

## **C. William Roe** **Professor of Management**

- Education:** Mississippi State University, D.B.A., Management, 1976
- Mississippi State University, M.B.A., Management, 1967
- Mississippi State University, B.S., Management, 1964
- Employment:** Arkansas State University, Professor of Management; Associate Dean and Director of Graduate Business Programs, 2000-Present
- University of Louisiana at Lafayette, Professor of Management; Associate Dean and Director of MBA Programs, 1996-2000.
- University of Louisiana at Lafayette, Professor of Management; Chair, Department of Management and Quantitative Methods, 1990-1996.
- Nicholls State University, Professor of Management; Chair, Department of Management and Marketing, 1975-1990
- Nicholls State University, Associate Professor of Management, 1972-1975
- Nicholls State University, Assistant Professor of Management, 1970-1972
- Mississippi State University, Instructor of Management, 1969-1970
- Arthur Andersen & Co., Management Services, 1965-1968
- Professional Experience:** Management Consultative Services for Business, Government and Not-For-Profit Organizations, 1970-Present
- Administrative Services Specialist, Arthur Andersen & Co., New Orleans, 1965-1968
- Publications:** Books
- Management of Health Care Organizations. Cincinnati, Ohio: South-Western Publishing Company, 1994, with Kerry D. Carson and Paula (Phillips) Carson.

Management of Health Care Organizations: Cases and Exercises. Cincinnati, Ohio: South-Western Publishing Company, 1994, with Kerry D. Carson and Paula (Phillips) Carson.

### Journals

“In-House Clinical Path Development Guidelines,” Home Health Care Nurse, Vol. 19, No. 2 (February, 2001), pp. 69-74, with Michael T. Landry, Heidi T. Landry, and Patricia G. Beare.

“Teamwork or Interdepartmental Cooperation: Which is More Important in the Health Care Setting?” Hospital Topics, Vol. 19, No. 4 (June, 2001), pp. 39-46, with Kerry D. Carson, Paula (Phillips) Carson, and Ram Yallapragada.

“Contract Labor Use in Health Care,” Hospital Topics, Vol. 77, No. 4 (Fall, 1999), pp. 15-19, with Greg Rizzuto and Ram Yallapragada.

“Recruitment of Primary Health Care Physicians for Rural Areas,” Hospital Topics, Vol. 75, No. 4 (Fall, 1999), pp. 29-33, with Ann Perch, Ram Yallapragada, Betty Birkenmeier, and Joel Authement.

“Four Commitment Profiles and Their Relationships to Empowerment, Service Recovery, and Work-Related Attitudes,” Public Personnel Administration, Vol. 28, No. 1 (1999), pp. 1-13, with Kerry D. Carson, Paula (Phillips) Carson, Betty Birkenmeier, and Joyce Phillips.

“Does Empowerment Translate Into Action? An Examination of Service Recovery Initiatives,” Journal of Quality Management (1998), pp. 133-146, with Paula (Phillips) Carson, Kerry D. Carson, and William Eden.

“Nursing Supervisors’ View Through Rose-Colored Glasses: An Overestimation of Employees’ Positive Attitudes,” Health Care Supervisor, Vol. 16, No. 4 (1998), pp. 68-74, with Paula (Phillips) Carson, Kerry D. Carson, and Ram Yallapragada.

“Towards Understanding the Patients’ Perceptions of Quality,” Health Care Supervisor, Vol. 16, No. 3 (1998), pp. 36-42, with Paula (Phillips) Carson and Kerry D. Carson.

“Emergency Medical Technicians: Is Career Satisfaction Within Their Control?” Hospital Topics, Vol. 76, No. 1 (1998), pp. 15-19, with Kerry D. Carson, Paula (Phillips) Carson, and Hal Langford.

“Balance Theory Applied to Service Quality: A Focus on the

Organization, Provider and Consumer Triad,” Journal of Business and Psychology (1997), pp. 9-120, with Paula (Phillips) Carson, Kerry D. Carson, and Steve Knouse.

“Clarifying the Power in ‘Empowerment’: A Look Through the Total Quality Management Lens,” Quality Progress (1995), pp. 73-78 with Paula (Phillips) Carson, Kerry D. Carson, and E. Knight.

“A Career Entrenchment Model: Theoretical Development and Empirical Outcomes,” Journal of Career Development (1995), pp. 273-286 with Paula (Phillips) Carson and Kerry D. Carson.

“The Effects of Organization-Based Self-Esteem on Workplace Outcomes: An Examination of Emergency Medical Technicians,” Public Personnel Administration (1995), pp. 139-155, with Paula (Phillips) Carson, Kerry D. Carson, and Hal Langford.

“Alcohol Consumption and Healthcare Workers’ Success and Effectiveness: An Alternative Perspective,” Hospital Topics (1995), pp. 36-40, with Kerry D. Carson, Paula (Phillips) Carson, and Ram Yallapragada.

“Strategic Options for Hospitals Based on Ownership Type,” Hospital Topics, Vol. 72, No. 3 (1994), pp. 21-27, with Paula (Phillips) Carson, Kerry D. Carson, Joel Authement, and Ram Yallapragada.

“Total Quality Training in a Hospital Setting,” Hospital Topics, Vol. 72, No. 2 (1994), pp. 10-13, with Ed LaFoe, Paula (Phillips) Carson, and Kerry D. Carson.

“Perceptions of Business School Deans: An Analysis of AACSB Accreditation Guidelines,” Mid-American Journal of Business (March, 1994), pp. 25-30, with Donald Andrews, Ram Yallapragada, and Uday Tate.

“Increasing the Effectiveness of Managers in Health Care: Intervention Through Horizontal and Vertical Linkages,” Hospital Topics, Vol. 71, No. 3 (1993), pp. 16-19, with Kerry D. Carson, Paula (Phillips) Carson, Joel Authement, and Ram Yallapragada.

“Social Power Bases: A Meta-Analytic Examination of Interrelationships and Outcomes,” Journal of Applied Social Psychology, Vol. 23 (1993), pp. 1150-1169, with Kerry D. Carson and Paula (Phillips) Carson.

“An Internal Marketing Approach to the Reduction of Employee Turnover in Public Accounting Firms,” Advances in Marketing (1993),

with Susan Taylor and Ram Yallapragada.

“Bases for Unsuccessful Expatriate Experiences,” Advances in Marketing (1993), with Hudson Rogers.

“Understanding a Business Strategy: The Key to Successful Small Business Lending,” The Journal of Commercial Lending (January, 1992), with Joel Authement.

“Professor-Consultant: Feast or Famine?” Management Consultant’s Communique (October, 1974), pp. 1-2.

“Consulting Roles Professors Play,” Management Consultant’s Communique (October, 1973), pp. 2-4.

### Proceedings

“India: The Future Economic and Knowledge Super Power?” Proceedings of the International Business and Economics Research Conference (October, 2006), with Rammohan Yallapragada and Alfred G. Toma.

