

# Study Of Changes In Recruitment And Other Business Practices Due To Increasing Numbers Of Female Undergraduates With Business Majors

Research Grant Proposal  
Summer 2008

Submitted to:  
Faculty Development Committee  
Elmhurst College

By  
**Dr. Gurram Gopal**  
Assistant Professor of Business Administration  
College of Business and Economics

**Ms. Meaghan Figg**  
Class of 2010  
Majoring in Accounting

## **1. Title: Study of Changes in Recruitment and Other Business Practices Due To Increasing Numbers of Female Undergraduates with Business Majors**

This project intends to examine the current and anticipated changes in recruiting employees and changes in the workplace to accommodate more women graduating from college in professional areas.

## **2. Summary**

More than 60% of the undergraduate freshmen classes the past three years are women, a marked growth from under forty percent in 1960 and the below 45% in the early seventies. This higher proportion of women is not isolated to a few large colleges or universities, but is common to many campuses. In particular, women are earning more than two thirds of all undergraduate degrees in business. This project aims to investigate whether employers are changing their recruitment practices to account for this significant shift in their talent pool. We also intend to investigate whether employers are changing their workplace practices to make their firms more attractive to women graduates. This project will also survey current female undergraduate students to analyze their expectations regarding recruitment and workplace practices.

## **3. Project Details**

### **Current Situation: The Need for the Project**

More than 60% of the undergraduate freshmen classes the past three years are women, a marked growth from under forty percent in 1960 and the below 45% in the early seventies. This higher proportion of women is not isolated to a few large colleges or universities, but is common to many campuses. Melana Zyla Vickers<sup>1</sup>, in an article titled “Where the Boys Aren’t” states that in 1999 women earned around fifty-seven percent of bachelor degrees compared to forty-three percent in 1970 and twenty-four percent in 1950. According to the American Council of Education, women comprised 57.1% of the undergraduate population in 2003-2004. In particular, women are earning more than two thirds of all undergraduate degrees in business<sup>2</sup>. In 2004-2005, women received 61.6% of all Associate degrees and 57.5% of all Bachelor degrees, and 68.5% and 49.8% of the respective degrees awarded in business.

As more female undergraduates major in business and enter the workforce, employers may need to change the way they recruit and develop female workers to capitalize on this shift. Private organizations like the American Business Women’s Association have formed in response to an increased participation of women in the workplace and support women’s career ambitions and assist them in reaching their goals. But as the trend of more women going to college continues, employers need to examine a multitude of issues and change

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<sup>1</sup> Where The Boys Aren't- There's A Gender Gap On College Campuses. Article by Melana Zyla Vickers in the journal *The Weekly Standard*.

<sup>2</sup> American Council of Education.

employment practices to enable both their employees and their business to succeed. Some firms may proactively make changes in light of this new trend while others may be forced to react by the competitive environment. There are several areas that will be affected by this gender change including hiring practices, telecommuting, workplace environment, and career development.

A potential employer looking to hire an accountant can expect to receive more resumes and expressions of interest from women than men. The hiring manager and/or the interviewers can expect to see more women than men. The question is whether hiring practices should change, and if so, how? It will be interesting to determine if the hiring committees have increased the number of female interviewers in the hiring process.

Telecommuting, or working from a place other than the office in order to get work done, is another trend in the workplace. A recent article in the Chicago Tribune called “Hoofing It to Office Passé” by Jessica Levco<sup>3</sup> states that more and more women, particularly moms are telecommuting. This new movement is called moofing. Women and mothers are able to take care of their family while still getting their work done by telecommuting. It would be of interest to determine if more employers in business-related fields are adopting telecommuting or other similar practices.

Career development is one of the most important aspects of the business world. Motivated employees want to excel and be promoted within their firms. In their book “Career Development and Counseling” Steven Brown and Robert Lent<sup>4</sup> state that women want to excel in their jobs as much as men. If opportunities were not limited to men but were equally accessible to women then the latter would take more responsibilities and develop in their careers. The research question is whether firms are planning to make changes in how they offer employees opportunities for advancement in light of the changing demographic. This also relates to employee training and education.

