



BREENA E. COATES, Ph.D.

8/2015

**Professor of Global Strategy, Dept. of Management, College of Business & Public Administration
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California State University, San Bernardino, CA 92407
(909) 537-3731 (o), 909-804-2569 (h)**

PROFESSIONAL SUMMARY: University Professor and Academic Executive, with broad and deep knowledge and experience in multiple levels of university governance. High tolerance for risk and uncertainty in the turbulent organizational environments of complex organizations. Commitment to the vision of sustainability in corporate strategizing.

CURRENT TEACHING/RESEARCH INTERESTS: 1. Organizational Strategy & Behavior for Sustainable Organizations.. 2. Impact of Public Management, Policy and Law on Organizations.

EDUCATION:

- Ph.D., Public Management and Policy, Grad. School of Public & Internat. Affairs, University of Pittsburgh, 1999 (focus Organizational Behavior/HR)
- MPA, Public Management and Policy, Grad. School of Public & Internat. Affairs, University of Pittsburgh, 1993 (focus Organizational Behavior/HR)
- Certificate in Public Personnel & Labor Relations Mgt., University of Pittsburgh, 1993
- Certificate in Mediation and Conflict-Resolution, Pittsburgh Mediation Center, 1995, 1996
- B.A., English Honors, Calcutta University.

HONORS AND AWARDS:

- Wolfson Fellowship in Public Personnel Management, University of Pittsburgh 1992
- Gloria Fitzgibbons Memorial Award for Scholastic Achievement & Leadership, University of Pittsburgh, 1993
- Outstanding Student Honoree at Convocation, University of Pittsburgh, 1993.
- Outstanding Faculty Contributions to California State University-IVC, Alumni Association "Montezuma Award", 2003.
- Outstanding Paper Award. Academy of Business and Administrative Sciences, 2004, to be presented in Tallinn, Estonia, July 16, 2004.
- Professor Emerita, lifetime title, Spring 2007
- Outstanding Professor Award, San Diego State University-Imperial Valley Campus, Commencement, 2005.
- Commandant's Award for Outstanding Teaching & Service, US Army War College, 2009, presented by Major General Robert Williams.
- Excellence in Research Award, College of Business & Public Administration,

California State University, San Bernardino, 2015

TEACHING FIELDS:

Public Administration

Strategy & Leadership
Organizational Behavior (Public Sector)

Employment Law/Public Sector
Scope of Public Administration
Introduction to Public Administration
Public Personnel & Labor Relations

Business Administration

Global Strategy
Organizational Behavior (Private Sector)
Employment Law for Business
Situational Leadership
Personnel & Labor Relations Mgt.
International Business Management

TEACHING AND UNIVERSITY MANAGEMENT POSITIONS:

□ Coordinator, PRME (Principles for Responsible Management Education), College of Business & Public Administration (CBPA): 2012-

Using innovative pedagogical, public relations, research and scholarly insights and other techniques to embed principles of responsible management education into all aspects of the value chain of the CBPA. Strong focus on corporate sustainability.

□ Chairman & Professor, Department of Management, College of Business & Public Administration, California State University, San Bernardino, 2009-2012

Strategic leadership of very large academic department—involves organization management in a time of scarce resources, risk and uncertainty. Strategic planning for programmatic, budgetary and academic personnel needs. Development of global outreach to universities to market and share academic products of the department. Development of institutional awareness in local and regional communities. Teaches Global Strategy capstone in MBA class. Does personal research and professional development and advance the research and professional development of departmental members.