“Outsourcing Jobs: Negative Aspects for the United States Economy,” Proceedings of the Southwestern Society of Economists (March, 2005), with Alfred G. Toma and Joel P. Authement.

“Where in the World is Bangalore, India? Outsourcing Jobs: Good, or Bad for the Economy,” Proceedings of the International Academy of Business and Public Administration Discipline, Tunica, Mississippi (May, 2004), with Rammohan Yallapragada, Madhu R. Paruchuri and Ron M. Sardessai.

“A Conceptual Model of Team Cohesion,” Proceedings of the Southwest Academy of Management, San Antonio (March, 2004), with Erich B. Bergiel and Blaise J. Bergiel.

“The Collapse of Cancun: The Fifth Ministerial Conference of the World Trade Organization,” Proceedings of the Federation of Administrative Disciplines, Orlando (March, 2004), with Ram Yallapragada, Madhu Paruchuri, and Alfred Toma.

“Foreign Investors in China Face Many Problems: Confucian Concepts Cause Confusion,” Proceedings of the Allied Business Research Conference, Acapulco (March, 2003), with Ram Yallapragada, Ron Sardessai, and Madhu Paruchuri.

“Unification of Corporate Culture in a Global Business Environment: Affects of Employment Satisfaction on Overall Organizational Commitment,” Proceedings, the Academy of International Business, New Orleans (November 2001), with Sonja Helena Ahtiainen and Len Frey.

“Beef, Bananas and Now, Foreign Trade Corporations,” Proceedings of Southwestern Society of Economists, New Orleans (March, 2001), with Ram Yallapragada and Alfred Toma.

“A Tale of Two Cities: Foreign Direct Investment in India and China,” Proceedings of the American Society of Business and Behavioral Sciences (February, 2002), with Ram Yallapragada, Alfred Toma, and Joel Authement.

“Across-Team Versus Within-Team Cooperation Among Nursing Employees: Is Current Research Going Down the Wrong Path?” Midwest Business and Health Administration Association Proceedings, Chicago (March, 2000), with Ram Yallapragada, Kerry D. Carson, and Paula (Phillips) Carson.

“The Advent of the Euro: Perspectives for the New Millennium,” American Society of Business and Behavioral Sciences Proceedings, Las Vegas (February, 2000), with Al Toma, Ram Yallapragada, and Joel Authement.

“The Euro: A Monetary UFO?” American Society of Business and Behavioral Sciences Proceedings, Las Vegas (February, 1999), with Ram Yallapragada and Joel Authement.

“Contract Labor Use in Healthcare,” American Society of Business and Behavioral Sciences Proceedings, Las Vegas (February, 1999), with Ram Yallapragada, and Joel Authement.

“An Empirical Test of Theoretical Models of Distributive and Procedural Justice: A Look into the Justice-Performance Linkage,”

Southwest Academy of Management Proceedings, Dallas (March, 1998), with Paula (Phillips) Carson and Kerry D. Carson.

“When the Grass Just Seems Greener: Nursing Supervisors’ Overestimation of Employee Attitude Productivity,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1998), with Paula (Phillips) Carson, Kerry D. Carson, and Ram Yallapragada.

“Development and Validation of a Point-Method Job Evaluation

Instrument in a Not-For-Profit Hospital Setting,” Southern Management Association Proceedings, Atlanta (November, 1997), with Paula (Phillips) Carson and Kerry D. Carson.

“An Investigation Into Continuance Organizational Commitment: Dimensional Analysis and Suggested Improvements of the Measure,” Proceedings of the National Academy of Management, Dallas (August, 1997), with Kerry D. Carson and Paula (Phillips) Carson.

“Problems With the ERISA Plans,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1997), with L. S. Campbell, Joel Authement, Ram Yallapragada, and Paula (Phillips) Carson.

“Recruitment of Primary Care Physicians for Rural Areas,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1997), with Ann Perch, Joel Authement, Ram Yallapragada, and Kerry D. Carson.

“Empowerment, Service Recovery and Work-Related Attitudes: An Empirical Examination of Four Career Profiles,” National Academy of Business Administration Proceedings, Las Vegas (April, 1996), with Kerry D. Carson, Paula (Phillips) Carson, and Joyce Phillips.

“Medical Patients’ Perceptions of Quality: Towards a Theoretical Clarification of Conflictual Findings,” National Academy of Business Administration Proceedings, Las Vegas (April, 1996), with Paula (Phillips) Carson and Kerry D. Carson.

“TQM Success: Do Quantitative Tools Really Matter?” National Academy of Business Administration Proceedings, Las Vegas (April, 1996), with Larry Scheuermann and Hal Langford.

“Emergency Medical Technicians and Their Vocation: Is Career Satisfaction Within Their Control?” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1996), with Ram Yallapragada, Kerry D. Carson, Paula (Phillips) Carson, and Hal Langford.

“Tension in the Triad: Competing Theoretical Perspectives on the JACHO/Health Care Provider/Public Relationship,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1996), with Joel Authement, Paula (Phillips) Carson, Kerry D. Carson, and Ram Yallapragada.

“Service Recovery or Else! Does This Tactic Work With Medical

Information Specialists?" Southwest Academy of Management Proceedings, San Antonio (March, 1996), with Kerry D. Carson and Paula (Phillips) Carson.

"Empowerment and Service Recovery: An Examination from the Provider's Perspective," Southern Management Association Proceedings, Orlando (November, 1995), with Paula (Phillips) Carson, Kerry D. Carson, and William Eden.

"The Importance of 'Made-In' . . . : Is There a Country of Origin Effect?" Midwest Business Administration Association Proceedings, Chicago (March, 1995), with Blaise Bergiel and William Cooley.

"Adaptive and Maladaptive Alcohol Use: A Theoretical Model of Health Care Employee Performance and Promotability," Midwest Business and Health Administration Association Proceedings, Chicago (March, 1995), with Ram Yallapragada, Kerry D. Carson, and Paula (Phillips) Carson. (Best Conceptual Paper Award)

"An Examination of the Effects of Organization-Based Self-Esteem: The Case of Emergency Medical Technicians," National Academy of Business Administration Proceedings, Reno (February, 1995), with Paula (Phillips) Carson, Kerry D. Carson, and Hal Langford.

"Analysis of Job Tension Experienced by Retail Salespersons: A Three-Culture Study," National Academy of Business Administration Proceedings, Reno (February, 1995), with Uday Tate, Ram Yallapragada, and Donald Andrews.

"Female College Students' Versus Contemporary Women's Evaluation of Female Role Portrayals in Advertising," National Academy of Business Administration Association Proceedings, Reno (February, 1995), with Blaise Bergiel and William Cooley.

"Clarifying the 'Power' in 'Empowerment': Social Power Viewed from a Total Quality Management Perspective," International Academy of Business Administration Association Readings Book, Cancun (December, 1994), with Paula (Phillips) Carson, Kerry D. Carson, and E. Knight.

