

# Michael J. "Mick" Fekula

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School of Business Administration ♦ University of South Carolina Aiken  
471 University Parkway ♦ Aiken, South Carolina, 29801 ♦ 803-641-3203 ♦ mickf@usca.edu

## **Education**

PhD, Business Administration, The Pennsylvania State University, 1994  
Areas of concentration: Strategic Management, OB/OT  
Dissertation Title: *The Relationship between Top Management Team Expertise and Corporate Strategic Action*  
MBA, University of Wyoming, 1981  
BS, Business & Economics, Management Major, Lehigh University, 1979

## **Teaching Awards**

2008 University of South Carolina Aiken Excellence in Teaching Award  
Outstanding Academy Educator Award, Department of Management, 1989  
Helmer Award for excellence in classroom teaching, Department of Management, 1987

## **University Positions** (detailed chronology begins on Page 11)

Assistant Professor of Management, University of South Carolina Aiken, 2004-Present  
Assistant Professor of Business Administration, Brenau University, Augusta, GA, 2000-2004  
Adjunct Faculty Member, Bellevue University Master of Arts in Leadership Program, 1998-Present  
Associate Graduate Faculty, Central Michigan University College of Graduate Studies, 2000-Present  
Chief, Character and Ethics Division, U.S. Air Force Academy, 1996-1999  
Assistant Professor of Management, U.S. Air Force Academy, 1988-1989, 1992-1996  
Adjunct Professor, Regis University, Colorado Springs, CO, 1996-1999  
Lecturer, Penn State University, 1989-1992  
Instructor of Management, U.S. Air Force Academy, 1985-1988

## **Primary Teaching Experience**

### Strategic Management

*Undergraduate:* USCA 2004-present, USAF Academy 1992-1996

*Graduate:* Brenau University 2000-2004

### Organization Theory

*Undergraduate:* USCA 2004-present, USAF Academy 1986-1989, 1992-1996

*Graduate:* Brenau University 2000-2004, Central Michigan University, 2000-2002

### Social, Ethical & Legal Aspects of Business (formerly Business & Society)

*Undergraduate:* USCA 2005-present

### Managerial Leadership

*Graduate:* Brenau University 2000-2004

Entrepreneurship

*Undergraduate:* USCA 2004-present

Business and Societal Ethics

*Undergraduate:* USCA Summer 2008

Introduction to Management

*Undergraduate:* USAF Academy 1986-1989

### **“Online” Teaching Experience**

*Undergraduate:*

Social, Ethical & Legal Aspects of Business (formerly Business & Society): USCA

Entrepreneurship: USCA

Organization Theory: USCA

Business & Societal Ethics: USCA

*Graduate:*

Strategic Management: Brenau University

Managerial Economics: Brenau University

Marketing Management: Brenau University

Leadership Project (Thesis-like Project Monitor): Bellevue University

Leadership Theories and Practices: Bellevue University

Strategic Leadership: Bellevue University

21st Century Leadership: Bellevue University

Leadership Ethics: Bellevue University

Qualitative and Quantitative Research Methods for Leaders: Bellevue University

Organizational Change and Human Development: Bellevue University

Advanced Human Resource Leadership and Management: Bellevue University

### **Other Teaching Experience**

*Graduate:*

Research Methods: Central Michigan University

Integrative Analysis of Administration (Thesis-like Project Monitor):

Central Michigan University

Organizational Behavior: Brenau University

Managerial Economics: Brenau University

Operations Management: Brenau University

Management Information Systems: Brenau University

Financial Management: Brenau University

## **Course Design**

Developed *Business and Societal Ethics* course at USC Aiken.

Developed *online* courses in *Business and Societal Ethics*, *Business and Society*, *Entrepreneurship*, and *Organization Theory* for the University of South Carolina Aiken.

Integrated *Remote Response Pad System* into courses at the University of South Carolina Aiken

Developed *online* Courses in *Strategic Management*, *Managerial Economics*, *Financial Management* and *Marketing Management* for Brenau University.

Designed ACES (Academy Character Enrichment Seminar): A day-long professional development seminar for staff, faculty, and students in values, ethics, ethical decision making, and mentorship skills.