□ Professor of Strategic Management, Planning & Organizational Behavior, Department of Command, Leadership & Management, United States Army War College--2007-2009

Responsibilities: Teach graduate courses to Colonels in all military branches of the military in the Master of Strategic Studies program-- in the areas of strategy, organizational behavior, national cultures and ethics, to develop their strategic competencies for promotion to General officer rank. Review academic content of courses to meet organizational mission & vision. Develop new courses. Review new course proposals. Work collaboratively with faculty and administrators toward continuous improvement of academic program. Provide evaluation & feedback on academic programs. Develop courses for the Department of DCLM, as needed. Publish in scholarly and military journals. Supervise strategic studies research of officers at the War College. Keep current with professional developments in the field of management. Speak as assigned to professional and community groups. Serve on assigned committees and workgroups at the War College.

□ Interim Associate Dean, San Diego State University—IVC, Spring 2007

Responsibilities: Academic Affairs--Personnel Issues and Collective Bargaining Lecturers for Lecturers, Adjunct Faculty and Faculty Associates, Academic Affairs and

Programmatic issues dealing with Division of Professional Studies. Overall conflict resolution responsibilities for student, faculty and other complaints.

- **Divisional Chairman, San Diego State University-IVC: 2004-2007, Spring, Summer 2002:**
Chairman of Division of Public Administration & Urban Studies, Criminal Justice, & Business Administration. Responsibilities: Policy development. Programmatic development and evaluation for undergraduate & graduate education. Instructional planning for fall, spring and summer semesters. Faculty recruiting, retention, and welfare. Budget and financial oversight. Accreditation evaluation for WASC and other agencies. Strategic and Operations planning. Works with Divisional constituents. Outreach to National & International Universities for Joint –Degree Programs. Community Outreach. Works as a consultant to U.S. universities for evaluation of graduate and undergraduate degrees. Staff administration and direction.
- **Director, Graduate Program, Master of Public Policy, and International Business Management Programs, San Diego State University-IVC: 2004-05:**
Responsibilities: Supervision and Advising of two graduate programs—Master of Science in International Business and Master of Arts in Public Administration. Coordinating of Comprehensive Examinations, Theses Projects, Development of Gateway Examination, PA600, Recruitment, Retention, Placement, and Discipline.
- **SDSU-IVC Coordinator UABC-SDSU for Joint Graduate Programs, 2002-**
Responsibilities: Member, of UABC-SDSU Strategic Planning Committee, Development of Courses, Oversight of Border Practicum, Faculty Advisor for Methodology.
- **Editor, Journal of Public Administration & Management:**
Symposium Editor, on alternate years, for Forum: *Public Policy Impacts on Institutional Behavior*. Management of blind review process and conformance to editorial policy. See current Forum: <http://www.pamij.com>
- **Associate and Assistant Professor San Diego State University-IVC, Fall 2000-2007**
Responsibilities: Graduate and Undergraduate Teaching & Advising (see above fields), Research and Community Service. Achievements: Instructional toolsBcomputerized and non-computerized (such as Blackboard, Power Point, and interactive training exercises, goal-analysis, interactive training tools.) See also conferences attended, grants obtained, and research and writing sections.
- **Lecturer, Robert-Morris University & Instructor (PT) Univ. of Pittsburgh, 1994-2000:**
Responsibilities Robert-Morris College: Graduate and Undergraduate instruction in management (see above fields). Advising. Conflict-management. Responsibilities University of Pittsburgh: Team-teaching and substitute teaching in above fields. Achievements: Instructional toolsBcomputerized and non-computerized (such as interactive training exercises, goal-analysis, interactive training tools.
- **Corporate Trainer, Pittsburgh 2000.**
Responsibilities and Achievements: Developed and presented intensive courses to multinationals and public organizations in Pittsburgh area.
- **Policy Analyst, University of California, Systemwide Administration 1988-1999:**
Responsibilities: Strategic planning and policy analysesBbusiness, legislative, and ethics policy. Reviewed conflicts-of-interest statements for professional and executive academic and non-academic personnel, and resolved related disputes. Edited Business and Finance Bulletin. Achievements: Developed comprehensive guidelines, policies and

procedures and position papers for universitywide use. Analyzed state higher education legislation. Produced oral and written reports and served on committees.

