

# Darlene Brannigan Smith, Ph.D.

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## PROFESSIONAL PROFILE

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- Dedicated professional with a commitment to, and vision for, achieving educational excellence.
- Proven leader known for strategic planning, financial acumen and effective relations with donors and the broader community having held administrative positions in private and public universities.
- Consultant with a proven track record in developing strategic solutions to enhance organizational effectiveness.
- Results-oriented manager with a reputation for driving continuous innovation, achieving operational efficiency and building a cohesive senior team.
- Highly engaged community leader; recognized by the *Maryland Daily Record* for making an impact through leadership, community service and mentoring.
- Demonstrated success as a teacher, scholar and business consultant with a strong global orientation, having taught in two internationally ranked universities and travelled to over 50 countries.
- Effective communicator with strong interpersonal skills.

## EDUCATIONAL BACKGROUND

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- Ph.D., Business (primary field: Marketing; secondary fields: Statistics and Research Methodology), University of Maryland, College Park (1986)
- M.B.A. (primary field: Finance), University of Baltimore (1980)
- B.S., Business (primary field: Marketing), University of Baltimore (1978)
- A.A., Business Administration, Anne Arundel Community College (1976)

## LEADERSHIP DEVELOPMENT

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- Harvard University, Institute for Management and Leadership in Higher Education, Class of 2010
- The LEADERship, a program of the Greater Baltimore Committee, Class of 2009
- Leadership Maryland, Class of 2007

## **FACULTY EXPERIENCE**

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### **Faculty Positions**

- University of Baltimore  
Professor of Marketing (tenured) (2005 – Present)
- Loyola College in Maryland  
Assistant/ Associate Professor of Marketing (tenured) (1988-2005)
- George Washington University  
Assistant Professor of Marketing (1986-1988)

### **Visiting Positions**

- Peking University: Beijing, China (Summer 2005)
- Universidad Alberto Hurtado: Santiago, Chile (Summer 2000)
- ESSEC Grande Ecole de Commerce (Business School): Paris, France (Fall 1998)

## **ACADEMIC LEADERSHIP AND ADMINISTRATIVE EXPERIENCE**

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### **UNIVERSITY OF BALTIMORE**

(2005 - Present)

*The University of Baltimore is a member of the 12-campus University System of Maryland and comprises the Merrick School of Business, the College of Public Affairs, the Yale Gordon College of Arts and Sciences and the School of Law. Since its founding in 1925, UB has served a nontraditional student population focused on career-oriented and professional education. Enrollment in fall 2014 was 6,422 students.*

### **Positions Held**

- Executive Vice President and Provost (2016 – present)  
Chief academic officer, responsible for the guiding vision and leadership of the University's academic affairs, including its four schools and colleges for upholding its commitment to student success.
- Co-Chair, Middle States Accreditation Self-Study (2014 – present)  
Responsible for engaging the University in a thorough and reflective review of its compliance on standards and identifying opportunities for continuous improvement. The Self-Study Planning Committee is comprised of approximately 55 faculty, staff and students representing a broad constituency of the university community and programs.
- Dean (2008 – 2013)  
As chief executive officer for the Merrick School of Business, an AACSB-International accredited school of business, provided leadership in the areas of teaching, research and service. Responsible for strategic management and effective management of the school including 45 full-time faculty, 20 full-time staff, an operating budget of approximately \$9 million, two centers of excellence, 1,800 undergraduate and graduate students, and

seven academic programs. Additional responsibilities include alumni relations, curriculum development and oversight; enrollment planning; faculty recruitment; fundraising and external relations; tenure, promotion and evaluation; and maintenance of accreditation. Member of the President's Executive Committee and Cabinet. Reported to the Provost.

- Senior Associate Dean (2007 - 2008)  
Responsible for academic programs and student services. Directed 10 staff members and acted in place of the Dean when necessary. As the chief operations officer, responsible for enrollment management, program and curriculum development, and the day-to-day operations of the Merrick School, including the redesign of major school processes and systems. Additional responsibilities included marketing and recruitment initiatives, student advising, and faculty research grants and assistants. Reported to the Dean.
- Associate Dean, Executive & Graduate Programs (2005 - 2007)  
Responsible for all graduate programs, recruitment of graduate students, and all marketing initiatives for the Merrick School. Primary lead in the design and implementation of the new UB/Towson MBA program. Oversight of 750 students enrolled in four graduate programs. Reported to the Dean.