Designed Complex Social Systems I & II: A two-course sequence in the study of organizations as complex social systems integrating micro and macro perspectives.

## **Honors and Scholarships**

U.S. Air Force Academy Character & Ethics Programs twice won national honors for exemplary program from John D. Templeton Foundation  
Air Force Academy Department of Management Ph.D. sponsorship  
ROTC Distinguished Graduate, Detachment 715, Lehigh University  
Undergraduate High Honors

## **Faculty/Institution Involvement and Committees (past & present)**

- Chair, University Computer Technology Committee-*Present*
- University Scholastic Standing and Petitions Committee-*Present*
- University Judicial Board Member-*Present*
- University Student Life Committee
- University New Faculty Orientation Committee
- Chair, School of Business Administration Strategic Plan Committee-*Present*
- School of Business Administration Strategy and Assessment Committee-*Present*
- Brenau Scholars Program
- Strategic Management Capstone Course Design Committee
- Lead Faculty, Public Administration Program, Brenau University Augusta
- Character Education Policy Formation Committee, Richmond County School System
- Character Education Committee, Richmond County School System
- Director, Graduate Studies Program
- Director, Academic Advising

- Designed the Air Force Academy's Course and Instructor Critique System as member of the Dean's Process Action Team
- Member, Character Development Commission
- Member, Honor Review Committee
- Member, Academy Institutional Research Council
- Reviewed and coordinated all Air Force Academy agency strategic plans for the Quality Air Force Assessment as Dean's Representative on institution-level working group; rewrote the Dean's Plan to comply with institution-level mandates
- Assessed external impacts on the future of the Air Force Academy as member of Environmental Scan Working Group
- Department Senior-Level Course and Curriculum Coordinator

### **Professional Service**

- President, 2008-2009 - SECRA: Southeast Case Research Association
- Program Chair, 2008-2009 - ABSEL: Association for Business Simulation and Experiential Learning (International) 36<sup>th</sup> Annual Meeting, Seattle, March 2009.
- 2008-2009: Editorial Board - Southeast Case Research Journal
- President-Elect 2007-2008 - SECRA: Southeast Case Research Association
- 2007-2008 Program Chair - SECRA: Southeast Case Research Association 17th Annual Meeting, February 14-16, 2008, Myrtle Beach, SC.
- 2007-2008 Experiential Track Chair and Associate Proceedings Editor - ABSEL: Association for Business Simulation and Experiential Learning (International)
- 2007-2008 Board member - ABSEL Association for Business Simulation and Experiential Learning (International)
- 2007-2008: Editorial Board - Southeast Case Research Journal
- 2006-2007 Board Member/Director of External Relations and Marketing – ABSEL Association for Business Simulation and Experiential Learning (International)
- 2006-2007 Program Chair - SECRA: Southeast Case Research Association 15th Annual Meeting, February 15-17, 2007, Myrtle Beach, SC.
- 2005-2006: Board Member/Director of External Relations and Marketing – ABSEL Association for Business Simulation and Experiential Learning (International)
- 2005-2006 Program Chair - SECRA: Southeast Case Research Association 14th Annual Meeting, February 16-18, 2006, Myrtle Beach, SC.
- 2006-2007: Editorial Board - Southeast Case Research Journal
- 2007: Session Chair: American Society of Business and Behavioral Sciences, February 22-25, 2007, Las Vegas, NV.
- 2007: Proceedings Editor: Southeast Case Research Association 15th Annual Meeting, February 15-17, 2007, Myrtle Beach, SC.
- 2006: Proceedings Editor: Southeast Case Research Association 14th Annual Meeting, February 16-18, 2006, Myrtle Beach, SC.
- 2006-2007: Session Chair: Society for the Advancement of Management 2006 International Business Conference, April 6-9, 2006, Orlando, FL.

- 2006: Session Chair/Discussant: Association for Business Simulation and Experiential Learning Annual Meeting, March 22-34, 2006, San Francisco, CA.
- 2006: Presiding Session Chair: Southeast Case Research Association 14th Annual Meeting, February 16-18, 2006, Myrtle Beach, SC.

