian Reformed World Relief Committee. Launched with Appreciative Inquiry
- Tendercare Michigan – Volunteer to decorate nursing homes and bake goods for the holidays

SELECTED CONSULTING ACTIVITIES

- Edsel and Elenor Ford Foundation – Executive Development & Whole Systems Strategic Plan w/SOAR Framework
- Northern Essex Community College – Whole Systems Strategic Plan w/SOAR Framework
- Jefferson Wells – Strategy and Employee Engagement
- National Education Association (NEA) – Annual Strategic Retreat w/Appreciative Inquiry
- Girl Scouts of United States of America – Strategic Re-Organization Using Appreciative Inquiry
- National Association of Prevention Against Cruelty of Animals – Appreciative Inquiry
- Canton Public School Systems – Strategic Planning and Community Redevelopment
- General Motors – Mexico – Appreciative Inquiry and Cultural Integration
- Industrial Construction, Cleveland, OH – ISO 9000 & QS 9000 Training and Registration and Strategic Marketing
- HCR-Manorcare, Toledo, OH – Appreciative Team Building
- Business Development Center, Schoolcraft College, Livonia, MI – Strategic Planning Built Upon an Appreciative Foundation, Export Assistance, ISO 9000/QS 9000 and Training
- Global Marketing Insights, Brecksville, OH – Appreciative Inquiry, Strategic Planning and Training Activities
- ERIM International, Ann Arbor, MI – Strategic Planning from a nonprofit organization to a for-profit organization and ISO 9000 Quality Manual Project
- Tuffy Mufflers – Strategic Planning & Appreciative Inquiry
- Karmazin Products – Foreign Market Entry Planning and ISO 9000 and QS 9000 training

HONORS AND AWARDS

- 2006 Exemplary Volunteer Service to Taos Institute
- 2002 Certificate of Appreciation from United States Tank Automotive Command
- 2000, 2002 and 2003 Who’s Who Among America’s Teachers (nominated by students)
- Honorary Member of Delta Mu Delta National Honor Society
- Received Scholarship for Dissertation Proposal for final year of Executive Doctorate Program
- Earned Highest Teaching Evaluations - Walsh College, Madonna University and LTU
- Detroit Association of Phi Beta Kappa
- Small Business Administration - Outstanding Consultant
- Golden Key National Honor Society
- Wayne State University Merit Scholarship
- National Dean's List (WSU & MSU)
- Beta Gamma Sigma National Honor Business Society
- MI Certificate of Academic Excellence

COUNTRY EXPERIENCE

- Canada
- China
- Great Britain
- France
- Germany
- Greece
- Hong Kong
- Japan
- Mexico
- Netherlands
- Spain
- Taiwan
- Turkey

RESEARCH AGENDA and DOCTORAL DISSERTATION COMMITTEES

My research and publication/presentation agenda focuses on the scholarship of integration, application, and professional activities in the following areas:

- Organization Development and Change
- Capacity Building
- Positive Organizational Scholarship/Appreciative Inquiry
- Strategy and Strategic Planning (SOAR™ Framework)
- Sustainable Development and Sustainable Value
- Leadership
- Qualitative Research Design

Dissertation Committee Work

- Saint, Dan: The Corporation as a Nexus of Relationships (Member: Ph.D Program at Benedictine University)
- Meda, Anne: Ethical Leadership and Ethical Performance (Member: Ph.D Program at Benedictine University)
- Felker, Julie: Geographic Mobility of Knowledge Workers in the European Union: An Organizational Perspective (Chair: DBA Program at Lawrence Technological University)
- D'Angela, Derek: A Study of the Market's Reaction to Superior Sustainability Reporting as Demonstrated by the Financial Performance of Publicly Traded Companies (Member: DBA Program at Lawrence Technological University)
- Halms, Barry: Organizational Effectiveness: A Process of Appreciative Social Construction in an Environment that Generates Collaborative Energy (Member: Ph.D Program at Benedictine University)
- Sprangel, Joe: The Role of Trust, Environmental Facility Activity & SOAR™ in Chemical Management Services Supplier Performance

PUBLICATIONS and REVIEWER/EDITORIAL WORK

“SOAR from Mediocrity of Status Quo to the Heights of Global Sustainability”, (2008/2009) (co-author: Joe Sprangel) – Chapter in *Innovative Approaches to Global Sustainability* by Charles Wankel and James A.F. Stoner (Editors), Palgrave Macmillan.

“The Jefferson Wells Detroit Office Story of Small Changes, Big Results” (2008). co-authored with Dan Saint in *Gestalt International Study Center's Newsletter*.

“Applying Appreciative Inquiry to Deliver Strategic Change: Orbseal Technology Center (2008). co-authored with Joe Sprangel. Chapter 14 in *Appreciative Inquiry for Change Management* by Jonathan Passmore, Sara, Lewis and Stephan Castore, Philadelphia, PA: Kogan Page Publishers.

Hinrichs, G., Seiling, J., Stavros, J. (2008) Sensemaking to Create High-Performing Virtual Teams. In J. Nemiro, M. Beyerlein, L. Bradley, S. Beyerlein (Eds.), *The Handbook of High-Performance Virtual Teams* (pp.131-152). San Francisco, CA. John Wiley & Sons.

The Appreciative Inquiry Handbook: For Leaders of Change, Second Edition, (2008) (co-authors: David Cooperrider and Diana Whitney), Crown Custom Publishing/Berrett Koheler Publishers, Cleveland, OH.

“SOARing to High and Engaging Performance: An Appreciative Approach to Strategy”, (August 2007). Co-Editor of *Ai Practitioner: The International Journal of AI Best Practices*, London, England.

“Soar in Mid-Flight”, (August 2007). Co-author with Marge Schiller, (August 2007). *Ai Practitioner: The International Journal of AI Best Practices*, London, England.

“Grounding the Strength-based Applications of SOAR in Theory”, (August 2007). Co-author with Jane Seiling, *Ai Practitioner: The International Journal of AI Best Practices*, London, England.

“Capacity Building for Organizational Accomplishment: Lessons from a Network of Nonprofit Organizations Using Appreciative Inquiry”, (March 2007) – Awarded Best Paper for Nonprofit Management Track. North American Management Society (NAMS) for the MBAA International Conference. Published in *NAMS Journal*.