### **Selected Accomplishments**

- Strategic Planning
  - Developed and implemented ambitious five-year strategic plan. Process engaged 150 faculty members, staff, students, alumni and business professionals to listen to the voices of key stakeholders, identify shared values, and develop a strategy to drive innovation, engagement and impact.
  - Created marketing team (director of communications and graphic artist) and oversaw development of communication strategy and collateral materials for the business school.
  - Restructured departments and degree programs.
  - Significantly increased research resources for faculty.
- Community Engagement and Fundraising
  - Exceeded the \$8 million capital campaign goal by eight percent.
  - Created highly engaged boards with over 100 alumni and business leaders serving on the Dean's Advisory Council or one of five program advisory boards.
  - Developed successful *Merrick Speaker Series*.
  - Introduced first-school based alumni and friends e-newsletter at UB; the *Merrick Exchange* is now read by over 11,000 subscribers.
  - Launched *Lessons from Legends* series to recognize leading Maryland businessmen and women.
  - Initiated *Professor of the Day* program to engage business professionals in the classroom.

- Curriculum Development
  - Introduced the university’s first minors, including four for non-business majors.
  - Implemented the Denit Honors programs in accounting and business.
  - Secured funding for and launched the Entrepreneurship Fellows Program.
  - Redesigned undergraduate business core to include a required personal and professional skills course and infused writing and oral intensive courses in core.
  - Started the *Applied Business Learning Experience (ABLE)* initiative to provide real-world hands-on learning experiences in the classroom.
  
- Accreditation and Faculty Development
  - Successfully led the Merrick School through two AACSB maintenance of accreditation reviews.
  - Served on four AACSB Maintenance of Accreditation peer review teams.
  - Hired as consultant on AACSB accreditation and assurance of learning
  - Implemented a comprehensive faculty management database (Digital Measures).
  - Implemented an assurance of learning program for undergraduate and graduate programs.
  - Developed variable faculty portfolio to better align faculty workload.

### **Selected Major University Committees**

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| <ul style="list-style-type: none"> <li>• Middle States Self Study</li> <li>• President’s Executive Council</li> <li>• President’s Cabinet</li> <li>• Deans’ Council</li> <li>• University Shared Governance Taskforce (Co-Chair)</li> <li>• Strategic Enrollment Committee</li> </ul> | <ul style="list-style-type: none"> <li>• Search Committee (Chair) – Provost and Senior Vice President for Academic Affairs</li> <li>• Search Committee – Senior Vice President for Enrollment Management</li> </ul> |
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### **University System of Maryland Service and Presentations**

- Member, Selection Committee for the inaugural Entrepreneur of the Year Award (2012-2013)
- “Entrepreneurship and Innovation at the Comprehensive Universities,” presentation to the Committee on Economic Development and Technology Commercialization, January 24, 2013.
- Consultant to the Bowie University School of Business on AACSB accreditation and assurance of learning.

**LOYOLA UNIVERSITY MARYLAND  
SELLINGER SCHOOL OF BUSINESS**

(1988 – 2005)

*Founded in 1852, Loyola University Maryland is a Jesuit, Catholic university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education. The University is comprised of the Sellinger School of Business and Management, the School of Education and Loyola College, the university's college of arts and sciences. The University offers more than 35 undergraduate and nine graduate and doctoral level programs. Fall 2013 headcount was 5,977 students.*

**Positions Held**

- Academic Director, Executive and Graduate Business Programs (2001 - 2005)  
Academically responsible for three programs, including the Evening MBA, the MBA Fellows, and the Executive MBA and the approximately 1,000 students enrolled in these programs. General areas of responsibility included program administration and coordination, curriculum development and assessment, and the management of program residencies and retreats. Reported to Associate Dean.
- Department Chair, Department of Marketing (1991 - 1995)  
As a non-tenured faculty member, selected by the Dean to assume the leadership position to re-build department and develop more collaborative culture. Supervised faculty members. After a successful turnaround, returned to full-time faculty position to resume scholarship.

**CORPORATE EXPERIENCE** 

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**Corporate Boards**

- FMS Solutions (2010 to present)
- National Fiber & Copper (Advisory Panel) (2014 to 2015)
- Unmanned Aerial Systems Safeflight, Inc. (2015 to present)

**Business / Management Consultant**

(1995 - 2006)

Conducted market research and provided a wide range of professional development programs and strategic planning tools for organizations. Projects included strategic and market plans to retain customers, seek new markets, enhance marketing efforts and realign organizations to enhance organizational effectiveness. A representative list of clients and projects include:

- *AEGON*: Management development program on service quality, umbrella branding, competitive positioning and customer satisfaction.
- *Aerotek*: Management development program on defining and enhancing the company's value curve.
- *Archdiocese of Baltimore*: Strategic planning.