There is a dearth of research on this topic, given that the demographic trend has become more pronounced only this decade. Most of the research in this area has focused on specific undergraduate majors, particularly science and engineering. Researchers have studied the issue of making laboratories more conducive to female scientists, and making engineering an attractive career choice for women. As female undergraduates have become the majority on campuses colleges have focused on hiring more female faculty and this has received attention in academic research. However, the issue of workplace changes in firms hiring business majors has not been seriously examined so far.

## **Project Plan**

We will examine the recruiting practices of employers hiring the following business majors: accounting, marketing, finance and logistics and supply chain management. All of these

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<sup>3</sup> Hoofing it to office passé. Article By Jessica Levco. *Chicago Tribune*. January 6, 2008

<sup>4</sup> Career Development and Counseling: Putting Theory and Research to Work. Steven D. Brown (Editor), Robert W. Lent (Editor). *John Wiley & Sons, Inc.* 2004.

areas, especially the last, have traditionally been male-dominated fields. The project is split into three components

1. Detailed Literature Review. We will conduct a review of the available literature related to changes in the broader workplace in light of changing demographics of employees.
2. Data Gathering and Analysis.

The following approaches will be used to gather data and perform analysis.

- a. We will analyze a selection of job postings from a sample of career/job web sites and employer web sites and evaluate how the employers are positioning themselves to women.
  - b. We will interview hiring (or human resource) managers in a sample of companies to obtain information on changes in interview practices.
  - c. We will interview some of our recent graduates regarding their recruitment, and whether the employers are meeting their need for workplace satisfaction and career advancement.
  - d. We will conduct a survey of seniors in these areas to understand their expectations regarding recruiting, the interview process, and the workplace.
3. We will write a research paper compiling our findings and submit it for publication.

### **The Team**

**Ms. Meaghan Figg, an Accounting major,** will be a junior at the end of Spring 2008. She has a 4.0 GPA and is one of the star students in the CBE. She expects to graduate in May 2011. She received the Don Sveen Scholarship for the 2007-2008 academic year.

This proposal was originated by Ms. Figg. As a young female student hoping to enter the business world in a couple of years, she is motivated by this project as it affects her directly. She is also interested in finding out what her female classmates and future coworkers should expect from the business world as more and more females become part of it. She has completed BUS 250- Management Theory and Practice and is currently studying BUS 230- Marketing. She understands the importance of human resource management and the need for employers to market to the workforce of the future.

**Prof. Gurram Gopal** is an Assistant Professor in the CBE. He has a broad range of interests in business and his specific areas of expertise are Marketing and Supply Chain Management. He has guided three undergraduate research projects in business over the last two years. He is keenly interested in the changing demographics in colleges and the subsequent impacts on the workplace of the future. Through his extensive business background he can obtain access to the people needed to acquire the information for this project. He is also the academic advisor for Ms. Figg and believes that this project will enable her to extend her knowledge and skills significantly. It is important that the College provide these research opportunities to students like Ms. Figg, who is one of Elmhurst College's outstanding students.

During this project the team will draw on the expertise of other faculty in the CBE, including Prof. Bruce Fischer and Prof Harold Dahlstrand.

Current resumes of both team members, as well a transcript of Ms. Figg are attached to this proposal.

#### **4. Contact Information**

Dr. Gurram Gopal  
The Howard L. Willett Jr. Distinguished Chair for Research in Business  
and Economics  
Center for Business and Economics  
Elmhurst College  
190 Prospect Avenue, Elmhurst, IL 60126  
Email: [ggopal@elmhurst.edu](mailto:ggopal@elmhurst.edu)  
Ph: (630) 617 3108

Ms. Meaghan Figg  
Student ID: 0293379  
26W065 Jerome Avenue  
Wheaton, Illinois 60187  
Email: [figgm@elmhurst.edu](mailto:figgm@elmhurst.edu)  
Ph: (630) 546 9657

#### **5. Previous Grants**

Prof. Gopal received the following grants and scholarships over the past three years.