“SOAR Framework for Strategic Change”, (October 2006). Mini-Chapter in the German Publication: *The Secret of Striking Work with Large Group Change*, by Walter Bruck, Hohe, Germany.

Dynamic Relationships: Unleashing the Power of Appreciative Inquiry in Daily Living, Fall 2005, Taos Institute, Chagrin Falls, OH.

Editor for the Taos Institute Focus Book Series:

- Appreciative Inquiry – Building Collaborative Capacity by Ron Fry and Frank Barrett (Fall 2005)
- Social Construction: Entering A New Dialogue by Kenneth and Mary Gergen (Summer 2004)
- Appreciative Sharing for Knowledge (ASK): Reframing Knowledge Management by Dr. Tojo Thatchenkery (Summer 2003-2004)

Co-Editor with Dr. John Sutherland for the Ai Practitioner November 2003 Issue: Ai and Strategy, United Kingdom. Reviewed and selected 13 articles, plus co-authored three articles:

- “The Heart of Appreciative Strategy” w/Dr. Sutherland
- “Strategic Inquiry with Appreciative Intent: Inspiration to SOAR!” w/Dr. Lynn Kelley and Dr. David Cooperrider (founder of Appreciative Inquiry)
- “Strategic Planning and Sustainability: Socially Constructing a New Corporate Purpose w/Dan Saint

Edited White Paper, “The Knowledge Management Domain” (Summer 2003) by Karla Phlypo, Body Knowledge Asset Manager, General Motors, Detroit, MI.

“Celebrate the Stories: West Springfield Public School (WSPS) Strategic Planning Process”, *Ai Practitioner Journal*, (2003) co-authored with Dr. Marge Schiller.

The Appreciative Inquiry Summit: A Practitioner’s Guide for Leading Large-Group Change, July 2003 by Ludema, J., Whitney, D., Mohr B., and Griffin, T., Berrett-Kohler, San Francisco, CA. Served as reviewer, contributed a case study, and work cited from The Appreciative Inquiry Handbook.

The Appreciative Inquiry Handbook: The First in a Series of AI Workbooks for Leaders of Change, First, Edition, (co-authoring), June 2003, Lakeshore Publications, Cleveland, OH.

The Power of Appreciative Inquiry: A Practical Guide to Positive Change, January 2003 by Whitney D., and Trosten-bloom, A., Berrett-Kohler, San Francisco, CA. Served as reviewer and work cited from The Appreciative Inquiry Handbook.

“Tendercare, Inc., A Case Study Using Appreciative Inquiry” (May 2003) with A. Meda. Paper presentation at the 33rd Annual Information Exchange Conference, Organization Development Institute in Williamsburg, Virginia. Co-winner of the Jack Gibb Award for best presentation.

Honorable Mention for the 2003 Organization Development Institute Project of the Year, “An Appreciative Inquiry into the Positive Core of Wayne Seniors Assisted Living Center”.

“Cultivating a Positive Culture with Appreciative Inquiry”, (March 2003) with A. Meda.

Proceedings: 30th Annual Conference of the Federation of Business Disciplines National and International Constituency, Southwest Academy of Management, Houston, Texas.

Trade Secrets: The Export Answer Book, Third Edition, (contributing editor), February 2001, Authored by Sarah S. McCue, Michigan Small Business Development Center, Detroit, MI.

Corporate Governance in the Next Millennium: A Stakeholder's Approach, January 2001, A case study designed for LTU's CI-MBA Program Module #5 On-Line Component, Southfield, MI.

A Case Study of Appreciative Executive Leadership, December 2000, An interactive case study designed for LTU's CI-MBA Program Module #5 On-Line Module Component, Southfield, MI.

Northern and Southern Perspectives of Capacity Building Using an Appreciative Inquiry Approach, Winter 2000, *Journal of Global Social Innovations*, Washington, DC.

Trade Secrets: The Export Answer Book, Second Edition, (contributing editor), June 1998, Authored by Sarah S. McCue, Michigan Small Business Development Center, Detroit, MI.

Capacity Building: Creating Your Organization's Future Based Upon Appreciative Inquiry Methodology, April 1998, Dissertation, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH. Parts of this paper are used as case studies in BUS471/671 Course: Appreciative Inquiry: A Positive Approach to Managing Organizations.

For The Big Emerging Markets: Project Opportunities in China & Hong Kong, January 1998, Proceedings Manuscript Prepared for National Manufacturing Week Conference 1998, *Preparing Industry for the 21st Century*. Paper presented at the McCormick Place Convention Center, Chicago, IL.

Capacity Building From The Ground Using Appreciative Inquiry: The Case of Paradigm Interplay in Building Organizational Excellence, (a proposal), May 1997, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH. Received a Scholarship for the final year of the EDM Program.

A Comparative Approach of Environmental Legal Systems and NGOs: A Case Study of the United States and Mexico, April 1997, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH. Working with Dr. Stahl in furthering this research for publication.

For The Big Emerging Markets - Project Opportunities Offer Profits Abroad, Paper presented at the Tenth Annual International Conference NASBITE 97: International Strategies and Solutions for Global Competitiveness, Dallas, TX.

Trade, Policy and Environment: Sustainable Urban Development (co-authored), March 1997, Case Western Reserve University – Executive Doctorate Program, Cleveland, OH. Research is used in On-Line courses in International Business and Management.

Towards A National Export Strategy, January 1997, *Trade Promotion Strategies For Developing Countries*, International Trade Centre, UNCTAD - GATT, Geneva, Switzerland.

Going the Distance with Distance Learning and On-Line Technologies, (co-authored), November 1996, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH. Published results in *CWRU Magazine* and presentation made at Professional Development Roundtable in 1997 at Madonna University.

The Three Major Global Institutional Players in Today's World Arena, August 1996, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH. Article used in INB 608: International Perspectives Course.

Non-Governmental Organizations - A Link To Building Civil Society, (co-authored), May 1996, Mega-Cities Project - North America, Cleveland, OH.