### **Research Reviewer for Professional Associations (past and present)**

Southeast Case Research Association Annual Conference  
 Association for Business Simulation and Experiential Learning Annual Conference  
 Society for the Advancement of Management Annual Conference  
 National Academy of Management Annual Conference  
 Eastern National Academy of Management Annual Conference  
 International Association for Business and Society  
 Southern Management Association, Annual Conference  
 Institute for Behavioral and Applied Management

### **Speaking**

Keynote Speaker: *2008 Freshman Convocation*, University of South Carolina Aiken, August 20, 2008.

Invited speaker for February 19, 2008 Ethics Forum: *Making The Right Choices* sponsored by Aiken Sunrise Rotary Club, Aiken, SC.

Presented Executive Education Program entitled *Leadership in the Context of Organizational Change and Transition* in the Daniel Management Center at the Moore School of Business, USC Columbia on March 27, 2007 to 22 Executives from the Washington Group.

Panel Discussant: *China in America?* on October 23, 2006. Attended by Community members and USCA faculty and students.

Presented USCA Faculty Development Workshop entitled *Online Communication Tools: Developing Interactivity* on May 5<sup>th</sup>, 2006

Presentation to USCA School of Business Advisory Council. Presentation by Students and Faculty Member Mick Fekula regarding Students' successful performance during an online Business Simulation Strategy Game in which the student team achieved Top-20 status in the world of 4,000 teams and 11,000 players.

*The Essence of Leadership: Goodness, not Perfection* delivered at ethics forum entitled "Making the Right Choices" sponsored by Aiken Sunrise Rotary Club, Aiken, SC, February 22, 2006.

*Surviving, Aspiring and Thriving: An Ethical Journey*. Keynote speech delivered at the South Carolina Chapter of the American Association on Mental Retardation, Myrtle Beach, SC, October 26, 2005.

*Honor Codes: Aspiring to a Higher Ideal* delivered at Aiken Rotary Club “Making the Right Choices” Conference, May 12, 2005.

### **Membership in Professional Organizations**

The Academy of Management  
Association for Business Simulation and Experiential Learning (ABSEL)  
Southeast Case Research Association (SECRA)  
American Society of Business and Behavioral Sciences (ASBBS)

#### **Former Memberships:**

Southern Management Association  
IBAM (Institute for Behavioral and Applied Management)  
CEP (Character Education Partnership)  
INFORMS (The Institute for Operations Research and the Management Sciences)  
SMS (Strategic Management Society)

### **Community Service (present)**

President, Augusta’s Character City Coalition, Inc.

### **Community Service (past)**

President, Augusta Christian Schools Fine Arts Foundation  
Member, Board of Directors, Junior Achievement of Augusta  
Former President and Senior Elder, Church Board of Directors  
Pastoral Compensation Committee  
Children's Church Co-Leader  
Head Usher, Church  
Assistant Youth Baseball Coach, Colorado Springs Park and Recreation  
Assistant T-ball Coach, Colorado Springs Park and Recreation  
Assistant Youth Soccer Coach, Colorado Springs Park and Recreation

## **Publications**

Service R.W., & Fekula, M.J. (2008) Beyond Emotional Intelligence: The EQ Matrix as a Leadership Imperative. *The Business Renaissance Quarterly*, 3(2), 23-57.

Fekula, M.J., & Hornyak, M.J. (2008). Naming Names: Which Schools are Publishing in Management Journals and What Does it Mean? *American Society of Business and Behavioral Sciences eJournal*, 4(1), 32-45.

Hallgarth, M.W., & Fekula, M.J. (2006). Case Studies in Applied Ethics Courses: Some Caveats. *Southeast Case Research Journal*, 3(2), 113-119.

Hornyak, M.J., Teasley, W., & Fekula, M.J. (2006). Management Education: An Exploratory Investigation of Storm Stress. *Journal of Business and Behavioral Sciences*, 14(1), 96-106.

Fekula, M.J. (2005). The Southern Character Commission. *Southeast Case Research Journal*, 2(1), 57-67.