- A research grant from FDC in 2005 that supported development of three cases. All three have been completed.
- A research grant from FDC in 2007 that supported development of three business cases. All three have been completed and are either published or are in various stages of publication.
- Scholarships by CAPS Research to support my paper presentations at the 18th and 19th Annual North American Research Teaching Symposia in Tempe, Arizona. March 2007 and March 2008.

A list of Prof. Gopal's publications and presentations can be found [here](#).

**MEAGHAN FIGG**  
26W065 JEROME AVENUE  
WHEATON, ILLINOIS 60187  
630-546-9657  
figgm@elmhurst.edu

**OBJECTIVE**

To obtain a position where organizational and communication skills would enhance the organization.

**EDUCATION**

**ELMHURST COLLEGE, Elmhurst, Illinois**

*Bachelor of Accounting* (Anticipated May 2011)

Major: Accounting

**PROFESSIONAL QUALIFICATIONS**

- Extraordinary delegation skills in balancing full class schedule while working to pay for all of college tuition
- Compiled and organized records in order to achieve an efficient system of paperwork
- Prioritized tasks that needed to be accomplished in a timely manner

**EMPLOYMENT EXPERIENCE**

**CENTRAL DUPAGE PHYSICIAN GROUP, Wheaton, Illinois**

*Patient Service Representative* (May 2007-Present)

- Scheduled appointments for patients and updated the patients' medical records
- Contacted patients in order to give them important information
- Posted claims to insurance companies for the cost of an appointment

**HALLMARK CREATIONS, Carol Stream, Illinois**

*Sales associate* (January-November 2004, April 2006-May 2007)

- Displayed communication skills by speaking to a variety of customers in order to achieve exceptional customer service
- Held position of key holder and delegated projects among several coworkers to execute the goals
- Handled the responsibility of carefully dealing with large amounts of money in both counting and balancing

**WHEATON PEDIATRICS, Wheaton, Illinois**

*File Clerk* (October 2004-April 2006)

- Maintained medical records to remain in excellent condition and attained the records when needed
- Aided nurses or doctors by completing their requests

**VOLUNTEER WORK**

**Tutoring** (January 2007-Present)

**St. Luke's Parish, Carol Stream, Illinois** (2005-Present)

**ACTIVITIES**

**Union Board, Elmhurst College** (August 2006-Present)

**Straight Down Volleyball Club, Glen Ellyn, Illinois** (2001-2003)

# **GURRAM GOPAL, Ph.D.**

Assistant Professor  
Center for Business and Economics  
Elmhurst College  
190 Prospect Avenue, Elmhurst, IL 60126  
Office: (630) 617 3108  
Email: ggopal@elmhurst.edu

## **EDUCATION**

- Ph.D. in Operations Research, Dept. of Industrial Engineering and Management Sciences, 1991. Northwestern University, Evanston, IL 60208. GPA 4.0  
Dissertation title: A Bayesian Approach to Comparisons with a Control.  
Advisor: Prof. Ajit C. Tamhane.
- Took courses in the Master of Management program at the Kellogg Graduate School of Management, Northwestern University. 1995-1996.  
Completed Finance I/II, Accounting for Decision Making, Organizational Behavior, Corporate Equity Strategies, Management and Strategy. GPA 4.0
- M.S. in Operations Research, Dept. of Industrial Engineering and Management Sciences, 1984. Northwestern University, Evanston, IL 60208. GPA 4.0
- B.Tech. in Chemical Engineering, 1983. Indian Institute of Technology, Madras, India. GPA 3.71
- STANFORD PROGRAM on Cycle Time Strategy. 1996.