Technological Innovation and Diffusion in Cleveland's Aerospace Industry, (co-authored), April 1996, Case Western Reserve University - Executive Doctorate Program, Cleveland, OH.

Civil Society in the Next Millennium, (co-authored), December 1995, Mega-Cities Project, New York, NY.

Going International with Interns, November 1995, Small Business Association of Michigan (SBAM), Detroit, MI.

Helping Small Business Access International Markets, June 1994, Michigan Small Business Development Center Network (MI-SBDC), Detroit, MI.

Where in the World to Export, May 1994, *Crain's Small Business Detroit*, Detroit, MI.

Don't Fear Export Paperwork, November 1993, *Crain's Small Business Detroit* (Premier Issue), Detroit, MI.

How SBDCs Can Effectively Link Students Teams with Businesses, October 1993, MI-SBDC Network, Troy, MI.

International Passport Series: Level One Certification, August 1993, Institute For International Trade, Detroit, MI.

Passport to Export: Phase Two - International Marketing, April 1993, St. Clair Community College, Port Huron, MI.

Entrepreneur's Doorway to Success, January 1993, Business Enterprise Development Center, Troy, MI.

SBDC Business Plan Guide, (co-authored), September 1992, Lansing Community College, Lansing, MI.

Michigan International Finance Packet, July 1992, Michigan State University, East Lansing, MI.

CONFERENCE PRESENTATIONS & PROCEEDINGS

“Stories are Data Too: The Art and Practice of Appreciative Inquiry”, (July 16, 2008). Capital Quality Initiative, Sponsored by Lansing Community College Business and Community Institute, Lansing, MI.

“Sensemanaging in the Course Room: A Forum for Making Sense” (April 15, 2008). Scholarship of Teaching, Assessment, and Learning Poster Session for The Center for Teaching and Learning at Lawrence Technological University, Southfield, MI.

“SOAR: Creating Strategic Impact to Succeed in a Global Environment”, (April 2, 2008). Panel Chair and Presenter for Succeeding in a Global Environment, at MBAA International Conference, April 2-4, 2008, The Drake Hotel: Chicago, Illinois.

“A Strength-based Whole Systems Approach to Strategy and Strategic Business Planning” (January 9, 2008). Quantum Leaps U, Comerica Towers, Southfield, MI.

“SOARing to High Performance Organizations” (September 2007). Symphony of Strengths – AI International Conference, Orlando, FL.

“Linking Strategy to Performance” (June 8, 2007). Leadership Institute of the American Dietetic Association at the Hyatt Regency Islandia Hotel, San Diego, CA.

“Capacity Building for Organizational Accomplishment: Lessons from a Network of Nonprofit Organizations Using Appreciative Inquiry”, (March 28-30, 2007). North American Management Society (NAMS) for the MBAA International Conference at Drake Hotel, Chicago, IL.

“Strategic Impact: Inspiration to SOAR!” (March 24, 2007). Gaining the Edge – Society of Women Engineers Professional Development Conference, DaimlerChrysler Headquarters, Auburn Hills, MI.

“Leap of Faith: Discovering the Wonder-Full World of Education”, (November 6-7, 2003), A Global Dialogue at Case Western Reserve University, Weatherhead School of Management, Positive Change Corps and McDonald’s Corporation, Cleveland, OH.

“Appreciative Inquiry: An Opportunity to Discover, Dream, and Design Your Destiny”, (October 23-25, 2003), The First International Conference & Dialogue in Brazil, Curitiba, Brazil.

“Business as an Agent of World Benefit (BAWB)”, (August 5, 2003), Caucus Session with practitioner-scholars from University of Michigan, Case Western Reserve University, Benedictine University, Post Naval Graduate School, and Lawrence Technological University at the 66th Annual Academy of Management Presentation: Democracy in a Knowledge Economy, Seattle, Washington.

“Foundations of Appreciative Inquiry: Transforming the Girl Scouts of United States of America”, (May 25-29) at the Edith Macy Conference Center, World Headquarters, New York City, NY.

“Global Application of Strength-base approaches in Education (Pre-K through 12 Grade)”, (April 4-5, 2003) with Dr. Marge Schiller, Session 2: Organizational Development Paper Session – “Exploring the OD Territories of Organizations”, at the Midwest Academy of Management Conference: “Charting New Territory and Exploring New Frontiers”, St. Louis, MO.

“Cultivating a Positive Culture with Appreciative Inquiry”, (March 8, 2003) with A. Meda.

Panel: Organization Development: Emerging Models, Hope and Appreciative Inquiry, 30th Annual Conference of the Federation of Business Disciplines National and International Constituency, Southwest Academy of Management, Houston, Texas.

Presented at the United States Army, Tank-Automotive and Armaments Command (TACOM) for their program, Champions for Empowerment (2002-2003) on October 17, 2002. Received a “Certificate of Appreciation”:

“A Collective Discovery of our Dreams to Design a Better Destiny for Tomorrow’s Leaders”, (April 22, 2002), First Annual Spirit in Business Conference, New York City, NY. Presented material on behalf of the Career Integrated MBA Class of 2000 for Business as Agent for World Benefit.

“Creating an Interactive e-Learning Environment” and “Globalization and the Internet for SMEs”, (April 10-12, 2002), NASBITEs 15th Annual Conference in San Francisco, CA.

“Marketing Strategies for Boutique Consulting Firms”, (October 9-12, 2002). AIC’s Assembly of the Whole Annual Meeting 2002, Seabrook Island, South Carolina.

“Direct Measures for Assessing Student Learning Outcomes in the College of Management”, (September 20, 2002) with Dr. Patty Castelli and Professor Laura Majewski at LTU’s Assessment Symposium: Best Practice Examples of Student Academic Achievement Assessment, Southfield, MI.

“Celebrate the Stories: West Springfield Public School Systems – Annual Strategic Planning Retreat”. (September 3-4, 2002). Facilitated a Strategic Planning Summit with over 700 stakeholders.

“Branding & National Marketing”, (July 27-28, 2001). Annual Aerospace Imaging Conference, Sea Cloister, North Carolina.

“Discovering New Ways in E-Education Using an Appreciative Inquiry”. Faculty/Curriculum Development Track, North American Small Business International Trade Educators, NASBITE 2001 14th Annual Conference, Chicago, IL, April 2001.