"An Examination of the Main and Interactive Effects of Career Entrenchment and Career Satisfaction," Southern Management Association Proceedings, Atlanta (November, 1994), with Kerry D. Carson, Paula (Phillips) Carson, and Joyce Phillips.

"An Assessment of Burnout in Business School Deans," Midwest Business Administration Association Proceedings, Chicago (March,

1994), with Ram Yallapragada, David Turnipseed, Uday Tate, and Donald Andrews.

“For-Profit, Not-For-Profit, and Public Organizations in Health Care: Strategic Options Derived from SWOT Analysis,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1994), with Joel Authement, Ram Yallapragada, Kerry D. Carson, and Paula (Phillips) Carson (Best Paper Award)

“Male Versus Female College Students’ Evaluation of Female Role Portrayals in Advertising,” Midwest Marketing Association Proceedings, Chicago (March, 1994), with Blaise Bergiel.

“The Demographics of Emotional Exhaustion Among Business School Deans,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1994), with David Turnipseed, Ram Yallapragada, Uday Tate, and Donald Andrews.

“Evolution From Missionary Institutions to Total Quality Organizations: Implications for Mental Health Care Centers,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1994), with Ram Yallapragada, Joel Authement, Kerry D. Carson, and Paula (Phillips) Carson.

“Can We Talk? Multi-Cultural Negotiations,” National Academy of Business Administration Association Proceedings, Las Vegas (February, 1994), with Blaise Bergiel and Bridget Bergiel.

“A Path Analysis of Sources and Outcomes of Job Tension Expressed by Real Estate Agents,” National Academy of Business Administration Association Proceedings, Las Vegas (February, 1994), with Uday Tate, Sandra McKay, and Ram Yallapragada.

“The Aging Process and Escalating Commitment: Further Development of Career Enhancement Constraints,” National Academy of Business Administration Proceedings, Las Vegas (February, 1994), with Kerry Carson, Paula (Phillips) Carson, and Joel Authement.

“Antecedents and Consequences of Work-Family Conflict Experienced by Business School Deans,” National Academy of Business Administration Proceedings, Las Vegas (February, 1994), with Ram Yallapragada, Uday Tate, and Donald Andrews.

“Quality in the Service Triangle: An Application of Balance Theory,” Southern Management Association Proceedings, New Orleans (November, 1993), with Kerry Carson and Paula Carson.

“Autonomy and Commitment of Health Care Managers: Intervention Through Horizontal and Vertical Information Linkages,” Midwest Business and Health Administration Association Proceedings, Chicago (March, 1993), with Kerry Carson, Paula Carson, Joel Authement, and Ram Yallapragada.

“Financial Analysts’ Forecasts and Stock Prices,” Midwest Accounting Society Proceedings, Chicago (March, 1993), with Ram Yallapragada, Donald Andrews, and Uday Tate.

“Marketing to the U.S.S.R. in the 90’s,” National Academy of Business Administration Proceedings, Las Vegas (February, 1993), with Wayne DeLozier.

“Phrases Advertisers Should Use to Convince Consumers of the Lowest Possible Price: An Exploratory Study,” Academy of Business Administration Proceedings, Las Vegas (February, 1993), with Wayne DeLozier.

“Marketing to the Homosexual (Gay) Market: A Profile and Strategy Implications,” Southern Management Association Proceedings, Atlanta (November, 1991), with Wayne DeLozier.

“R.I.S.K. is not a Dirty Four Letter Word,” Mid-Atlantic Marketing Association Proceedings, Savannah (October, 1991), with Blaise Bergiel.

“Financial Reporting and Tax Considerations: Some Similarities and Differences in France and the United States,” Academy of International Business Proceedings, Cancun (March, 1991), with Ram Yallapragada.

“Analysis of the Content of the Proceedings of the Midwest Marketing Association and The Journal of Midwest Marketing,” Midwest Marketing Association Proceedings, Chicago (March, 1991), with Blaise Bergiel.

“Market Research Practice: Failing to Satisfy Professional Standards,” Southwest Marketing Association Proceedings, New Orleans (March, 1989), with Neal Richardson.

“Index, Midwest Marketing Association Proceedings/Journal, 1985-89,” Midwest Marketing Association Proceedings, Chicago (March, 1989), with Blaise Bergiel.

“MMA Members’ Attitudes Toward Association Activities,” Midwest

Marketing Association Proceedings, Chicago (March, 1989), with Jim Grant.

“A Market Analysis of the Student-Customer: Educational Benefits and Strategic Implications,” Southern Marketing Association Proceedings, Atlanta (November, 1988), with Elizabeth LaFleur.

“Research: What Are Not-For-Profit Organizations’ Expectations?” Southwest Marketing Association Proceedings, San Antonio (March, 1986), with Blaise Bergiel.

“Sexual Harassment: New Implications to an Old Problem,” Southwest Academy of Management Proceedings, Dallas (March, 1986), with Blaise Bergiel.

“Who’s Flying, How Often and For What Reasons?: Implications for Strategic Planning,” Southern Marketing Association Proceedings, Atlanta (March, 1986), with Blaise Bergiel.

“Attitudes Toward Advertising by Accountants: Past and Present,” Southern Marketing Association Proceedings (November, 1985), with Blaise Bergiel.

“Index, Midwest Marketing Association Proceedings/Journal: 1976-1984,” Midwest Marketing Association Proceedings, Chicago (March, 1985), with Blaise Bergiel.

“A Model for Training Supervisors,” Southwest Academy of Management Proceedings, New Orleans (March, 1975).

“Effectiveness of Internal Organizational Communication: A Study of Clerical Groups,” Southwest Business Communication Association Proceedings, San Antonio (March, 1974).

“The Role of the University Professor as Management Consultant,” Southwest Academy of Management Proceedings, Dallas (March, 1973).

“The Academic Institution’s Policies Toward Management Consulting: A Model for Uniform Guidelines,” National Academy of Management Proceedings, Kansas City (August, 1973).

“Model for Training of Supervisors to Aid in the Retention of Disadvantaged Workers,” Southern Management Association

Proceedings, Atlanta (November, 1970).

### *Other Publications*

#### *Instructor's Manuals*

Instructor's Resource Manual to Accompany Management of Health Care Organizations and Management of Health Care Organizations: Cases and Exercises, Cincinnati, Ohio: South-Western Publishing Company, 1994, with Kerry D. Carson and Paula (Phillips) Carson.

Instructor's Manual to Accompany the Art of Working With and Through People, Dickinson Publishing Co., 1975, with Donald C. Mosley and Paul H. Pietri.

#### *Chapters*

"Human Resource Issues in Total Quality Management," Human Resource Management and TQM in the Medical Sector, S. B. Knouse (ed.), (1996), pp. 151-183, Milwaukee, Wisconsin: American Society of Quality Control Press.

#### *Book Reviews*

Strategic Management, Verser (1991), Harper Collins Publisher.