## **EMPLOYMENT RECORD**

- Assistant Professor of Business Administration, Elmhurst College, Elmhurst, IL. August 2003-present.
- Sr. Product Planning and Marketing Manager, Tellabs, Inc. 2000 – 2003.
- Adjunct Faculty, Graduate Program in Supply Chain Management, College of Business and Economics, Elmhurst College, IL. Fall 2002 – 2003.
- Sr. Consultant, Supply Chain Management Group, KPMG Consulting. 1998.
- Adjunct Faculty, MBA Programs, Benedictine University, Lisle, IL 60532.
- President, GVS Associates, Inc., Naperville, IL. 1998-present.
- Staff Engineer, Tellabs, Inc. 1993-1998.
- Sr. Consultant and Manager, ZS Associates, Evanston, IL. 1989-1993.
- Lecturer, Department of Industrial Engineering and Management Sciences, Northwestern University, 1985-1988, (term appointments).

## **AWARDS, GRANTS, AND RECOGNITIONS**

- Scholarships by CAPS Research to support my paper presentations at the 18<sup>th</sup> and 19<sup>th</sup> Annual North American Research Teaching Symposia in Tempe, Arizona. March 2007 and March 2008.

- Research Grant from the Elmhurst College Faculty Development Committee, 2007, 2005 and 2004.
- A scholarship of 500 Euros by Studienforum Berlin e.V., for participation in the Brussels-Berlin Faculty Seminar in 2006. Unfortunately I could not attend this Seminar due to lack of funds.
- Sigma Kappa Faculty Appreciation Award, Fall 2006.
- Wrote a grant proposal for the 2007 NCUR/Lancy Initiative Grants for Undergraduate Research.
- The Howard Willett Jr. Distinguished Chair for Research in Business and Economics. 2005-2008.
- Invited to present on Global Economic Governance - US and EU, at the Oxford Roundtable, Oxford, England. Summer 2005.
- Selected to attend the 25th Annual Lilly Conference on College Teaching to be held at Miami University in Oxford, Ohio.
- Faculty Travel Grant from the Elmhurst College Faculty Development Committee. 2005 and 2004.
- Selected to attend the Midwest Faculty Seminar on Human Rights. 2004, 2005.
- Key Contributor Grant, Tellabs Inc., 2001, 2000, 1996.
- Tellabs PEP Awards (Process Excellence Performance). Two awards in 1997 for Outstanding work in Customer Service Order Fulfillment and Remote Operations Management. One Award in 1995 for developing the Stability Index.
- Walter P. Murphy Fellowship, Northwestern University, 1983

#### **GRANTS/ CONSULTING PROJECTS/PROPOSALS**

- Applied for and received a donation of ten Enterprise Licenses from Salesforce.com for use in marketing and supply chain courses. Worth \$15,000 per year.
- Wrote a grant application titled “Technology Adoption in Supply Chain Management Programs” and submitted to Council of Supply Chain Management Professionals (CSCMP). Dr. James Zydiak and John Caltagirone are co-investigators.
- Along with Dr. Roby Thomas, worked on a Location Analysis Consulting Project for FRESH EXPRESS and made recommendations.
- Wrote a comprehensive consulting proposal for Elkay Industries on strategic marketing initiatives- Jack Krecek principal contact. Client deferred the project.

#### **PEER-REVIEWED JOURNAL PUBLICATIONS**

- Gopal, Gurram. “Paper Textbooks in a Digital World: The Textbook Publishing Industry.” *Journal of the International Society of Business Disciplines*. July 2007.
- Gopal, Gurram. “Tracking the Trailers!” *Logistics Frontiers*. Spring 2007.

- Gopal, Gurram., and Cline, S. “Driving Towards Sustainable Profitability-Transportation Service Providers and Customer Relationship Management.” *International Journal of Supply Chain Management*. Vol. 12, Issue 2 (March/April 2007): 85-87.
- Gopal, Gurram. “Healthy Eating Meets the Grocery Supply Chain.” *Annual Advances in Business Cases*. 2007.
- Gopal, Gurram. “Evolution of transportation management systems.” *Logistics Frontiers*. Fall 2006.
- Gopal, Gurram., and McMillan, Eric. “Synchronization: A Cure for Bad Data.” *The Supply Chain Management Review*. Vol. 9, No. 4 (May/June 2005): 58-62.
- Gopal, Gurram., Viniak, Vikrant., and Caltagirone, John. “Strategic Sourcing Process using Global Cross Functional Teams.” *The Supply Chain Management Review*. Vol. 8, no. 8 (Nov/Dec 2004): 54-59.