“Globalization and E-Commerce MBA via Distance Learning”, Faculty/Curriculum Development Track, North American Small Business International Trade Educators, NASBITE 2001 14th Annual Conference, Chicago, IL, April 2001.

“Developmental Stresses for NGO/NPO Leadership”, First Executive Doctorate Management Symposium 2001, Panel Discussant on *A Case of EDM Leadership at a National Nonprofit, Volunteer Leaders in Capital Campaigns and Corruption, Democracy and the Role of Appreciative Inquiry in International NGOs*, Cleveland, OH, January 26, 2001.

“Appreciative Inquiry in Action with Total Quality Management Systems”, Association of Quality Practitioners Series, December 3-4, Livonia, Michigan.

“Developing a Framework for Guiding Capacity Building Using an Appreciative Style in NGOs”, 29th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). Presented the results of this paper on a panel chaired by Dr. Paul Salipante of the Mandel Center for Nonprofit Organizations, “Practitioner-Scholars as Generators of Practice-Relevant Knowledge: Challenges in Nonprofit Research.” This panel examined the research experiences of practitioner-scholars committed to producing knowledge that is relevant to policy and practice in the sector, New Orleans, LA, November 18, 2000.

“Organizational Improvement for Networks of Nonprofit Organizations: Capacity Building Lessons from an Appreciative Inquiry.” Co-presented this paper with Dr. Paul Salipante. 29th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), New Orleans, LA, November 17, 2000.

“Competing in the Global Marketplace: Identifying and Creating New Opportunities for Your Company and Yourself – Building Yourself From an Appreciative Core”, Annual Women International Trade Conference, Marriott, Southfield, Michigan, November 9, 2000.

“Partnering: Opportunities & Challenges – A Distance Learning Joint Venture Between a Private University and a Public Communication College”, Sixth International Conference on Asynchronous Learning Networks, University of Maryland, Adelphi, Maryland, November 3, 2000.

“Commercializing Your Technologies with a Strategic Marketing Approach & Tactics”, GLiTECH, The NASA Center, Cleveland, OH, August 4, 2000.

“The Global Commercialization Process of Technology For the 21st Century”, The NASA Glenn Garrett Morgan Commercialization Initiative, Helping Small Businesses Achieve A Competitive Advantage, The Hotel Intercontinental, Chicago, Illinois, June 5-6, 2000.

“Developing A Results-Driven Strategic Marketing Plan: Power Marketing”, A Practical Guide To Starting and Running A Business, Society of Manufacturing Engineers (SME), Southfield, Michigan, April 18, 2000.

“A Strategic Global Analysis”, 21st Century Global Trade Mission, Livonia Public Schools, Livonia, Michigan, April 4-5, 2000 (Presenter and Judge).

“Introduction to the Global Economy & Key Issues”, 2000 Global Trade Mission, Oakland County Public Schools, Auburn Hills, Michigan, March 31, 2000.

“Capacity Building for International NGOs Using an Appreciative Inquiry Style”, Case Western Reserve University’s Global Nonprofit Certificate Program, Cleveland, OH, June 18-19, 1999.

"Why Global Business", President's Virtual Trade Mission, Livonia Public Schools 1999
Global Business Seminar, Livonia, Michigan, April 28-29, 1999 (Presenter and Judge).

"Discovering Our Unifying Values to Build Team Spirit via Appreciative Inquiry", A
Facilitator of United Way's Community Leadership Conference, The Power of
CommUNITY, Hyatt Regency Atlanta, Atlanta, Georgia, April 24-25, 1998.

"Opportunities for Projects and Profits in China and Hong Kong," Doing Business in
Hong Kong – The Gateway to China, Waterman Center, Schoolcraft College, Livonia,
Michigan, April 16, 1998.

"Building Your Organization's Capacity to Offer International Trade Programs and
Services – Appreciative Initiative Method", National Association of Small Business
International Trade Educators' (NASBITE) Eleventh Annual Conference, Fort Worth,
Texas, April 6, 1998.

"Helping Small Business To Understand the Export Process", National Association of
Small Business International Trade Educators' (NASBITE) Eleventh Annual Conference,
Fort Worth, Texas, April 7, 1998.

"Counseling Small Businesses Through the Export Process and International Business
Planning", Michigan Small Business Development Center Network's Quarterly Meeting,
Lansing, Michigan, March 25, 1998.

"Big Emerging Markets: Project Opportunities in China & Hong Kong", Track: 21st
Century Manufacturing, Panel: Global Business and Engineering Opportunities,
National Manufacturing Week Conference 1998, *Preparing Industry for the 21st Century*.
McCormick Place Convention Center, Chicago, Illinois, March 18, 1998.

"Building the United Way Team: An Appreciative Learning Opportunity", A Presenter
Facilitator of the United Way Conference Global Excellence in Management (GEM)
Team, 1998 United Way Staff Leaders Conference, Birmingham, Alabama, January, 8-
10, 1998.

"Capacity Building: Beyond Organizational Capacity" based on Appreciative Inquiry
Style, A Conference/Workshop for Development PVOs - Building Capacity in
Partnership, Holiday Inn-Capitol Washington, DC, September 4-5, 1997.

"How Michigan Job's Commission Can Build Capacity to Service Client Markets" – Used
Appreciative Inquiry to Launch Initiative, Business Development Center, Schoolcraft
College, Livonia, Michigan, August 11, 1997.

"How SBDCs Can Help Small Businesses Access International Markets", Tenth Annual
International Conference NASBITE 97: International Strategies and Solutions for Global
Competitiveness, Dallas, Texas, April 27-30, 1997.

"BEMs and the \$220 Billion International Procurement Opportunities", Tenth Annual
International Conference NASBITE 97: International Strategies and Solutions for Global
Competitiveness, Dallas, Texas, April 27-30, 1997.

"Non-Governmental Organizations - A Link To Building Civil Society", Middlesex University, London, England, October 23, 1996.

"De-Mystifying the Export Maze", Global Business Series, Lawrence Technological University, Southfield, MI, September 6, 1996.