Entrepreneurship: A Planning Approach, Fred Fry (1990), West Educational Publishing Company.

Human Relations in Organizations, Kossan (1989), Harper and Row Publishers.

Retailing, Dale Lewison (1989), Merrill Publishing Company.

Human Behavior At Work, Harris and Hartman (1989), West Educational Publishing Company.

Contemporary Organization Design: Theory and Practice, Shani and Stubbins (1988), Harper and Row Publishers.

Management: Concepts and Applications, 2<sup>nd</sup> ed., Leon Meggison,

Donald Mosley and Paul Pietri (1987), Harper and Row Publishers.

Principles of Management, Jerry Kinard (1986), West Educational Publishing.

Management: Concepts and Applications, Leon Meggison, Donald Mosely and Paul Pietri (1985), Harper and Row Publishers.

*Other*

Starting a Small Business: A Guide for New Owners, Prepared for Mississippi Economic Development Council (1968).

**Professional  
Activities:**

Community Presentations

"Leadership Effectiveness," Meeting of Acadiana Chapter of American Production and Inventory Control Society, 1998, Lafayette, Louisiana.

"Communicating With Clients," Meeting of Acadiana Insurance Association, 1996, Lafayette, Louisiana.

"TQM for Purchasing Managers," Meeting of Acadiana Chapter of Purchasing Managers Association, 1995, Lafayette, Louisiana.

"TQM for Louisiana Directors of Social Security Administration," Meeting of Louisiana Directors of Social Security Offices, 1995, Lafayette, Louisiana.

"Managing Change," Alexandria Office of Social Security Administration, 1995, Alexandria, Louisiana.

"Managing Change," Baton Rouge Office of Social Security Administration, 1995, Baton Rouge, Louisiana.

"Strategic Planning," Meeting of Executive Board of Lafayette Parish Bar Association, December, 1994, Lafayette, Louisiana.

"TQM for Health Care Managers," Meeting of Acadiana Medical Managers Association, August, 1994, Lafayette, Louisiana.

TQM for Law Firms," Meeting of Lafayette Parish Bar Association, July, 1994, Lafayette, Louisiana.

"Strategic Planning," Retreat for Lafayette Rotary Club, May, 1994, Lafayette, Louisiana

"Total Customer Service," Meeting of Louisiana Association of College Stores, April 8, 1993, Lafayette, Louisiana.

"Total Quality Management," Meeting of the Acadiana Society of Petroleum Accountants, March 5, 1993, Lafayette, Louisiana.

"TQM Applications in Civic Organizations," Meeting of Lafayette Junior League, February 14, 1993, Lafayette, Louisiana.

"Motivation Concepts" for Van Eaton and Romero, Kickoff-1991, Lafayette, Louisiana.

"Working Smart with Personal Motivation," Meeting of National Association of Professional Secretaries, Thibodaux, Louisiana, March 10, 1990.

"Ten Ways to Motivate Employees," Meeting of Louisiana Association of College Stores, November 12, 1989, Thibodaux, Louisiana.

"Strategic Planning: The Promise for the Future," Annual Meeting of Louisiana Association of Professional Engineers, October 18, 1989, Baton Rouge, Louisiana.

"Marketing Your Inventions," Annual Meeting of Inventors, March 18, 1989, Thibodaux, Louisiana.

"Effective Supervision," Meeting of Bank Women Executives, March 15, 1989, Houma, Louisiana.

"Economic Outlook for Louisiana," Meeting of Pierre Part/Belle River Economic Council, March 8, 1989, Pierre Part, Louisiana.

"Effective Communication," Meeting of National Industrial Stores Managers Association, March 1, 1988, Pensacola, Florida.

"Motivation for Performance," Meeting of Louisiana State Society of CPAs, 1987, New Orleans, Louisiana.

"Managing Change," Meeting of American Production and Inventory Control Society, June 10, 1986, New Orleans, Louisiana.

"Marketing Dental Services," Meeting of South Louisiana Dental Assistants Association, April 5, 1985, Houma, Louisiana.

"Vocational Training and the Needs of Business and Industry," Meeting of Louisiana State Department of Education, March 10, 1985, Baton Rouge, Louisiana.

"Economic Outlook for the Oil Industry in Louisiana," Meeting of Petroleum Club, October 20, 1985, Thibodaux, Louisiana.

"Motivation," Meeting of American Production and Inventory Control Society, July 12, 1985, New Orleans, Louisiana.

"Economic Outlook for Assumption Parish," Meeting of Pierre Part/Belle River Economic Council, May, 1985, Pierre Part, Louisiana.

"Getting the Biggest Bang for Your Buck," Thibodaux Chamber of Commerce, April, 1985, Thibodaux, Louisiana.

"Pollution in New Orleans," American Production and Inventory Control Society, June 8, 1984, New Orleans, Louisiana.

"Market Information Gathering," Meeting of Marketing Committee of American Petroleum Institute, May, 1984, Houma, Louisiana.

"Moving Women into Management," 11 Different Meetings of Professional Secretaries in Houma, Thibodaux, Morgan City, and Lafayette, Louisiana, (1976-77).

### Consulting Activities

Feasibility Study for a Conference Center for Russellville, Arkansas, April 2004.

Feasibility Study for a Multiplex Softball Park for Marion, Arkansas, March 2001.

Lafayette Utilities System Continuous Improvement Workshop, October 2000.

International Paper--San Antonio Plant, Total Customer Service Workshop, July, 2000.

Social Security Administration--Development and Delivery of Team Building Sessions for Empowered Work Teams in the Lafayette office, March, 1999.

Union Camp Corporation--Lafayette Plant, developed program for Self Directed Work Teams and Facilitated Implementation of SWDT's, 1997 – present.

Columbia Southwestern Medical Center, Columbia Women's and Children's Hospital, Columbia Dautrives and Columbia Doctors Hospital of Opelousas, Compensation Survey and Establishment of Equitable Compensation Management System, 1997 – 1998.

Lafayette Utilities System - Lafayette, Louisiana, Development and Implementation of TQM Program for LUS, May, 1996 – Present.

Subsurface Consultants, LLC - Lafayette, Houston, Organization Assessment, Restructuring of Organization, Development of Job Descriptions, Development of Profit Sharing Program, Recommendations of Change and Positioning for the Future, Team building, March, 1996 – 1998.

Union Camp Corporation--Lafayette Plant, Organizational Assessment and Employee Opinion Surveys, October, 1996 - March, 1997.

Stuller Settings--Lafayette, Louisiana, Developed and Conducted Supervisor Training and Management Development Programs for Supervisors and Directors, February, 1996 - August, 1996.

Our Lady of Lourdes Regional Medical Center--Lafayette, Louisiana, Executive Compensation Study and Recommendations on an Effective Executive Compensation Program, 1996.

Lafayette Consolidated Government--Lafayette, Louisiana, Development of Total Customer Service for all Departments of Lafayette Consolidated Government, 1996.