□ **Administrator, University of California, Berkeley, 1984-1988:**

Responsibilities: Project leadership, planning and programs for academic programs and also for general organizational effectiveness. Responsibility for Academic Senate legislative analysis. Review and analyses of all university courses. Grievance management for students and staff. Developed summer session budgets. Staff supervision and training. Applied specific laws like Title VII, CRA, EEO guidelines.

Achievements: Prepared, implemented and evaluated long and short-term university projects and position papers. Liaisoned with all members of university committee and external stakeholders. Ensured quality control of services.

- Owner/Manager, Anjuli Indian Restaurant, and Anjuli Indian Foods, San Francisco and Hayward, California. All aspects of supply chain and operations management.

SCHOLARLY PUBLICATIONS , RESEARCH & DEVELOPMENT:

Scholarly Research & Publications in-progress:

Completed. Coates, B.E., “Corporate Social Responsibility in Supply Chain Management: Arm’s Length Interactions to Deeper Buyer-Seller Strategic Unification,” completed and sent out for peer-review.

In Progress Article: Coates, Breena E., “The Four Disruptive Factors to Corporate Competitive Advantage” Summer 2015.

In Progress Article Coates, B.E., Leadership-Driven Corporate Social Responsibility in Supply Chain Management

Publications:

Coates, B.E. , “A Truly Representative Political System Requires Women in Congress,” in Michele Paludi ed., *Why Congress Needs Women*, Praeger Publishers, forthcoming 2015.

Coates, B.E. “The Increasingly Visible Hand of Government Behind Corporate Citizenship and Conscious Capitalism, *Journal of Business Theory & Practice*, Vol. 3, No.1, 2015 Coates, B.E., “Embedding Leadership-Driven Conscious Capitalism into Corporate DNA” in *Advances in Management*, April 2015, Vol 6(4), 14-24.

Coates, B.E., “Has Judicial Thinking on Academic Freedom Impeded Gender Mainstreaming in Universities,” in Paludi, M.A., *Women and Management: Global Issues and Promising Solutions*, Praeger Publishers, 2013.

Coates, B.E., "More Cheers for Conscious Capitalism: The Growth of Corporate Deontology," *International Journal of Global Management Studies*, Vol.: 4:2, 2012.

Coates, B.E., & D. Verzi, Strategic Power Balance between Eastern and Western Countries: The Competitive Extinction Model," in *Journal of Interdisciplinary Mathematics* December 2012, Vol.15: 6.

Coates, B.E., "Gender Mainstreaming: Leveling the Playing Field in the Global Academic Environment, Chapter for book edited by Michele Paludi, "*Women and Management Worldwide: Global Issues and Promising Solution*, Praeger Publishers, Winter 2012.

Coates, B.E. and M. Paludi,: *Women as Transformational Leaders: From Grassroots to Global Interests*, 2-Volume Book set, Praeger Publishers, Fall 2011.

Coates, B.E., "Gender Mainstreaming," in *New Paradigms: Study of Best Practices in Lead Organizations*, edited by Kaul, A., and M. Singh, Prentice Hall of India, Fall 2011.

Coates, B.E., "Cracking the Panes of Corporate Denial," *Business Renaissance Quarterly*, Vol. 5(3), pp 23-46, Fall 2010.

Coates, B.E. & C.D. Allen, "Culture and Cognition in a Complex Mega Organization: Implications for Military Leadership," the *Southern Business Review*, Summer 2010.

Coates, B.E. & C.D. Allen, "The Engagement of Military Voice: Responsibilities of Principals and Agents," "*Parameters*, XXXIX, 4, February 2010.

Coates, B.E., "Women in the Military: Time to Un-Gender Combat Roles?" *Psychology of Women at Work*, Vol. 1, December 2009, edited by Michele Paludi, Praeger Publishers, N.Y

Coates, B.E., "The Arya Leader: A VRIO for Competitive Advantage," 2009 *Business Renaissance Quarterly*, Vol. 4, Iss. 3, Fall 2009.