Ritchie, C.M., Fekula, M.J., Harrison, D.J., & Smirnov, P. (2005). Who's Responsible for New Medical Treatment Development: A Model of Ethical Interaction Among Major Stakeholders. *The Business Review, Cambridge*, 3(2), 203-207.

Ciccotello, C.S., Grant, T., Conrad, E., & Fekula, M.J. (2000). Financial Decisions and Top Management Team Composition. *Advances in Accounting*, 17, 91-109.

Berkowitz, M.W., & Fekula, M.J. (1999). Educating for Character. *About Campus*, 4(5), 17-22.

Fekula, M.J. (1999). Character Development: A Multi-Level Perspective. *Airman-Scholar Journal*, 5(1), 44-49.

Hornyak, M.J., & Fekula, M.J. (1997). Atoning for Past Sins: A Contingency Perspective for Total Quality Management. *Journal of Business and Behavioral Sciences*, 3(2).

## **Proceedings/Presentations/Other Articles**

Best Paper Award in track: *Naming Names: Which Schools are Publishing in Management Journals and What Does it Mean?* with Martin J. Hornyak. Paper published in the proceedings and presented at the 15th Annual Conference of the American Society of Business and Behavioral Sciences, February 2008, Vol 15, No. 1, pp. 859-873. [later published in *ASBBS eJournal*]

*Strategic Leadership Ethics: Intersecting Imperatives for Systematic Research*. Presented at the 15th Annual Conference of American Society of Business and Behavioral Sciences in Las Vegas, February, 2008.

*Simulation Sensemaking: The BusinessWeek Approach to Effective Debriefing*. Paper published in the proceedings and presented at the Association for Business Simulation and Experiential Learning entitled "Developments in Business Simulation and Experiential Learning," Charleston, SC, March 2008, Volume 35, pp. 119-131.

*Small Town Guns in a Changing World* with Brian A. Hatcher. Paper published in the proceedings and presented at the Southeast Case Research Association 16<sup>th</sup> Annual Meeting, Myrtle Beach, SC, February, 2008

*The Vacation Timeshare Industry – 2008*. Case presented at the Southeast Case Research Association Annual Meeting, Myrtle Beach, SC, February, 2008.

*Assessing Emotional Intelligence: The EQ Matrix Exercise* with Robert W. “Bill” Service. Paper published in the proceedings and presented at the Association for Business Simulation and Experiential Learning entitled “Developments in Business Simulation and Experiential Learning,” San Antonio, TX, March 2007, Volume 34, pp. 119-131.

*Event-based Leadership: A Model and Implications*. Paper published in the proceedings and presented at the American Society of Business and Behavioral Sciences, Las Vegas, Nevada, February 2007, pp. 521-528.

*Publishing is a Concentrated Industry: A 5-Year Review of Management Journals* with Martin Hornyak. Paper published in the proceedings and presented at the American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February 2007, pp. 529-533.

*The U.S. Airline Industry in 2007*. Paper published in the proceedings and presented at the Southeast Case Research Association Annual Meeting, Myrtle Beach, SC, February, 2007.

*Full Range Leadership: The Importance of Perceptual Differences and Leader Style* with William M. Rinn. Paper published in the proceedings and presented at the Society for the Advancement of Management International Conference, Orlando, FL, April 2006.

*Any Given Sunday: Intervention in Pursuit of Simulation Team Parity* with C. Michael Ritchie. Paper presented and published in the proceedings at the Association for Business Simulation and Experiential Learning entitled “Developments in Business Simulation and Experiential Learning,” San Francisco, CA, March 2006, Volume 33, pp. 176-181.

*Using ABSEL as a tool to enhance your curriculum*. Invited article published in McGraw-Hill Glencoe E-Zine Educators Newsletter, February 2006, <http://www.glencoe-ezine.com/>.

*The Operation of Double Jeopardy in the Fast Food Services Market* with Larry P. Pleshko, Nizar Souiden, and Richard A. Heiens. Paper published in the proceedings and presented at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 2006.

*Transformational Leadership Mediators: Differentiating Leader and Subordinate Perceptions* with William M. Rinn. Paper published in the proceedings and presented at the Association for Global Business 17<sup>th</sup> International Conference, Miami Beach, Florida, November 17-19, 2005.