Louisiana Health Systems--Lafayette, Louisiana, Executive Compensation Study and Recommendations on an Effective Executive Compensation Program, 1996.

Service Marine Industries--Morgan City, Louisiana, Developed and Conducted Supervisor Training Program for Supervisors, August-

September, 1995.

Stuller Settings--Lafayette, Louisiana, Developed and Conducted Supervisor Training, Management of Change, Discipline and Conflict Resolution Program for Supervisors and Managers, March, 1995 - November, 1995.

Bank of Sunset--Sunset, Louisiana, Prepared Feasibility Study for Bank of Sunset's Application for a Branch Location in Lafayette, July, 1995.

Felger Footware--Houma, Louisiana, Prepared Feasibility Study for Children's Shoe Store to Open a store in Lafayette, March, 1995.

Union Camp Corporation--Lafayette Plant, Developed and Conducted a Management Program on Situational Leadership, February, 1995.

Union Camp Corporation--Lafayette Plant, Developed and Conducted a Management Development Program on The One Minute Manager May, 1995.

Union Camp Corporation--Atlanta, Developed and Conducted a Management Development Program on Becoming an Effective Facilitator, March, 1995.

Union Camp Corporation--Atlanta, Organizational Assessment and Team building Seminars, June, July, November, 1995.

Marine Shale Processors--Morgan City, Louisiana, Conducted Executive Development, Supervisory Training and Total Customer Service Seminars, September, 1993 - December, 1994.

Union Camp Corporation--Lafayette, Louisiana, Developed and conducted seminars on TPM facilitator training, November, 1994.

Iberia General Hospital--New Iberia, Louisiana, Assisted in the Development of a Strategic Operating Plan, July, 1994.

Amoco Pipeline Company--Louisiana Business Unit, Facilitator - Self Managed Work Teams, September, 1993 - December, 1994.

Stuller Settings--Lafayette, Louisiana, Prepared Extensive Supervisor Development Programs, November, 1994.

Lakewood Memorial Hospital--Morgan City, Louisiana, Prepared Extensive Management Development Program Plan, July, 1994.

Service Marine Industries--Morgan City, Louisiana, Developed and conducted behavioral safety seminars for supervisors, July-August, 1994.

Marine Shale Processors--Morgan City, Louisiana, Supervision/ Management Development, September, 1993.

Amoco Pipeline Company--Lafayette, TQM/Employee Involvement, September, 1993.

Union Camp--Lafayette Plant, Developed Supervisor Evaluation Survey, July, 1993.

Marine Shale Processors-- Lafayette, Louisiana, Prepared proposal for Supervisor and Executive Development, June, 1993.

Lafayette General Medical Center--Lafayette, Louisiana, Development and presentation of Tools for TQM in Health Care, Spring, 1993.

St. Martin Parish Sheriff's Office--St. Martinville, Louisiana, Consultation/ Presentation on Leadership and Communication, Fall, 1992.

Union Camp--Lafayette Plant, Lafayette, Louisiana, Consultation/ Presentation on Management and Leadership, Communication and Motivation, Spring, 1991.

Gemoco Division of Sequa Engineered Services--Houma, Louisiana, Development of Strategic Quality Plan and design of product literature, 1988-1992.

ProTec Corporation--Lafayette, Louisiana, Consultation/Presentation comprehensive management development program, Fall, 1991.

Cor-Val, Inc.--Houma, Louisiana, Consultation/Development of strategic plan and design of product literature, Fall, 1990.

Otto Candies, Inc.--Des Allemands, Louisiana, Consultation/ Development of proposal for Oil Spill Cleanup Operations, Fall, 1990.

Machine Services, Inc.--Houma, Louisiana, Development of Quality Assurance Manual, Spring, 1990.

Westwood Development Corporation--Houma, Louisiana

Feasibility Study and market plan for a Free Standing Chemical Dependency Unit in Terrebonne, Fall, 1989.

Fisher Furniture Company--Boutte, Louisiana, Market Study and Image Survey, Fall, 1989.

Bayoulands Bank--Napolenville, Louisiana, Consultation/ Development and Presentation of customer service program; market study and customer profile, Spring, 1989.

First Federal Savings and Loan Association--Thibodaux, Louisiana, Consultant/ Development of marketing plan, Spring, 1989.

First National Bank--Houma, Louisiana, Consultation/Development and Presentation of program on recruiting and hiring human resources, Spring, 1989.

New York Times--Atlanta Region, Developed, administered and presented a report on the market for the Houma Daily Courier and Thibodaux Comet newspapers, Fall, 1989.

Omnitech, Inc.--Thibodaux, Louisiana, Consultation/Product Development, Management Development, Operations Management, Spring 1988- Fall 1990.

Morgan City Theater--Morgan City Louisiana, Feasibility Study on development of a multi-screen theater in Thibodaux, Louisiana, Spring, 1988.

Chromalloy Petroleum Services Group Extensive Training and Consultative Services for 23 companies in six states, 1970-89.

#### *Papers Presented at Faculty Workshops*

"Strategic Planning and AACSB Accreditation," Presented at ULL College of Business AACSB Workshop (1993).

"TQM in Higher Education," presented at ULL College of Renewable Resources Workshop (1992).

"TQM and Nursing Administration," presented at ULL College of Nursing Workshop (1992)

#### *New Course Development*

Undergraduate courses participated in developing:

Leadership (1994)

Total Quality Management (1993)

Graduate Courses participated in developing:

Adventures in Leadership and Teambuilding (2000)

Global Competitiveness (2000)

“Fast Track” Foundation Courses (2000)

Organizational Behavior and Leadership (2000)

Redesign of the Foundation Courses into Modules (1996)

Total Quality Management (1995)

Leadership (1994)

Organizational Behavior in Health Care Organizations (1993)

Human Resource Management for Health Care Organizations  
(1993)

Strategic Management for Health Care Organizations (1993)

Total Quality Management for Health Care Organizations  
(1993)

*Participation at Meetings and Conferences*

Session Chair, Business Policy/Strategy/Entrepreneurship Issues-  
Decision Making: Cognition and Control, March, 1999, Southwest  
Academy of Management Meeting, Houston, Texas.

Track Chair, Total Quality Management, April, 1996, National  
Academy of Business Administration meeting, Miami, Florida.

Session Chair, Antecedents and Consequences of Strategy, March,  
1996, Southwest Academy of Management Meeting, San Antonio,  
Texas.

Track Chair, Cultural Diversity in the Workplace, February, 1995  
National Academy of Business Administration Meeting, Reno,  
Nevada.

"Session Chair and Discussant, April 1994, Total Quality Management, Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Track Chair, February, 1994, Cultural Diversity in the Workplace, Academy of Business Administration Meeting, Las Vegas, Nevada.

Session Chair, March, 1993, Southwest Marketing Association, New Orleans, Louisiana.

Session Chair, March, 1993, Southwest Economics Association, New Orleans, Louisiana.