"Marketing for the 21st Century", Customized Trainers' Summer Conference for Michigan Community Colleges, The Waterfront Inn & Conference Center, Traverse City, July 11-12, 1996.

"Great Exportations: How To Export Your Products and Services: Developing Your Global Business Plan" and "How To Prepare for Small Business Loans: Preparing a Bankable Deal", EOSAT's 1996 Global Distributor Meeting: Partners for Global Solutions, Maui, Hawaii, June 1996.

"The First Step Towards Export Success: Developing A Foreign Market Entry Plan", Track 1: The Basics of Exporting, World Trade Week Conference & Exhibition '96: ExSelling At Exporting, Westin Hotel, Detroit, Michigan, May 1996.

"Helping Small Businesses Access International Markets and Sources of Assistance", NASBITE 96 Conference, Niagara Falls, New York, May 1996.

"Profits with Opportunities Abroad - Accessing the \$120 Billion International Procurement Market" (The Multilateral Development Banks and U.S. International Trade Agencies), NASBITE 96 Conference, Niagara Falls, New York, May 1996.

"Developing Your Foreign Market Entry Plan and Three Success Stories", World Trade Week, U.S. Department of Commerce & Foreign Commercial Services, Detroit, MI, May 1995.

"Global Business: One Year After NAFTA", WWJ (950-Newsradio) Business Breakfast, Ritz-Carleton, Dearborn, MI, February 1995.

"International Education - How To Internationalize Your Curriculum", Schoolcraft College Faculty and Staff Professional Development, Livonia, MI, January 1995.

"Developing Your International Strategy and Foreign Market Entry Plan", World Trade Week, U.S. Department of Commerce & Foreign Commercial Services, Detroit, MI, May 1994.

"Internationalizing Your Curriculum", 13th Annual International Education Conference - Keynote Speaker, Eastern Michigan University, Ypsilanti, MI, April 1994.

"How to Export Your Product", International Passport Series - Level One Certification, Phase Three International Logistics and Documentation, Walsh College, Troy, MI, December 1993.

"Foreign Projects Offer Opportunities Abroad", International Passport Series - Level One Certification, Phase Two - International Finance, Walsh College, Troy, MI, November 1993.

"International Marketing for Small Businesses", International Passport Series - Level One Certification, Phase One - International Marketing, Walsh College, Troy, MI, October 1993.

"How to Coordinate International Service Providers & Resources", Oakland County International Executive Roundtable, Troy, NH, September 1993.

"How Four Businesses Went International and What SBDCs Can Do", Michigan SBDC 10 Year Anniversary Leadership Retreat, Detroit, MI, September 1993.

"Putting It All Together: Creating An Export Plan", AT&T: Exporting Your Services- You Can Be A Player in the Global Marketplace, Detroit, MI, May 1993.

"How to Access \$120 Billion in International Procurement", Women In International Trade, Southfield, MI, March 1993.

"Marketing Communications and Basics of A Successful Business", Business Enterprise Development Center, Troy, MI, March 1993.

"The Export Process", Senator Riegle's Export Workshop, The University of Michigan, Dearborn, MI, January 1993.

"International Business Planning", International Trade Executive Program, Michigan World Trade Center, Detroit, MI, November 1992.

"International Trade Services - Public and Private", How to Begin, Increase, and Maintain Your International Sales, Michigan Consolidated Gas Company, Detroit, MI, September 1992.

"International Connection", Michigan Department of Commerce - Minority Procurement Conference, Lansing, MI, July 1992.

"How to Research Your Markets", 1992 Summer Institute for Global Business Development Professionals, Michigan State University, East Lansing, MI, July 1992.

"Women Going International: A New Vision for the 1990s", Women Business Owners - Small Business Administration, Ann Arbor, MI, May 1992.

"How to Write a Winning Business Plan", National Distributive Education Club of America (DECA) Conference, Detroit, MI, November 1991.

Summary Highlights of Capabilities

Consulting/Coaching/Facilitating

- Appreciative Inquiry
- Strategic Impact: SOAR Framework
- Strength-based Approaches to Leadership Development and Leading Change
- Market Research - secondary and primary
- Strategic Market Planning

- Market Segmentation (New Market Identification)
- Competitive Positioning
- Tactical Marketing Plans (Marketing Communications Plan)
- Trade Shows
- Advertising and Public Relations Campaigns
- Special Events Coordinator
- Collateral (Printed) Material Development - Initial Concept to Final Piece
- Direct Mail & Telemarketing Programs

International

- Country Market Research - secondary and primary
- Global Assessments
- Foreign Market Entry Plans
- Marketing
- Logistics
- Finance

Training Programs (Seminars)

- Appreciative Inquiry-Management-Leadership
- Business Basics/Planning
- Capacity Building
- Change Management – Accelerating Positive Change in Workplace
- Continuous Quality and Improvement
- Cultural Training
- Customer Training
- E-Learning & E-Education (Universities and Corporations)
- Exporting/International Trade/International Business Concepts
- Failure Mode and Effects Analysis (FMEA) Design and Process
- Global Business Operations
- Internationalizing the Curriculum
- International Business Development and Procurement
- Leadership and Future Planning (Leadership versus Management)
- Market Strategy and Planning, plus Internet Marketing
- Organizational Change & Innovations
- Overview and Implementation Strategies & Tactics of ISO 9000/QS 9000 (includes Quality Manual, Quality Policy and Procedure Development 1-20 and Work Instructions), plus ISO 14000 Overview
- Small Business Management
- Strategic Management Processes, Planning, Implementation and Improvement
- Teambuilding

Industry Experience:

- Aerospace/Geospatial
- Automotive
- Banking
- Consumer Business
- Construction
- Computer Hardware and Software

- Education (Higher Education and Executive Education)
- Healthcare
- Information Technology
- Manufacturing (SMEs)
- New Product Launches
- NonProfit Organizations (NGOs)
- Service

Academy of Management Contributions

2008 Academy of Management Annual Meeting, August 8-13, Anaheim, California

Presentations Accepted:

ODC Session Chair: Appreciative Inquiry and Strength-Base Approaches (August 11 from 12:20-2:10pm)

Reviewer for 2008:

Business Policy and Strategy

Case Studies in High Strategy-Making Capability: Evidence to Support a New Model

Perceived Environmental Uncertainty, Strategy-Making and Organization Performance

Strategic Initiatives and the Renewal Process: An Evolutionary Perspective

Organization Development & Change

How Can I Help You Succeed?: Leading Change by Asking Questions that Generate Energy for Action

The Role of Form in an Organization's Adaptability in a Turbulent Environment

Distributed, Shared or Collective Leadership: A New Leadership Model for the Collaborative Era

Organization Management & Theory

A Sensemaking Perspective on Rigour, Relevance and Organizational Change

How Are Organizational Competencies Developed? A Comparative Study of Existing Frameworks

How Different is too Different? Beyond the Benefits of Strategic Differentiation



Dr. Vernon Hoffner

MSIS Program
Buell Building M320
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Hoffner@ltu.edu

Current Vita

Educational Background

- Michigan State University, Ph.D. Management Science, 1975.
- Central Michigan University, MBA Management, 1970.
- University of Michigan, BS Mathematics, 1964.

Educational Career

- Lawrence Technological University (9/87 – Present), Southfield, Michigan Professor, Management Information Systems (9/91 - Present). Teach MIS, Operations Management, and Management courses. Dean, College of Management (7/89 – 6/91). Associate Professor, Management Information Systems (9/87 – 6/89). Participated in the development and implementation of the MBA, MSIS and MSIO programs.
- Eastern Michigan University (8/73 – 4/77), Ypsilanti, Michigan - Assistant Professor, Department of Operations Research and Information Systems. Taught undergraduate and graduate MIS courses. Participated in the design and implementation of a Master's program in Management Information Systems and a Bachelors' program in Operations Management. Administrative responsibilities included: Chairman, departmental Personnel Committee; Chairman, university Instructional Computer Service Committee; Coordinator, departmental Business & Industrial Relations.
- Michigan State University (9/70 – 8/73), East Lansing, Michigan - Ph.D. candidate and instructor in the Department of Management. Worked/consulted with the following organizations: Michigan Department of Education, MSU College of Osteopathic Medicine, Systems Research, Inc., American Water Works Association, and Michigan Department of Public Health.

Professional Career

- Spring Arbor Distributors (9/83 – 9/87), Belleville, Michigan. Manager, Systems Development. Managed a staff of analysts and programmers in the design, programming, and implementation of new or revised application software, such as: on-line order entry, inventory control, accounts receivable, and purchasing. Recommended improvements or acquisition of hardware and systems software.

Utilized mainframes and/or microprocessors (IBM PC) as relevant for the user's requirements. Trained and supported end users in their independent access and use of the information system.

- General Motors Corporation (9/77 – 9/83), Detroit, Michigan. Manager, Data Analysis Activity (1/82 – 9/83). Coordinated and/or provided statistical, operations research, and data processing services supporting GM and outside attorneys in the defense of EEO class action litigation. Consultant (5/79 – 12/81). Organizational development consultant to the electrical and mechanical components divisions of General Motors. Supervise the system development and maintenance of the Quality of Work Life survey processing system. Senior Systems Analyst (9/77 – 5/79) Supervised the systems development and maintenance of the Quality of Work Life system and the Affirmative Action Program systems.
- Dow Corning Corporation (1/67 – 9/70), Midland, Michigan Programmer/Analyst. Developed and implemented computer based payroll system. Developed and maintained the telecommunications system.
- International Business Machines Corporation (6/64 – 1/67), Gaithersburg, Maryland Programmer. Designed, programmed and implemented real-time programs for NASA at Goddard Space Flight Center.

Professional Memberships

- Association for Computing Machinery
- Decision Sciences Institute
- Project Management Institute

Presentations and Publications

“Information Technology Outsourcing”, Journal of Applied Management and Entrepreneurship, March, 1996. Coauthored with Andy Borchers.

Institutional Services Performed

- Faculty Council Member (1992-Present)
- Faculty Council Curriculum Committee (1992-Present)
- Chairman (1992-1994, 1996-Present)
- Faculty Council Promotion and Tenure Committee (1994-Present), Chairman (1994-Present),
- Accreditation Committee (1998-)
- ACBSP
- IACBE
- MIS Faculty Search Committee
- MSIS Program Revision Committee
- Outcomes Assessment Committee

Professional Certifications

Certified Computing Professional, CCP, January 2000.

Professional Activities

- Article Reviewer for: Information Systems Journal, 1997
- DSI National Meeting, 1996

Chen Oi Chin, Ph.D.

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Chen Oi Chin has an extensive administrative, academic, research, community outreach, business and cultural consulting experiences on China, Singapore, Taiwan and North America.

Educational Background

Chin attended both Chinese and English schools in Singapore. She received her B.A. from National Taiwan University. Her M.A. from Yale University and Ph.D. from the Ohio State University are both in East Asian Languages and Literatures. She also studied French, Spanish, Japanese, and Russian during her undergraduate and graduate studies.

Her academic awards include 2006 Best Paper from the Academy of International Business (Midwest), Asian Foundation Grants, Fulbright Grant, Fellowships from Yale and Ohio State University, and various meritorious awards.

Born in Singapore, Chin speaks four Chinese dialects fluently. She is effectively bilingual, writes and speaks Chinese and English equally well.

Administrative Experience

Chin is currently the Executive Director of the Chinese American Educational and Cultural Center of Michigan (CAECC), a statewide nonprofit organization. Under Chin's directorship since its inception in 1976, CAECC has developed a reputation for excellence, exemplified by the repeated grant support of state and federal agencies and several private foundations. As a grant writer and director of hundreds of cultural projects in the course of over two decades.

Chin has a rich experience in joint sponsorship with educational agencies, arts organizations and corporations.

Current Academic Activities: Teaching, Research and Publications

Global Academic Accomplishments

Chin is currently serving as the advisor to the School of Economics and Business Administration of ChongQing University in ChongQing (CQU), China. In May 2007, She was successful for the partnership of CQU – UNSW (the University of New South Wales, Australia) to jointly offer two Master Degree Programs and a Faculty Exchange Program.