Coates, B.E., "India, Chindia, or Alternative? Opportunities for American Strategic Interests in Asia," in *Journal of Contemporary Strategy*, Vol. 28:3:July-August 2009

Coates, B.E., and D. Castenada, Book Chapter, "Relationships with Men," in *Psychology of Women at Work*, edited by Michele Paludi, 2008, Praeger Publishers, N.Y.

Coates, B.E., "Modern India's Strategic Advantage: The Twin Strengths of Himsa and Ahimsa," *Journal of Contemporary Strategy*, Vol. 27:2:133-147, March 2008.

Coates, B.E., "Market Controls on Corporate Social Responsibility: Investment and Banking Policies," in *The Journal of the American Academy of Business*, Spring 2007, Vol. 11: 1, March 2007.

Coates, B.E., "Could CAFTA be the Latest Conduit for Outsourcing Pollution?" *International*

Journal of Sociology and Social Policy, Vol. 27, No. 1, Spring 2007.

Coates, B.E., "Entrepreneurial Public-Private Local Government Partnership: The Great Race in Holtville," *The Public Manager*, (formerly *The Bureaucrat*) Spring 2006, Vol. 35, No. 1.

Coates, B.E., and J. K. Guiler, Revision and Update for 2007, 5th edition of Instructor's Manual and Test Bank for textbook *Introducing Public Administration*, Longmans Publishers Inc.

Coates, B.E., "Corporate Culture, Corporate Mischief, and Legislated Ethics: The Sarbanes-Oxley Act, 2002" *The Journal of Public Affairs*, Vol. 6 (1), Fall/Winter 2004.

Coates, B.E., "Is a Heftier Administrative Law Required to Prevent State Hollowing?" *International Journal of Sociology and Social Policy*, 24 (1/2) 2004, 103-123, Winter 2004.

Coates, B.E., "NAFTA'S Noxious Externality: Water Pollution in Imperial County," Academy of Business and Administrative Sciences, Proceedings of Conference, Tallinn, Estonia, July 15-19, 2004.

Coates, B.E., and J. K. Guiler, 2004, 4th edition of Instructor's Manual and Test Bank for textbook *Introducing Public Administration*, Longmans Publishers Inc. (updated every 2 years).

Coates, B.E., "The Dirty Hand of Globalization: Air Pollution in the California-Mexico Border Region," Academy of Business and Administrative Sciences, Conference Proceedings from Brussels, Belgium, July 2003. (Award for this paper received in Tallinn, Estonia, 2004).

Coates, B.E., "Enterprise Electronic Government in a Less-Advantaged Community: Meeting the Challenges in Imperial County," Proceedings of the 36th Hawaii International Conference on System Sciences, Waikoloa, Hawaii, Spring, 2003.

Coates, B.E. and D. Verzi, "Balancing Freedom and Security in the Patriot Act: A Mathematical Model," *Journal of Interdisciplinary Mathematics*, Vol 7(1) 29-39, 2004.

Coates, B.E., Editor, *Policy Impacts on Organizational Behavior*, for Public Administration & Management: An Interactive Journal, 8(3)2003, ISSN Number 1087-009.

Coates, B.E., "Sustainable Development of Electronic Teaching: Challenges and Concerns for Global Higher Education, in UNESCO Encyclopedia of Life Support Systems, Section on Knowledge Management, Organizational Intelligence and Learning and Complexity, 2003.

Coates, B.E., "Sufferable, or Satisficing? Hard Policy Choices Within the USA Patriot Act, 2001," in *Public Administration and Management: An Interactive Journal*, Fall 2002, Vol. 7: 3. (Topic is about Impact of Public Policy on Organizational Behavior).

Coates, B.E., "SMART Government on Line, not In Line: Opportunities, Challenges and Concerns for Public Leadership", Winter 2002, in *The Public Manager*, (formerly *The Bureaucrat*) 30:4:37-40.