### **PEER-REVIEWED PAPERS PUBLISHED IN CONFERENCE PROCEEDINGS**

- Gopal, Gurram., Mszal, John., Samardzic, Natasa., and Sikora, Christopher. “Lessons in Outsourcing and Collaboration from the Electronics Supply Chain.” Accepted for presentation at the *2007 Annual Meeting of the Association for Global Business, November 15-18, in Washington D.C.*, and for publication in the Proceedings.
- Gopal, Gurram. “Enhancing Student Learning of Global Business through Role Playing and Role Conflicts.” Accepted for presentation at the *2007 Business and Leadership Symposium, College of Business and Leadership, Fort Hays State University, Kansas*, and for publication in the Proceedings.
- Gopal, Gurram. “Corrugated Relationships - Customer Relationship Management in the Shipping Supplies Business.” [\*Proceedings of the 18th Annual North American Research and Teaching Symposium on Purchasing and Supply Chain Management\*](#). March 29-31, 2007.
- Gopal, Gurram., and Cline, Steve. “The Efficacy of Online Reverse Auctions for the Procurement of Transportation Services.” *Proceedings of the 2006 Midwest Business Administration Association Conference, Chicago, IL*. March 15-17, 2006.
- Gopal, Gurram., and Olsen, Kathy. “Healthy Eating Meets the Grocery Chain.” *Proceedings of the Society for Case Research 2006 Conference, Chicago, IL*. March 15-17, 2006.
- Gopal, Gurram. "Using Role Conflicts to Enhance Students' Decision-Making Skills." *2005 Lilly Conference on College Teaching*. Nov. 2005.
- Gopal, Gurram., and McMillan, Eric. “Achieving Competitive Advantage through Global Data Synchronization.” *Proceedings of the 16th Annual Conference of the Production and Operations Management Society, Chicago, IL*. April 29-May 1, 2005.
- Gopal, Gurram. Design and Application of a Cost-to-Serve Model. *Marketing Management Association 2005 Conference, Chicago, IL*. March 16-18, 2005.
- Gopal, Gurram., O’Reilly, Rupal., Epps, Alan., Shaw, Brian., and Young, Kelly. “Just How Good Are We? Combining Benchmarking With Online Supplier Surveys to Focus Buyer-

Supplier Relationship Improvement Efforts.” *Proceedings of the Midwest Business Administration Association 2005 Conference, Chicago, IL*. March 16-18, 2005.

## **PEER-REVIEWED PAPERS PRESENTED AT CONFERENCES AND PUBLISHED AS ABSTRACTS IN CONFERENCE PROCEEDINGS**

- Gopal, Gurram. "Digital World: Meet The Supply Chain Of The Textbook Publishing Industry." *Proceedings of the International Society of Business Disciplines Fall 2006 conference*. November 7, 2006.
- Gopal, Gurram. “Healthy Eating Meets the Grocery Supply Chain.” *Proceedings of the Society for Case Research 2006 Summer Workshop, Fort Wayne, IN*. July 6-8, 2006.
- Gopal, Gurram., and McMillan, Eric. “Supply Chain Integration as a Marketing Lever: An Enhanced Conceptual Model for Customer Relationship Management.” *Marketing Management Association 2006 Conference, Chicago, IL.*, March 15-17, 2006.
- Gopal, Gurram., and McMillan, Eric. “From Customer Pyramid to Customer Cube: A New Conceptual Model for Customer Relationship Management.” *2005 INFORMS Marketing Science Conference, Atlanta, GA*. June 16-18, 2005.
- Gopal, Gurram., and Thomas, Roby. “Upstream and Internal Supply Chain Life Cycle.” *Sixteenth Annual Conference of the Production and Operations Management Society, Chicago, IL*. April 29-May 1, 2005.