*Who’s Responsible for New Medical Treatment Development: A Model of Ethical Interaction Among Major Stakeholders* with C. Michael Ritchie, David S. Harrison & Pavel Smirnov. Paper presented at the Global Management and Information Technology Research Conference, New York, May 2005.

*Aligning Art and Epistemology: Illustrations to Differentiate Discovery and Knowledge*. Paper published in the proceedings and presented at the Association for Business Simulation and Experiential Learning Annual Meeting, Orlando, FL, March 2005.

*The Southern Character City Commission.* Presented at Southeast Case Research Association Annual Meeting, Myrtle Beach, SC, February, 2005.

*The Paradox of Character: Publicly Pervasive, yet Privately Personal.* Accepted for presentation at the 11<sup>th</sup> National Character & Leadership Symposium, USAF Academy, Colorado Springs, CO February 2004.

*Management Online: Mixing Means for Innovative Instruction.* Presented at the Institute for Behavioral and Applied Management 9<sup>th</sup> Annual Meeting, Charleston, SC, November 2001.

*Competition in a dot-edu World: A Contingency Approach to On-line Course Design* with Martin J. Hornyak. Presented at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 2001.

*Responsibility nor Rebellion: Stricter Student Conduct Rules Lead to Neither.* Presented at the Institute on College Student Values, Florida State University, Tallahassee, Florida, February, 1999.

*Character Enrichment Seminars: Four Steps Toward Positive Development.* Presented at the 5<sup>th</sup> Character Education Partnership Annual Forum, Denver, Colorado, October 1998.

*Organizational Overhead: The Increasing Effort Toward Mission Neglect* with Rita A. Campbell and Martin J. Hornyak. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1998.

*Classical-Jazz-Rock & Roll: Variations on Organizational Style* with Rita A. Campbell and Michael Weeks. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1998.

*Character Development: A Multi-level Approach to Program Effectiveness.* Presented at the 4<sup>th</sup> Character Education Partnership Annual Forum, San Diego, California, February, 1997.

*Social Inequality and Publishing in the Organization Science* with Martin J. Hornyak. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1997.

*“Orb”anizational Structure: Working Outside the Box* with Rita A. Campbell. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1997.

*Atoning for Past Sins: A Contingency Perspective for Total Quality Management* with Martin J. Hornyak. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1997.

*Success in the Absence of Experts: Comparing Expert and Non-expert Management Teams* with Martin J. Hornyak. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1996.

*Organizational Climate: The Commencement in Emerging Democracies* with Rita A. Campbell. Presented and published in the proceedings at The American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas, Nevada, February, 1996.

*Who is on the Top Management Team?: An Empirical Comparison of Teams Defined by Researchers' Heuristics with Chief Executive Officers' Interpretations* with David J. Ketchen, Jr. and Timothy B. Palmer of Louisiana State University. Presented by co-authors at The Institute for Operations Research and the Management Sciences Meeting, New Orleans, Louisiana, October 1995.

*Top Management Team Composition and Corporate Strategic Action: Expertise, Moderating Demographics, and Team Types* with Timothy J. Lynch and Michael J. Miller. Published in the proceedings and presented at The Institute for Behavioral and Applied Management National Conference, Seattle, Washington, October, 1995.

*Information and Uncertainty as Strange Bedfellows: A Model and Experiential Exercises.* Paper published in the proceedings and presented at the Association for Business Simulation and Experiential Learning Annual Meeting, San Diego, California, March 1994.

*Ten Years Hence: Assessing the Viability of the Upper Echelons Model* with Rita A. Campbell, Richard O. Abderhalden, and Julie A. Chesley. Symposium presented at the 1994 Applied Behavioral Science Symposium, U.S. Air Force Academy, Colorado, April 1994 and presented at the Southern Management Association Annual Meeting, New Orleans, Louisiana, November 1994.

*The Relationship Between Top Management Team Expertise and Corporate Strategic Action.* Unpublished Doctoral Dissertation, The Pennsylvania State University, August 1994.