Panel Member, March, 1992, "Marketing Quality," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Participant, March, 1991, "AACSB and the Accrediting Process," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Participant, March, 1990, "Concerns of Department Chairs," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Participant, March, 1989, "Concerns of Department Chairs," Mid-South Marketing Educators Conference, Long Beach, Mississippi. Local Arrangements Chairperson, March, 1989, Southwestern Federation of Administrative Disciplines Meeting, New Orleans, Louisiana.

Coordinated Mid-South Marketing Educators Conference as host, March, 1988, Long Beach, Mississippi.

Program Session Coordinator, March, 1987, "Women in Management," Southwestern Federation of Administrative Disciplines, Houston, Texas.

Chaired panel, March, 1987, "Enhancing the Visibility and Credibility of the Marketing Department and its Majors," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Program Session Coordinator, March, 1986, Southwestern Federation of Administrative Disciplines, "Human Resource Management," San Antonio, Texas.

Panel Discussant, March, 1986, "Issues of Concern for Department Chairs," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Participant, March, 1985 "Marketing the University to the Community," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Discussant, March, 1984, "Teaching Marketing Research in the Undergraduate Curriculum," Mid-South Marketing Educators Conference, Pensacola, Florida.

Coordinated hosting Mid-South Marketing Educators Conference, March, 1983, Long Beach, Mississippi.  
Panel Discussant, March, 1982, Mid-South Marketing Educators Conference, Memphis, Tennessee.

Local Arrangements Chairperson and Paper Reviewer, March, 1981, Southwestern Federation of Administrative Disciplines, New Orleans, Louisiana.

Panel Discussant, 1981, Mid-South Marketing Educators Conference, Long Beach, Mississippi.

Panel Discussant, 1981, Southwest Academy of Management Meeting, Mobile, Alabama.

Panel Discussant, 1980, Southern Management Association Meeting, Atlanta, Georgia.

Panel Discussant, 1979, Southern Management Association Meeting, New Orleans, Louisiana.

Panel Discussant, 1978 National Academy of Management Meeting, Managerial Consultation Division, Atlanta, Georgia.

Panel Discussant, 1977, National Academy of Management Meeting, Seattle, Washington.

Session Chairperson, 1976, Southern Management Association Meeting, Atlanta, Georgia.

Session Chairperson, November, 1986, "Women in Management," Southern Management Association, New Orleans, Louisiana.

Panel Discussant, 1976, National Academy of Management Meeting, Boston, Massachusetts.

Program Chairperson, 1974, National Academy of Management,

Managerial Consultation Division, Kansas City, Missouri.

Paper Discussant, 1974, Southwest Academy of Management, Dallas, Texas.

Paper Discussant, 1973, Southern Management Association Meeting, Atlanta, Georgia.

Panel Participant, March, 1990, "Concerns of Department Chairs," Mid-South Marketing Educators Conference, Long Beach, Mississippi.

### Reviewer

Reviewer in August, 1998, Production and Operations Management Track for SWFAD Meeting, Houston, March, 1999.

Reviewer in August, 1998, for Policy Track for SWFAD Meeting, Houston, March, 1999.

Reviewer in August, 1998, for Problem Solving and Decision Making Track for SWFAD Meeting, Houston, March, 1999.

Reviewer, Policy and Strategy, March, 1996, Southwest Academy of Management Meeting, San Antonio, Texas.

Reviewer, Production/Operations Management, April, 1996, Southwest Academy of Management, San Antonio, Texas.

Reviewer, August, 1994, History Division of National Academy of Management Meeting, Dallas, Texas.

Reviewer, 1993, Southwest Marketing Association, New Orleans, Louisiana.

Reviewer, November, 1988, National Decision Sciences Institute Meeting, Las Vegas, Nevada.

Reviewer, March, 1988, Southwestern Federation of Administrative Disciplines Meeting, San Antonio, Texas.

Reviewer, November, 1986, Southern Management Association Meeting.

Reviewer, April, 1986, Atlantic Marketing Association, Advertising and Promotion Track.

Reviewer, March, 1981, Southwest Academy of Management.

Focus Group Participant on Management: Function and Strategy by Bateman and Zeithaml, SWFAD Conference, sponsored by Richard D. Irwin (March, 1991).

Focus Group Participant on "Effectiveness of Book Publisher Advertising," ASBA Meetings, sponsored by Richard D. Irwin (November, 1990).

Focus Group Participant on topic of "Deciding the Direction of Management for the 90's and Beyond," ASBA Meetings, sponsored by Addison-Wesley Publishing Co. (November, 1989).

Focus Group Participant on Management: Function and Strategy by Bateman and Zeithaml, SWFAD Conference, sponsored by Richard D. Irwin (March, 1991).

Focus Group Participant on "Effectiveness of Book Publisher Advertising," ASBA Meetings, sponsored by Richard D. Irwin (November, 1990).

Lecturer on Strategic Planning at Ecole Superieur du Commerce, Toulouse, France, on Marketing Strategy (May, 1989, 1988, 1987, 1986, and 1985).

**Service:**

College Service

*Committee Assignments*

College of Business Graduate Programs Committee (2000 – Present)

Merit Review Committee (2000 – Present)

Academic Dean's Council (2000 – Present)

Research and Academic Affairs Council (2000 – Present)

College of Business Planning Committee (2000 – Present)

Dean's Executive Committee (2000 – Present)

Dean's Advisory Committee (2000 – Present)

College of Business Graduate Curriculum Committee (2000 – Present)

Chair, TQM Steering Committee

Chair, Senior Day Committee

*Other*

1993

Participated in Team Teaching IBUS 540 (International Marketing), ULL.

Presentation on Strategic Planning at 1993 College of Business Retreat, ULL.

Secured donation of furniture and coordinated renovation of faculty lounge, ULL.

Facilitator and Moderator for Juran Quality Management Video Series Satellite Downlink Co-sponsored by Greater Lafayette Chamber of Commerce and the College of Business, ULL.

Prepared PLM program review for AAPL, ULL.

Secured College of Business Commencement Speakers, Spring, 1993, Fall, 1994, Spring, 1995, Fall, 1996, Spring, 1997, Fall, 1998, ULL.

1992

Co-chair of United Way Fund Drive, College of Business, ULL.

Secured College of Business Commencement Speakers, Fall, 1992, ULL.

1991-1995

Acting coordinator for PLM Program, ULL.

Coordinator for College of Business Alumni Telethon, ULL.

1990-Present

Fund raising activities for College of Business, ASU.

University Service

*Other*

1998

Directed the development of a Strategic Plan for the University of Louisiana at Lafayette Math Department to Improve the Image and Pass Rate of Math 105, ULL.

1996

Facilitator for USL College of Renewable Resources in developing a strategic plan.

1995

Guest Lecture on Decision Making in Engineering Design Course, ULL.

Facilitator for USL College of Education Strategic Planning Retreat

Presentation on Strategic Planning to College of Renewable Resources, ULL.