Teaching Interests

In addition to her work at CAECC, Chin's passion and interests are teaching and research. Her academic interest focuses on Leadership, Management, and Culture. As an adjunct professor at the College of Management, Lawrence Technological University in Michigan, she offers courses on Leadership and Management and Executive Business Communication. In April 2008, she was responsible to teach the capstone course on Global Leadership for the 21st Century to a group of US Army senior civilian

executives. This is a LTU-DAU joint Master Degree Program. She will continue to teach this course in March 2009.

Research and Publicaitons

She is the lead author of a paper titled "Developing Global Leadership Competencies" presented at the 11th International Conference on Comparative Management" held in Taiwan on Dec. 14, 2000. This paper was published in the *Journal of Leadership Studies*.

In 2006, Chin was the lead author of an article on "Global Leadership Competence: A Cultural Intelligence Perspective." It was awarded the 2006 Best Paper by the Academy of International Business(Midwest). This paper was presented at the MBAA Conference on March 16, 2006 in Chicago. It will be published in the AIBRP Journal in March 2009. Her co-author is Lisa Graynier with a MA degree in psychology at Cleveland State University.

In 2007, her second paper with Lisa Gaynier on " Global Leadership Competence: Integrating Multiple Intelligences for Optimal Enactment of Task and Relationship Functions" was presented at the 2007 Academy of International Business, held in Indianapolis, Indiana.

Chin is currently expanding her research on the relatedness of cultural intelligence (CQ), emotional intelligence (EQ), and IQ to Task and Relationship in Leadership Competency.

In addition to her research on global leadership cultural competence Chin is also working on individualism vs. collectivism from the perspectives of beyond Global competition.

Consultancy

For over two decades, Chin has served as a business and cultural consultant for Prudential, Berlitz, GMAC, International Orientation Resources, and Langua Tutor on China, Singapore and other Asian regions. Among her many Fortune 500 clients are regional Vice President of McDonald's, high executives of General Motors, Coca Cola, Northwest Airlines, Delphi, Daimler Chrysler, GMAC, Lear, Federal Mogul and, Johnson and Johnson.

For over twenty years, Chin also served as a grant proposal reviewer for the Federal Bilingual Program in Washington D.C., the Michigan Council for Arts and Cultural Affairs, and on-site evaluator for the NationalEndowment for the Arts.

Singapore Experience

In 1982, she was one of the seven Confucian scholars from the United States (Harvard, Yale, Princeton, the Hoover Institute, University of Pittsburgh, New York University and Columbia University) invited by the Singapore Ministry of Education to provide consultation on Confucian ethics.

From 1968 to 1972, Chin was on the faculty at the University of Singapore (now known as the National University of Singapore). During her tenure, she served as a London University External Examiner for B.A. Students majored in Chinese Literature and Culture.

Other Teaching Experience

In 1972-74, Chin taught at the University of Detroit while she was working on her Ph.D thesis. In the summer of 1987, she taught at ChongQing University in Sichuan Province, China.

Community Outreach:

Chin's community outreach services include serving on the advisory board of the state and federal government on arts, multicultural and bilingual programs,. She also served several major Michigan arts and cultural organizations, including Concerned Citizens for the Arts (now known as ArtServ), and the University Musical Society in Ann Arbor, Michigan.

She has been a frequent guest speaker at various universities and organizations. In 1999, she was invited as a distinguished speaker on Leadership at Graduate School of Business, Eastern Michigan University.

In 2000-2003, Chin chaired the Michigan Statewide Conference titled: "Leadership and Culture: Experiences Sharing with Profit and Nonprofit Organizations" sponsored by CAECC. Co-sponsorship of the conference included University of Michigan, Concordia University and LTU.

Professional Membership

Chin is a member of the Academy of International Business and Academy of Management.



Dr. Georgine Konyu-Fogel

Dr. Fogel worked in industry in senior level management positions for about ten years as executive in international sales, buyer, international product manager, marketing and promotion director, and trade representative of the European Division at Products Exchange Co. in New York, N.Y. and at Hungarocoop Trading Co. in Budapest, Hungary. She traveled widely across Europe, Canada, and the U.S. and worked with a wide range of international clients at Fortune 500 companies in New York, N.Y., managing cross-functional teams and conducting marketing research and international trade promotion. She successfully introduced new projects, managed promotional programs of products and services to expand markets, supervised complex operations, generated increasing revenues, enhanced productivity, introduced employee training and development programs, generated continuous customer satisfaction, facilitated teamwork and cross-functional processes, encouraged innovation, diversity, and technological advancement, and successfully managed organizational change responding to market challenges to build competitive advantage.

Dr. Fogel studied international trade and commerce at the University of Cambridge, Eurocentre, Cambridge, England, and holds a Doctoral degree in Human Resources and Education, with Specialization in Leadership Studies from West Virginia University. She also has a Master's of Business Administration degree and a Master's of Science in Integrated Marketing Communications degree from West Virginia University, and a Bachelor's of Science degree in International Economics and International Management from the University of Economics, College of Foreign Trade, Budapest, Hungary.

In the last 20 years, she has been a leader in higher education, served as Department Chair of Management Studies and MBA Program Director, CFO/Business Manager, and Assistant Dean of Instruction. She taught international business, global business strategy, international marketing, international management, and cross-cultural business practices. She has experience in consulting related to cross-cultural management practices, international joint ventures, global brand positioning, customer service operations, and international market entry strategy.

Dr. Fogel conducted research on global business strategies, marketing ethics, the European Union, international business practices, leadership, comparative economics, entrepreneurship, and small business development. She has numerous publications in referred journals including the *Global Economy Quarterly*, *Journal of East-West*, *Phi Beta Delta International Review*, *International Journal of Entrepreneurship and Small Business*, *Comparative Economic Studies*, *Journal of Private Enterprise*, *Business Journal for Entrepreneurs*, *Journal of Small Business Management*, *Midwest Business Review*, and *Midwest Business Research*. She also published a book chapter in *Strategic Management in Central Europe*, eds. Peter Geib and Lucie Pfaff, (2002). International Business Press, Hawthorne Publishing, New York: N.Y., 69-85.