*The Effects of Strategy on Hospital Performance: Content, Process, and Content/Process Fit* with David J. Ketchen and Roger K. Harvey. Paper presented at the National Academy of Management Annual Meeting, Las Vegas, Nevada, August 1992.

*Relationships Among Environment, Executive Succession, Strategic Change, and Firm Performance: A Longitudinal Analysis* with Rocki-Lee DeWitt and James B. Thomas. Paper presented at the Strategic Management Society Annual Conference, Toronto, Canada, October, 1991.

*The Negative Effects of Age on Individual, Group, and Organizational Information Processing: A Multi-level View.* Paper presented at the National Academy of Management Annual Meeting, Miami, Florida, August, 1991.

## **Work In Progress**

*Strategic Leadership Ethics*

*Strategic Leadership in the Context of Organizational Change and Transition*

*Management Pure and Simple: Some Different Perspectives* with Robert W. "Bill" Service.

*Value Change*

*Ethics and Business Education*

*Linking Ethics and Emotions*

### **Chronology of Experience**

Aug 04 – Present      **Assistant Professor of Management, University of South Carolina Aiken**

Teaches courses in business and society, strategic management, entrepreneurship, organizational theory and other management disciplines in the School of Business Administration at the University of South Carolina Aiken.

Jan 98 – Present      **Adjunct Faculty Member, Bellevue University**

Teaches online courses in leadership and monitors thesis project development in Master of Arts in Leadership Program.

Nov 99 – Present      **Associate Graduate Faculty Member, Central Michigan University College of Graduate Studies**

Teaches research methods and serves as thesis project monitor.

Aug 00 – Aug 04      **Assistant Professor of Business Administration, Brenau University**

Taught courses in leadership, strategy, management, organizational behavior, finance and economics in School of Business and Mass Communication, Department of Business Administration at Augusta Georgia Campus and online.

Sep 99 – Jun 00      **High School Math Teacher, Richmond County Alternative School**

Taught grades 9-12 in as many as 16 different math subject-areas. Tutorial format used to teach behaviorally troubled and at-risk teens.

May 96 – Aug 99      **Chief, Character and Ethics Division**  
Center for Character Development, United States Air Force Academy, Colorado

Responsible for programs impacting the character and ethical development of 4,200 future military officers. Conducted and presented research at national character education conferences. Supervised two officers, four civilians, and numerous adjunct faculty members in the conduct of Community Service Programs, team development activities, experiential and Adventure-Based Learning curriculum, ethical development lessons, and faculty and staff training. Developed, conducted, and taught Academy Character Enrichment Seminars to 2,000 Academy faculty, staff, and cadet leaders annually. Directed annual National Character and Leadership Symposium. Maintained,

implemented, and authored the United States Air Force Academy Strategic Plan for Character Development. Member of the Character Development Commission. Responsible for all division operations: budget, personnel, funding, strategy, and plans.

Author of essays twice winning the Air Force Academy's appointment to the Honor Roll of Character Building Colleges. Author of proposal and charter for the \$1.5 million endowed Holland H. Coors Chair in Character Development. Authored news releases for the Center for Character Development. Authored character development lessons and educational materials.

Jan 96 – Aug 99      **Adjunct Professor, Regis University, Colorado Springs Campus**

Taught sociology to adult learners seeking bachelor's degrees in the School of Professional Studies. Taught Guided Independent Studies courses to adult learners in distance learning program.

May 92 - May 96      **Director of Graduate Studies Program, Assistant Professor of Management**

Department of Management, United States Air Force Academy, Colorado

Responsible for identifying and monitoring top students for sponsorship to civilian graduate school programs. Coordinated faculty assessment of graduate school candidates and governed the competitive selection process. Liaison to graduate schools; managed policy, curriculum, and financial requirements.

Course Director for senior-level seminars in Organizational Behavior, Organizational Theory, and Strategic Management. Responsible for teaching and all aspects of course design; objectives, lesson plans, syllabi, text selection, evaluation materials, and classroom policy. Supervised other officers in the conduct of these courses.

Academic Advisor providing mentorship in academic and professional matters for up to 35 future officers over this period.