1994

Guest Lecture on Decision Making in Engineering Design Course, ULL.

1993

Symposium participant on TQM in Hospitality and Tourism Industry for USL Bits.

Developed Seminar for Training Students from Ireland, Class presentation to Creative Thinking Class on TQM, ULL.

1992

Facilitator for Family Business Forum, ULL.

1988-89

Developed and presented "Over-the-Counter Gang Seminar" to support staff of Nicholls State University.

1988

Developed series of 25 seminars for a Professional Development Institute for Nicholls State University.

*Economic Development Service for Community Organizations*

Directed the Development of a Strategic Plan for Surgical Hospital of Jonesboro, Arkansas, Spring, 2005.

Directed the Development of a Strategic Plan for Jr. Foods Convenience Stores, Jonesboro, Arkansas, Spring, 2005.

Directed the Development of a Strategic Plan update for Hispanic Community Services, Inc., Jonesboro, Arkansas, Spring, 2005.

Directed the Development of a Strategic Plan for Downtown Jonesboro Association, Spring, 2005.

Directed the Development of a Strategic Plan for Arrangeonline.com, Jonesboro, Arkansas, Spring 2005.

Directed the Development of a Strategic Plan for Therapy Providers of Arkansas, Jonesboro, Arkansas, Fall, 2004.

Directed the Development of a Strategic Plan for Rural Sourcing, Inc., Jonesboro, Arkansas, Fall, 2004.

Directed the Development of a Strategic Plan for Jonesboro Fire Department, Fall, 2004.

Directed the Development of a Strategic Plan for Blessed Sacrament Catholic Church, Jonesboro, Arkansas, Fall, 2004.

Directed the Development of a Strategic Plan for Sullivan Steel, Harrisburg, Arkansas, Summer, 2004.

Directed the Development of a Strategic Plan for Jonesboro Prosthetic and Orthotic Labs, Summer, 2004.

Directed the Development of a Strategic Plan for Delta Symphony Orchestra, Jonesboro, Arkansas, Summer, 2004.

Directed the Development of a Strategic Plan for Wapsi Fly, Inc., Mountain Home, Spring, 2004.

Directed the Development of a Strategic Plan for Middle East Studies Committee, Jonesboro, Arkansas, Spring, 2004.

Directed the Development of a Strategic Plan for the Albert Pike Hotel, Little Rock, Spring 2004.

Directed the Development of a Strategic Plan for Hispanic Community Services, Inc., Jonesboro, Arkansas, Spring, 2004.

Directed the Development of a Strategic Plan for Moss Fencing, Jonesboro, Arkansas, Spring, 2004.

Directed the Development of a Strategic Plan for Clopton Clinic, Jonesboro, Arkansas, Spring, 2004.

Directed the Development of a Strategic Plan for the City of Cherokee Village, Spring, 2004.

Directed the Development of a Strategic Plan update for Arkansas Rural Sourcing, Inc., Jonesboro, Arkansas, Fall, 2003.

Directed the Development of a Strategic Plan for ezmls.com, Paragould, Arkansas, Fall, 2003.

Directed the Development of a Strategic Plan for Ozark Health, Clinton, Arkansas, Fall, 2003.

Directed the Development of a Strategic Plan for St. Bernards Village, Jonesboro, Arkansas, Fall 2003.

Directed the Development of a Strategic Plan for Advanced Reprographics Technologies, Jonesboro, Arkansas, Summer, 2003.

Directed the Development of a Strategic Plan for Freedom Center Ministries, Jonesboro, Arkansas, Summer, 2003.

Directed the Development of a Strategic Plan for Arkansas Rural Sourcing, Inc., Jonesboro, Arkansas, Summer, 2003.

Directed the Development of a Strategic Plan for the ASU MBA Program, Jonesboro, Arkansas, Summer, 2003.

Directed the Development of a Strategic Plan for Ranger Boats, Flippin, Arkansas, Spring, 2003.

Directed the Development of a Strategic Plan for the City of Hardy,

Arkansas, Spring, 2003.

Directed the Development of a Strategic Plan for College of Business Annual Golf Tournament to fund scholarships, Jonesboro, Arkansas, Spring, 2003

Directed the Development of a Strategic Plan for Ozark Health, Clinton, Arkansas, Fall, 2002.

Directed the Development of a Strategic Plan for Ritter Communication Phone Systems, Jonesboro, Arkansas, Fall, 2002.

Directed the Development of a Strategic Plan for Crowley's Ridge Development Council, Jonesboro, Arkansas, Summer, 2002.

Directed the Development of a Strategic Plan for Better Life Counseling Center, Jonesboro, Arkansas, Summer, 2002.

Directed the Development of a Strategic Plan for Ritternet Dial-Up ISP, Jonesboro, Arkansas, Summer, 2002.

Directed the Development of a Strategic Operating Plan for Horizon Institute of Technology, Jonesboro, Arkansas, Spring, 2002

Directed the Development of a Strategic Plan for Growth and Development of Blessed Sacrament Elementary School, Jonesboro, Arkansas, Spring, 2002.

Directed the Development of a Strategic Plan for Implementation of a Community Transportation System for the City of Jonesboro, Arkansas, Spring, 2002.

Directed the Development of a Strategic System Plan for St. Bernards Health Care System, Jonesboro, Arkansas, Spring, 2001.

Directed the Development of a Strategic Operating Plan for Boy Scouts of America, NE Arkansas Area Council, Jonesboro, Arkansas, Spring, 2001.

Directed the Development of a Strategic Operating Plan for White River Petroleum, Inc., Batesville, Arkansas, Fall 2001.

Directed the Development of a Strategic Operating Plan for Beta Installations, Inc., Jonesboro, Arkansas, Fall, 2001.

Directed the Development of a Strategic Plan for Implementation of a New Center for Education at Jacksonville-Little Rock Air Force Base,

Jacksonville, Arkansas, Fall, 2001.

Directed the Development of a Strategic Plan for St. Bernards Behavioral Health, Jonesboro, Arkansas, Fall, 2000.

Directed the Development of a Strategic Plan for Cross Ridge Community Hospital, Wynne, Arkansas, Fall, 2000.

Directed the Development of a Strategic Plan for St. Pius Elementary School, Lafayette, Louisiana, Summer, 2000.

Directed the Development of a Strategic Plan for Body Works, Inc., Rayne, Louisiana, Summer, 2000.

Directed the Development of a Strategic Plan for Lafayette Economic Development Authority, Lafayette, Louisiana, Spring, 2000.

Directed the Development of a Strategic Plan for the town of Elton, Louisiana, Spring, 2000.

Directed the Development of a Strategic Plan for Crowley Town Club, Crowley, Louisiana, Spring, 2000.

Directed the Development of a Strategic Plan for the Sovereign Nation of the Coushatta Indians of Kinder, Louisiana, Spring, 2000.