Coates, B.E., "Hard Choices and Dirty Hands Dilemmas: The Implications of the USA Patriot Act, 2001" *JURIST*, published January 16, 2002, in law e-journal *The Jurist*, website <http://jurist.law.pitt.edu/terrorism/terrorismcoates.htm>. (Topic is about Impact of Public Policy on Organizational Behavior).

Coates, B.E., "The Multinational Corporation Game: A Game of Strategy & Chance" board game on multinational leadership developed January 2002, and used for International Business Management and Public Administration Leadership studies, presented at Western Association of Schools and Colleges, Annual Conference, April 11, 2002.

Coates, B.E., "Towards an Understanding of Stress on Social Systems in Dynamic Organizational Environments, in *Decisionmaking Under Stress*, R. Flin et. al., Ashgate Publishing Ltd., 1997.

Coates, B.E., "Alienation, in *International Encyclopedia of the Social Sciences*, J.M. Shafritz, ed., Henry Holt Publishers, Inc., 1997.

Coates, B.E., "The Hoover Commissions, in *International Encyclopedia of the Social Sciences*, J.M. Shafritz ed., Henry Holt Publishers, Inc., 1997.

Coates, B.E., "Kurt Lewin, in *International Encyclopedia of the Social Sciences*, J.M. Shafritz ed., Henry Holt Publishers, Inc., 1997.

Coates, B.E., "Active Listening, in *International Encyclopedia of the Social Sciences*, J.M. Shafritz ed., Henry Holt Publishers, Inc., 1997.

Coates, B.E., "Watergate, in *International Encyclopedia of the Social Sciences*, J.M. Shafritz, ed., Henry Holt Publishers, Inc., 1997.

Coates, B.E., Edited, *Classic Readings in Organizational Behavior*, by J. S. Ott, Wadsworth Publishers, 2nd ed., 1996.

OTHER PUBLICATIONS—COLLEGE BULLETINS:

PRME BIENNIAL REPORT, Vol. 1(1), 2012

PRME BIENNIAL REPORT, Vol. 1(2), 2012

PRME BIENNIAL REPORT, Vol. 2(1), 2013

PRME BIENNIAL REPORT, Vol. 2(2), 2013

PRME BIENNIAL REPORT, Vol. 3(1), 2014

PRME BIENNIAL REPORT, Vol. 3(2), 2014

PRME BIENNIAL REPORT, Vol. 4(1), 2015

SCHOLARLY CONFERENCES & RESEARCH PRESENTATIONS:

March 21, 2014, Keynote Speaker—via virtual from CSUSB, “A New Corporate Strategy for Sustainability: The Emergence of the Benefit Corporation,” Conference on Sustainability, Institute of Management Technology, Nagpur India.

March 13, 2014, Presenter, “An Applause for Conscious Capitalism: The Rise of the Benefit Corporation in the United States, *National Business & Economic Society*, 15th Annual Meeting, Mauna Lani, Kona, Hawaii.

January 3-4, 2014, Keynote Speaker, via virtual electronic form from CSUSB, “The United States Army War College—the Premier Learning Organization,” Conference on the Learning Organization, Somiya University, Mumbai, India.

December 3, 2013, Keynote Speaker--via virtual electronic form from CSUSB, “Case Study: The Socratic Methodology,” Conference on Case-Study Methodology, Dhruva University, Hyderabad, India.

March 3-4, 2013, Invited Speaker, UC Berkeley, California, Association of Global Management Studies, Invited, Speaker. Topic: “More Cheers for Corporate Capitalism: The Growth of Corporate Deontology” Clark Kerr Center, UC, Berkeley.