## **OTHER PUBLICATIONS**

- Gopal, Gurram. Case review in the book “*Marketing: Real People, Real Choices 5/e*” by Michael R. Solomon and Elnora Stuart. Prentice Hall. 2006.
- Gopal, Gurram. “A career in supply chain management? Anticipate the changing needs of the profession.” *Logistics Frontiers*. Fall 2006.
- Gopal, Gurram. Tip on Collaborative Teaching. “*It Works for Us, Collaboratively!*” Edited by Hal Blythe. New Forums Press Inc. 2005.
- Gopal, Gurram. MR can be impetus for business model change. *Marketing News*. Vol. 39 (2), 60. Oct/Nov 2004.
- 'A Bayesian Approach to Comparing Treatments with a Control', published in 'Multiple Comparisons, Selection, and Applications in Biometry'. Edited by Fred M. Hoppe. Marcel Dekker Inc. 1992.
- 'An Index for Measuring the Effectiveness of Partitioning a Set based on Homogeneity ', Technical Report, 1994.
- 'Measuring and Improving the Ph.D. Process', Technical Report, 1996.

## **PRESENTATIONS AND INTERVIEWS**

- “Tricking the consumer: Psychology of pricing is all about barrier numbers.” Interview published in *The State Journal-Register*. September 23, 2007.

- “Offshore Outsourcing and America’s Competitiveness.” *Kiwanis Club, Elmhurst, IL.* August 8, 2006. Invited.
- “Offshore Outsourcing and America’s Competitiveness.” *Kiwanis Club, Elmhurst, IL.* April 12, 2005. Invited.
- “Outsourcing Up the Value Chain- Consequences for Employees and For Shareholders.” Accepted for presentation at the *2005 Outsourcing Conference.* (Peer reviewed)
- “Offshore Outsourcing and America’s Competitiveness.” *Breakfast for Professionals*, hosted by *Dr. Bryant Cureton, President, Elmhurst College.* March 11, 2004.
- Press Interview on the job prospects for graduates in 2004, appeared in the *DOINGS* Newspapers, January 8, 2004.
- Presented papers at the *Tellabs Best Practices Conference* in Lisle, IL., on
  - Time to Market and Cycle Time Reduction.
  - Stability Index.

### **CHAired SESSIONS AND REVIEWS OF PAPERS**

- Reviewed two papers for the 19th Annual North American Research and Teaching Symposium on Purchasing and Supply Chain Management. Spring 2008.
- Reviewed a paper for the 2007 Mountain Plains Management Conference at the University of Nebraska at Kearney.
- Served as a session moderator for two sessions at the 18th Annual North American Research and Teaching Symposium on Purchasing and Supply Chain Management. Spring 2007. Reviewed two papers for the conference.
- Reviewed a paper for the Annual Advances in Business Cases. Fall 2006.
- Served as a session chair and as a reviewer for case presentations at the Society for Case Research 2006 Summer Workshop.
- Served as a discussant for a paper presentation at the Marketing Management Association 2006 Conference.
- Reviewed a paper for the Journal of Product Innovation Management.
- Reviewed a paper for the Marketing Management Association 2006 Conference.
- Reviewed a paper for the New Product Development, Product Management, and Entrepreneurship Track of the 2006 AMA Summer Marketing Educators' Conference.
- Reviewed a paper for the 2006 AMA Winter Educators' Conference.
- Chaired a session on ‘IT & Supply Chains.’ *Sixteenth Annual Conference of the Production and Operations Management Society, Chicago, IL.* April 29-May 1, 2005.
- Chaired a session on ‘Application of Optimization Techniques.’ *Midwest Business Administration Association 2005 Conference, Chicago, IL.,* March 16-18, 2005.
- Reviewed four papers for the 2005 AMA Summer Marketing Educators’ Conference.
- Reviewed the manuscript of the book, “Multiple Comparison Procedures”, By Yosef Hochberg and Ajit C. Tamhane, and provided enhancements.