Dr. Fogel has been active in professional organizations including serving as the President-Elect of the Academy of Business Economics, Midwest Business Administration Association International, Panel Discussant, Session Chair, and Paper Reviewer of the Academy of International Business Midwest Chapter, Program Director

of the Midwest Business Administration Annual Conference, Paper Reviewer and Discussant of the Marketing Management Global, Annual Conference, Midwest Business Administration, Session Chair of the WV Consortium for Faculty in International Studies Conference, Discussant of the International Finance and Trade Association, European Session, Annual Conference, England, and Presenter at the Annual Conference of the Association of Collegiate Business Schools and Programs (ACBSP) in Houston, TX and in Fort Lauderdale, FL.

She participated in numerous professional seminars of the Scholar Diplomat Program in Washington D. C. and has served as a Salzburg Seminar Fellow on the Euro in Salzburg, Austria, was Visiting Guest Professor and Researcher in the ERASMUS Program in Hungary, and a recipient of the Lilly Teaching Fellowship to promote Active Student Learning sponsored by the American Economic Association Educational Foundation.

Dr. Fogel has experience in strategic planning, higher education accreditation, curriculum development, and innovation in teaching and instruction. She has conducted executive training and graduate teaching nationally and internationally including at Graduate Program of Management and Technology at the University of Maryland University College, University of North Carolina at Pembroke, University of Pittsburgh, Center of International Development, Indiana University of Pennsylvania, West Virginia University, Center of Business and Economic Research, Salem International University, International MBA, West Virginia Wesleyan College, MBA Program, University of Pecs, ERASMUS Program, Hungary, and Faculty of Economics, University of Economics, Budapest.

She received the Who is Who in International Higher Education (2004), Leadership Award, Midwest Business Administration Association (2003), Women of the Year (2003), Delta Mu Delta Business Honor Society (2002), Webster Best Research Paper of-the-Year Award (2003 and 2001), Salem International University, Teaching Excellence Award, Association of Collegiate Business Schools and Programs (2001), and Who is Who in Business (1994). She was honored by Congressman Allan Mollohan at the Teaming-to-Win Conference in 2001 with a Certificate of Appreciation for her exemplary service to higher education and the business community.



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Biography

Dr. Srikant Raghavan, currently an associate professor, has been part of the faculty in the College of Management since 1987. Before this position, Dr. Raghavan has worked for General Motors as a Senior Research Engineer and Tata Consulting Services as an Associate Consultant. In addition, he has taught at half a dozen academic institutions as a part-time or full time faculty.

Dr. Raghavan holds a bachelor's in Physics from the University of Madras, a master's in Operational Research from the University of Delhi, a master's in Operations Research from Case Institute of Technology, and a doctorate in Business from the University of Houston. His research interests are primarily directed towards better teaching of the quantitative disciplines and issues in the application of Operations Management. In addition, he is interested in exploring the role and accountability of the Governance entities in business and academic institutions. Dr. Raghavan is included in the 23rd edition of "Who's Who In The Midwest", Published in Feb 1992.

He is active in a number of professional organizations like the American Production and Inventory Control Society (APICS), and the Sigma Xi Scientific Research Society. He is also a Professional Life member of the Operations Research Society of India (ORSI). He has revived local chapters of ORSI and INFORMS (The Institute For Operations Research and Management Science) in 1981 and 1985, respectively. Dr. Raghavan was naturalized as a U.S. Citizen in October 1992.



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AREAS OF EXPERTISE

- Leadership Coaching and Development
- Organization Development
- Human Resource Management

Courses: DBA8013 Advanced Leadership Theory and Practice; DIS 8113 Dissertation 1
- Proposal Course

BIOGRAPHY

As a full-time management professor at LTU, Dr. Castelli enjoys coaching and developing future leaders. Dr. Castelli's approach is "hands-on" and practical. Referred to as a motivational guru, her forte is helping professionals and managers develop critical people skills often overlooked yet essential for leadership success. In addition, Dr. Castelli has master facilitation skills and a personable charismatic style that promotes key learnings in creative and engaging ways.

Dr. Castelli serves as Associate Professor and Outcomes Assessment Coordinator at Lawrence Technological University, College of Management. Prior to her full-time academic appointment, she had been an adjunct professor at LTU since 1995. She also served as academic advisor and adjunct professor at Embry-Riddle Aeronautical University, Selfridge ANGB, Michigan.

Dr. Castelli received her Ph.D. in Instructional Technology, a Division of Administrative and Organizational Studies, from Wayne State University and holds a Master of Business Administration from Lawrence Technological University.



Dr. Nadia Shuayto
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Nadia Shuayto is currently employed at Lawrence Tech University as a College Professor of Marketing and Management in the College of Management. Prior to this position, she was employed by the American University of Beirut (AUB) as an Assistant Professor of Marketing and Management in the Suliman S. Olayan School of Business in Beirut, Lebanon. In addition to her teaching and research, she served as the Director of the Executive MBA program. During her visit to Michigan in the summer of 2005, she served as the Director of the Doctorate of Business Administration Program at Lawrence Tech University. She served on many university committees such as Strategic Planning, General Education Curriculum Development, AACSB Accreditation, and University Accreditation to name a few.

A sampling of the courses that she teaches includes Global Marketing Management, Human Resource Management, Leadership, Strategic Planning, and Marketing Management. Dr. Shuayto consulted in Lebanon, Jordan, Kuwait, Dubai, Sharjah, and Yemen. The industries she consulted with include health care, petroleum, airlines, communication, and education. She has over 20 years of professional experience in the areas of retail, food & beverage, health care, and import/export. She currently acquired the master franchise for the Little Caesars Pizza chain in Lebanon and opened the first outlet in 2003.

She is author and co-author of peer-reviewed, refereed articles and conference proceedings. She frequently presents in international conferences and seminars. Her areas of research include Human Resource Management, Expatriation, Standardization and Customization of Marketing Strategies, and International Marketing.

Dr. Shuayto received all of her education from the United States and currently holds a Doctorate degree in Marketing from Nova Southeastern University of Florida (with distinction); a Master's degree in International Business from Lawrence Technological University, Southfield, MI; a Bachelor's degree in Industrial Management from LTU; and an Associate's Degree in Arts & Science from Henry Ford Community College, Dearborn, MI.