November 2-4, 2012, Attendee, at the Ahimsa Center for Non-Violence in Thought and Action, “Ahimsa & Sustainable Happiness,” California State Polytechnic University, Pomona, CA

April 27, 2012, Benefit Corporations West Coast Forum, on April 27th, at San Francisco State University Downtown Campus, Participant. October 7-8, 2011, Academic and Business Research Institute, Invited Speaker: “The Greening of Corporate Leadership & The Triple Bottom Line: Is this CSR or ‘Greenwashing’”.

January 2010, International Society for Military Ethics, Conference, San Diego, Ca. “Kautilya’s Philosophy on Smart Power,” B.E. Coates and Col. Jeff Caton.

October 23, 2009, Inter-University Conference, Chicago, Illinois, “The Engagement of Military Voice: Responsibilities of Principals and Agents,” B.E. Coates with Col. C.D. Allen.

May 30-June 1, 2008, Teaching Public Administration Conference, invited speaker, “The AWC as a Learning Organization,” University of Virginia, Richmond, Va.

May 26-27, 2007, PAT-Net Conference, Harrisburg, PA, invited speaker on “A Policy for Impression Management in the War of Ideologies.”

November 6, 2006, “Diffusing a Terrorist Transnational Corporation: Al Qaeda as a Transnational Corporation,” United States Army War College, Carlisle, Pennsylvania.

October 27, 2006, “Cultural Characteristics and Consumer Behavior of Wal-Mart Customers

from Mexicali,” Seminar for Wal-Mart Middle Managers, Calexico, California,

September 2005, San Antonio, Texas, “Could CAFTA be the Latest Conduit for Outsourcing Pollution?” Presentation at Outsourcing Conference, *A Global Review of Offshore Manufacturing and Services: Outsourcing, Past, Present and Future*, October 8, 2005, San Antonio, Texas. Working Paper #100, Division of Public and Business Administration, Fall 2005.

July 11-19, 2004, “Transborder Water Pollution Issue Requires New Administrative Law for Global Partnerships,” American Academy of Business & Administrative Sciences, Tallinn, Estonia.

July 11, 2003, “The Dirty Hand of Globalization: Air Pollution on the California-Mexico Border,” American Academy of Business and Administrative Sciences, Brussels, Belgium.

July 11, 2003, Chairman, Session on Globalization, American Academy of Business and Administrative Sciences, Brussels, Belgium.

November 2003, “Managing Transborder Water Pollution Policy: New Administrative Law for Global Partnerships,” Association of Public Policy and Management, Washington, D.C.

January 7, 2003, Presented: “Enterprise Electronic *Government in a Less-Advantaged Community*,” at the 36th Hawaii International Conference on System Sciences, Waikoloa, Hawaii.

March 14-15, 2003—forthcoming. Invited to present, “*The Multinational Corporation Game—A Training Session*,” at the Lilly Conference on College and University Teaching, Pomona, Ca.

April 11, 2002--Coates, B.E.,*The Multinational Corporation Game: A Game of Strategy & Chance*” board game on multinational leadership developed January 2002, and used for International Business Management and Public Administration Leadership studies, presented at Western Association of Schools and Colleges, Annual Conference.

January 4-11, 2002, Invited to present paper, *SMART Government on Line, not in Line, in International Cross-Cultural Development Conference on ACross National Public Policy Comparisons*” Bangalore, India, sponsored by the Bush School of Government & Public Service, Texas A&M University.

July 11-14, 2001--*Academy of Business and Administrative Sciences*, International Conference, Quebec City, July 11-14, 2001, presented “The Electronic Triangle and the Error of the Fourth Kind.”

June 20-22, 2001, *Lilly Summer Institute*, sponsored by SDSU Teaching and Learning Center, participant in Faculty Learning Communities forums.

May 1, 2001, *Public Administration Mini-Conference*, sponsored by SDSU-IVC, School of

Public Administration, SDSU and SDSU ASPA Chapter, Proposed and Coordinated effort to bring Distinguished Speaker--Professor J.M. Shafritz--to speak to students on West campus on The Art of Publishing the Literature of Public Administration.