Directed the Development of a Strategic Plan for the Marine Survival Training Center of the University of Louisiana at Lafayette, 1999.

Directed the Development of a Strategic Plan for the Performing Arts Society of Acadiana, Lafayette, Louisiana, 1999.

Facilitator for meetings between Lafayette Utilities System and representatives of Lafayette's Residential and Commercial Developers and Engineering Associations to develop a Book of Procedures to make development projects more effective, Lafayette, Louisiana, 1999.

Directed the Development of a Feasibility Study for a business incubator in Acadia Parish, Rayne, Louisiana, 1999.

Directed Strategic Planning Retreat for Blue Ribbon Committee of Chamber of Commerce's Education Committee for Career Education, Lafayette, Louisiana, 1999.

Directed visioning process for Cajun Heartland School to work program for 40 high school counselors from seven parishes,

Lafayette, Louisiana, 1999.

Directed the Development of a phase II Strategic Plan for the ULL Foundation, 1999.

Directed the Development of a Strategic Plan for Acadia Parish School Board, Rayne, Louisiana, 1999.

Directed the Development of a Strategic Economic Development Plan for the city of Rayne, Louisiana, 1999.

Directed the Development of a Strategic Plan for the ULL Math Department, Lafayette, Louisiana, 1999.

Directed the Development of a Strategic Plan for Lourdes Hospital Employees Credit Union, Lafayette, Louisiana, 1999.

Directed the Development of a Strategic Plan for Mansura Chevron, Lafayette, Louisiana, 1998.

Directed the Development of a Strategic Plan for Le Centre Internationale, Lafayette, Louisiana, 1998.

Directed the Development of a five year Strategic Plan for the ULL Foundation, Lafayette, Louisiana, 1998.

Directed the Development of a Strategic Plan for the Economic Development of the City of Rayne, Louisiana, 1998.

Directed the Development of a Feasibility Study for establishing a Juvenile Detention/Incarceration Facility in Acadia Parish, Rayne, Louisiana, 1998.

Directed the Development of a Strategic Plan for the Economic Development for the City of Crowley, Louisiana, 1998.

Directed the Development of a Strategic Plan for Image and Marketing for Chorale Acadianne (Community Chorus Group), Lafayette, Louisiana, 1997.

Directed the Development of a Strategic Plan for infrastructure development for the City of Crowley, Louisiana, 1997.

Directed the Development of a Strategic Plan for I-Acadia (Not-for-profit Economic Development Corporation in Acadia Parish), Rayne,

Louisiana, 1997.

Directed the Development of a Strategic Plan for the Oil Center Renaissance Association for Initial Funding for Urban Renewal, Lafayette, Louisiana, 1997.

Directed the Development of a Strategic Plan for Southwest Louisiana Area Health Education Council, Lafayette, Louisiana, 1997.

Consultation on Stakeholder Surveying, Ascension Church and School, Lafayette, Louisiana, 1999.

Consultation on Human Resource Management, Kaplan Telephone Company, Kaplan, Louisiana, 1999.

Consultation on Compensation, Benefits, Office Structure and Policies, U.S. 'Chapter 13' Bankruptcy Trustees, a total of 170 offices in Louisiana, Texas, Mississippi, Florida, New Mexico, California, Michigan, Ohio, Tennessee, Oklahoma, Alabama, Georgia, Kentucky, Pennsylvania, Wisconsin, Maine, New Hampshire, Rhode Island, Massachusetts, Connecticut, Nevada, Oregon, Washington, Idaho, Utah, Alaska, Colorado, Minnesota, Iowa, Delaware, New Jersey, Illinois, Montana, Arizona, Wyoming and Puerto Rico, (1997 – Present).

Consultation on Strategic Initiatives, Subsurface Consultants and Associates, Inc., Lafayette, Louisiana, 1996-1998.

Consultation on Wage & Salary, Medical Center of Southwest Louisiana, Lafayette, Louisiana, 1996-1997.

Consultation on Wage & Salary, Doctor's Hospital of Opelousas, Opelousas, Louisiana, 1997.

Consultation on Wage & Salary, Dauterive Hospital of New Iberia, New Iberia, Louisiana, 1997.

Consultation on Wage & Salary, Women and Children's Hospital, Lafayette, Louisiana, 1997.

Examiner for Louisiana Quality Award, Louisiana Quality Foundation, Lafayette, Louisiana, 1996.

Consultation on Executive Evaluation & Compensation, Lafayette General Medical Center, Lafayette, Louisiana, 1996.

Consultation on Compensation System, Lourdes Medical Center, Lafayette, Louisiana, 1996.

Consultation on Organizational Structure, Teurlings School Board, Lafayette, Louisiana, 1995-1996.

Directed the development of a Strategic Plan for I-Acadia (not-for-profit) Economic Development Corporation, Rayne, Louisiana, 1996.

Seminar on Time Management for King Clinic in New Iberia, Louisiana, 1994.

Speaker for Lafayette Public Education Fund on TQM, Lafayette, Louisiana, 1994.

Assisted Goodwill Industries of Southwest Louisiana in development of 5-year strategic plan, Lafayette, Louisiana, 1993.

Directed Boy Scouts of America-- Evangeline Council in development of 5-year strategic plan, Lafayette, Louisiana, 1993.

Directed study to determine the feasibility of privately managing the Cajun Dome, Lafayette, Louisiana, 1993.

Seminar on TQM in Health Information Management for Acadiana Association of Health Care Information Management, Lafayette, Louisiana, 1992.

Seminar on TQM in Municipal Government for Lafayette Parish Government Administration, Lafayette, Louisiana, 1992.

Panel Member on TQM in Public Education for Louisiana Association of partners in Education, New Orleans, Louisiana, 1992.

Directed development of Strategic Plan for Goodwill Industries of Southwest Louisiana, Lafayette, Louisiana, 1992.

Directed development of Strategic Plan for Iberia General Hospital, New Iberia, Louisiana, 1994.

Presented Seminar on "Market-Based Planning" for SBDC at Nicholls State University, Thibodaux, Louisiana, 1988.

## **Membership in**

**Professional and  
Honor Societies:**

Academy of Business Administration  
Academy of Management  
Southern Management Association  
Southwest Academy of Management  
Phi Theta Kappa Honor Society  
Phi Kappa Phi Honor Society  
Beta Gamma Sigma Honor Society  
Who's Who Among Students in American  
Colleges and Universities (1964)  
Alpha Kappa Psi Professional Business Organization  
Society for Advancement of Management  
Midwest Business Administration Association  
Southern Marketing Association  
Mid-Atlantic Marketing Association  
Mid-South Marketing Educators  
Pi Sigma Epsilon Professional Marketing  
Sales and Marketing Executives International

**Honors and  
Special  
Recognitions:**

Mississippi State University  
Beta Gamma Sigma  
Phi Kappa Phi  
Phi Theta Kappa  
Who's Who Among Students in American Colleges and  
Universities  
Cum Laude