Aug 89 - May 92      **Doctoral Student**

Department of Management and Organization, The Pennsylvania State University, University Park, Pennsylvania

Jul 88 - Jul 89      **Executive Officer, Assistant Professor of Management**

Department of Management, United States Air Force Academy, Colorado

Responsible for the administrative leadership and management of a department of 17 officers and 3 civilians. Directly assisted the Department Head in planning and executing all mission operations, resource allocations, and policy implementation.

Course Director for senior-level seminar in Organizational Theory. Responsible for teaching and all aspects of course design; objectives, lesson plans, syllabi, text selection, evaluation materials, and classroom policy; supervised other officers in the conduct of this course. Taught sophomore-level Introduction to Management course.

Academic Advisor providing mentorship in academic and professional matters for up to 35 future officers over this period.

Jul 87 - Jul 88

**Academic Advisor-in-Charge, Instructor of Management**

Department of Management, United States Air Force Academy, Colorado

Responsible for the direction and coordination of 17 Academic Advisors and the academic affairs of over 200 Management Majors.

Taught and course directed senior-level course in Organizational Theory and sophomore-level Introduction to Management course.

Academic Advisor providing mentorship in academic and professional matters for up to 35 future officers over this period.

Dec 85 - Jul 87

**Instructor of Management**

Department of Management, United States Air Force Academy, Colorado

Taught and course directed senior-level course in Organizational Theory and sophomore-level Introduction to Management course.

Academic Advisor providing mentorship in academic and professional matters for up to 35 future officers over this period.

Oct 84 - Dec 85

**Chief, Emergency War Order Training Branch**

90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Leader of 6 officers in a wing-level staff unit responsible for the initial and recurring Emergency War Order (EWO) training of all combat crew members and staff officers in support of the United States Single Integrated Operational Plan (SIOP). Developed, published, and distributed EWO materials used in operational Minuteman III ICBM Launch Control Centers. Supervised the development and production of all curriculum and training materials in compliance with Strategic Air Command directives.

Apr 84 - Oct 84

**Emergency War Order Training Officer**

Emergency War Order Training Branch

90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Instructor responsible for the initial and recurring Emergency War Order (EWO) training for all combat crew members and staff officers in support of the United States Single Integrated Operational Plan (SIOP). Developed, published, and distributed EWO materials used in operational Minuteman III ICBM Launch Control Centers. Developed curriculum and training materials in compliance with Strategic Air Command mandates.

Feb 83 - Mar 84

**Wing Senior Instructor Crew Commander**

Training Division

90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Leader and supervisor of 33 officer-instructors in the conduct of Minuteman III ICBM weapon system training for all combat crew members. Supervised the development of all curriculum and training materials in compliance with Strategic Air Command mandates. Responsible for the training and development of instructors.

Jul 82 - Feb 83

**Instructor Crew Commander**

Training Division

90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Conducted weapon system training for combat crew members. Developed curriculum and training materials in compliance with Strategic Air Command mandates.

Mar 82 - Jul 82

**Minuteman III ICBM Crew Commander**

319th Strategic Missile Squadron  
90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Commander of two-man crew performing alert duty at remote Minuteman III ICBM Launch Control Centers. Commanded operations, maintenance, and security forces. Responsible for targeting and launch of up to 50 missiles upon receipt of lawful Emergency War Order.

Oct 80 - Feb 82

**Instructor Deputy Crew Commander**

Training Division  
90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Conducted weapon system training for combat crew members. Developed curriculum and training materials in compliance with Strategic Air Command mandates.

Dec 79 - Oct 80

**Minuteman III ICBM Deputy Crew Commander**

400th Strategic Missile Squadron  
90th Strategic Missile Wing, F.E. Warren Air Force Base, Cheyenne, Wyoming

Deputy Commander on two-man crew performing alert duty at remote Minuteman III ICBM Launch Control Centers. Commands operations, maintenance, and security forces. Responsible for targeting and launch of up to 50 missiles upon receipt of lawful Emergency War Order.

Aug 79 - Dec 79

Student, Initial Qualification Training, 4315th Combat Crew Training Squadron, Vandenberg, Air Force Base, California