February 4-7, 2001-*University of Arizona, Teaching Public Administration Conference*, presented "SWOT Analysis Methodology for Student Self-Evaluation and Output Assessment."

April 2000, *Bayer Corporation, Inc.*, sponsored by Robert-Morris College, School of Business, presented 8-hour seminar on "Cultural Understanding." "September 19, 1996, *International Conference on Decisionmaking Under Stress*, Aberdeen, Scotland, presented, "Effects of Stress on Social Systems in Dynamic Organizational Environments."

March 1996, *Conference on Labor Relations*, Robert Morris College, presented, "Labor Relations in Pittsburgh."

SCHOLARLY REVIEWS FOR CONFERENCES & JOURNALS:

Review of Book: Public Administration in Perspective, by D.J. Farmer, in the *Journal of Contemporary Public Administration*, 2010.

Review of book: *To Kill the King: Post-Traditional Governance and Bureaucracy*, (2005) by D. J. Farmer, M.E. Sharpe, Inc. N.Y., in the *Journal of Contemporary Public Administration*, January 2007.

"Leveraging Offshore IT Outsourcing by SMEs through Online Marketplaces," August 1, 2006, review for *Journal of Information Technology Case & Applications Research*.

Review of "Understanding Risk in IT Outsourcing: A Fuzzy Framework," August 1, 2006, review for *Journal of Information Technology Case & Applications Research*.

"Performance on Vendor Firms in an Outsourcing Relationship," reviewed for Fifth Annual International Smart-Sourcing Conference, St. Mary's University, Texas, held at Universal City, CA, May 2006.

"How to Make Pakistan an IT Outsourcing Heaven," reviewed for Fifth Annual International Smart-Sourcing Conference, St. Mary's University, Texas, held at Universal City, CA, May 2006.

"System Simulation Across Developmental Divide" by A.P. Korukonda and S. Korukonda, for *World Review of Science, Technology and Sustainable Development*, February 2006.

"An Empirical Examination of the Relationship Between Citizen E-Readiness and Investments in E-Government in the 50 United States," blind review for 2004 *International Conference on System Sciences*, July 2003.

GRANTS RECEIVED:

October 2002, received SDSU Instructionally-Related Activities Grant for student film project on international leadership.

October 2002, received SDSU Research Activities and Creative Activities Grant, for travel and conference costs to participate in 36th Hawaii International Conference on the System Sciences.

Spring 2002, received SDSU Research Activities and Creative Activities Grant, for travel and conference costs to participate in "Cross-National Policy Research Conference" in Bangalore, India, a joint-venture between Texas A & M University, the Indian Institute of Technology, Bangalore and Bangalore University. Conference was set for January 2000, but cancelled due to escalation of the war between Afghanistan and U.S. and consequent instability in the region.

Fall 2001, Instructionally-Related Activities funding for teaching videos in the fields of leadership, international management and organizational behavior.

May 2001, San Diego State University, Office of International Programs, grant for outreach and consulting in international management at Universidad del Pacifico, Ecuador. Invitation offered through Dean Sonia Rocca.

Spring 2001, San Diego State University IVC film grant

December 2000, San Diego State University Research Grant, "Overcoming Recidivism with a Strategy for Lawful Living, December 2000.

Fall 2000, San Diego State University IVC film grant

September 1996, *University of Pittsburgh Travel Grant*, to present paper at *International Conference on Decisionmaking Under Stress*, Aberdeen, Scotland. Presented: "Effects of Stress on Social Systems in Dynamic Organizational Environments."

PROFESSIONAL ASSOCIATIONS:

Advisory Board, Praeger Publishers, for Praeger series, *Women, Management and Careers*, 2009-

American Association of Public Administration, 2000-

American Academy of Management, 2000-

American Association of University Women, 1989-

University of Pittsburgh Board of Trustees, Academic Affairs and Libraries Committee, 1992-93.