## **MASTERS DEGREE THESES, STUDENT RESEARCH, AND PRESENTATIONS**

- Guided John Bratincevic, an undergraduate student majoring in Music Business, in a research project titled “Examination of K-12 Music Education's Impact on Adulthood's Music Preferences.” Research was presented at the 5th Annual Research and Performance Showcase of Elmhurst College. Spring 2007.
- Nominated a student, Stefanie Mercuri, to attend the 2006 Annual Conference of the CSCMP. Ms. Mercuri was selected and represented Elmhurst College and CSCMP Chicago Roundtable in San Antonio, Texas.
- Served as a mentor and guide to the following Supply Chain Management Master’s Degree Capstone project theses:
  - Slotting Optimization at Levy Home Entertainment (2006).
  - Ecolab: The Pursuit of Quality in Packaging (2006).
  - Continental Sales: Taking Success to the Next Level (2006).
  - Transportation Study for the Royal Group (2004).
  - Supplier Relationship Management at Life Fitness (2005).
  - An External and Internal Analysis of Best Tools (2005).
- Guided Megan Williams, an undergraduate student majoring in Communications, in a research project that involves developing a product life cycle for independent music bands. Research was presented at the 4th Annual Research and Performance Showcase of Elmhurst College. Fall 2006.
- Guided a student submission and presentation titled ‘Transportation Study for The Royal Group’ at the Third Annual Elmhurst College Research and Performance Showcase- May 4, 2005.
- Nominated a student, Jeanette Bannon, to attend the Annual Conference of the CSCMP. Ms. Bannon was selected and represented Elmhurst College and CSCMP Chicago Roundtable admirably.

## **CURRENT INTERESTS**

- Developing a New Conceptual Model for Supply Chain
- Analyzing the factors impacting successful implementation of new technologies by not-for-profit organizations
- Studying the use of options strategies to value R&D projects in various stages of their lifecycles
- Expanding the Customer Cube - a conceptual model for Customer Relationship Management
- Analysis of ‘WORD-OF-MOUTH: A Definition of Communication.’ Research done with Megan Williams, 2007 graduate.

## **PROFESSIONAL TRAINING/CERTIFICATION**

- Completed Introductory Inter-Cultural Workshops. Spring 2005.
- Completed the Diversity Workshop.
- Participated in the Writing Across the Curriculum Workshop – May 25, 2004.
- ISO Advanced Auditor.
- CMM (Capability Maturity Model) trained.
- Applied Statistical Forecasting by BFS.

## **PROFESSIONAL POSITIONS AND SERVICE**

- Member of Alpha Mu Alpha, Delta Mu Delta, and Phi Beta Delta Honorary Societies
- Served on the Kenne Bristol Scholarship Committee. 2005, 2006 and 2007.
- Vice President, Education, Chicago Roundtable of the Council of Logistics Management, 2001-2002.
- Education Committee Member, Chicago Roundtable of the Council of Logistics Management, 2002-2003.
- Served as a judge on the Council of Logistics Management's Dissertation Review and Evaluation Committee. Read and evaluated fourteen graduate dissertations and identified the candidate that received the best dissertation award in 2001.

### **PROFESSIONAL/INDUSTRY TEACHING CONTRIBUTION**

- Participated in the AAC&U conference titled "Civic Learning at the Intersections: U.S. Diversity, Global Education, and Democracy's Unfinished Work" in Denver. October 18-20, 2007.
- Developed an Executive Education and Certification program on Global Supply Chain Management in conjunction with faculty of the Loyola University of Chicago, School of Business. Conducted a module on IT Architectures and Supply Chain Optimization in the roll-out of the program in June 2000.
- Prepared instructional material and taught seminars on the following topics at Tellabs Inc.
  - Service Order Fulfillment Process.
  - Business Performance Measurement and Management.
  - Stability Index Measurement and Use.
  - Statistical Process Control.
  - Reliability and Quality Measurements in Telecommunications Systems.
- Prepared course instructional material and taught seminars on the following topics at ZS Associates, Inc.
  - Estimation theory.
  - Optimization theory.
  - Decision support software usage and applications, doing what-if scenarios.
  - Statistical data analysis.
  - Time series analysis.