- *Bartlett de Mexico (Veracruz, Mexico)*: Management development program on customer service delivery.
- *Centric Business Systems (Formerly CopyWorld)*: Strategic and operational planning.
- *Dewalt*: Market segmentation study and brand equity seminar for brand management team.
- *LAI, Inc.*: Management development program on effective strategic planning.
- *Legg Mason*: Client satisfaction study.
- *McCormick & Company*: Management development program on use of the balance scorecard in strategic planning.
- *Whiteford Taylor Preston, LLP*: Strategic planning.
- *Pathfinders for Autism*: Strategic planning.
- *Prometric*: Management development program for women executives on leadership and organizational effectiveness.
- *Provident Bank of Maryland*: Management development program on effective strategic planning.
- *Sheridan Press*: Management development program on effective strategic planning.
- *Small Business Administration Minority Business Executive Program*: Summer Strategic Management Training Institute. Workshops on service quality and marketing effectiveness.
- *Valle Nevado Ski Resort (Andes, Chile)*: Service quality audit

**Gaudrea, Inc.**

(1980 - 1981)

- Marketing Coordinator for this Baltimore-based privately held architectural design and planning firm. Left firm to begin doctoral program. Responsible for marketing the firm by developing and implementing marketing and business development campaigns, developing and maintaining promotional materials, planning meetings, maintaining databases and preparing reports.

**Black & Decker, Inc.**

(1978 - 1979)

- First woman selected for the management development program of this diversified provider of hand tools, power tools and related accessories. Reported to Vice President for Transportation and Logistics and was responsible for oversight of in-bound and outbound shipments of raw materials and finished inventory. Scheduled deliveries of the corporate fleet and contract truckers.

## PROFESSIONAL and COMMUNITY ENGAGEMENT

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### Recognitions

Recognized by the *Maryland Daily Record* for making an impact through my leadership, community service and mentoring. The winners are selected by an outside panel of business leaders based on professional accomplishment, community involvement and commitment to mentoring.

- Circle of Excellence 2013 (Inducted after being honored three times as a Maryland Top 100 woman)
- Maryland's Top 100 Women (2011)
- Maryland's Top 100 Women (2009)

### Professional Affiliations

- American Marketing Association
- Beta Gamma Sigma International Honor Society
- Mid-Atlantic Association of Colleges of Business Administration (MAACBA)
- Southern Business Administration Association (SBAA)

### Community and Civic Affiliations (Current)

- Federal Hill Neighborhood Association
- Leadership Maryland
- Network 2000 Maryland
- Women's Business Council

### Nonprofit Boards

- Athena PowerLink Baltimore (Steering Committee) (2013 – present)
- Girls Scouts of Central Maryland, Nominating Board (2015 – present)
- Live Baltimore (Board President 2012-2014) (2009 – present)
- Network for Teaching Entrepreneurship (Board Member) (2010 – 2013)
- Overcoming Poverty Together (Board Member) (2010 – present)

## **PERSONAL**

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### **Family**

- Married 35 years to Richard Smith
- Children: Julia Brannigan Kardian and Kathleen Brannigan Smith; three grandchildren.

### **Avocations**

Family, cycling, traveling, reading.

### **Countries and Areas Visited**

Antigua, Argentina, Aruba, Australia, Austria, Bahamas, Barbados, Belgium, Belize, Bermuda, Brazil, Canada, Cayman Islands, Chile, China, Costa Rica, Czech Republic, Cuba, Dominican Republic, France, Germany, Greece, Holy See (Vatican), Hong Kong, Hungary, India, Israel, Italy, Jamaica, Korea (South), Liechtenstein, Luxembourg, Martinique, Mexico, New Zealand, Netherlands Antilles, Peru, Portugal, Russia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Scotland, Spain, Trinidad and Tobago, Thailand, Tunisia, Turkey, United Kingdom, Venezuela.



## PUBLICATIONS & PRESENTATIONS

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### Journal Publications (Refereed)

Pitta, Dennis A. and Darlene B. Smith (2010), "Hallmarks in the Development of Marketing: Chinese Managers' Market Orientation and Ability to Deliver Service Quality," *Advances in International Marketing*, Vol. 021, [Book Chapter 7 -- International Marketing: Emerging Markets, edited by Shaoming Zou and Huifen Fu - ISBN – 9780857244475.

Smith, Darlene B. and Dennis A. Pitta (2009), "Chinese Managers' Perceptions of Their Ability to Deliver Service Quality." *International Journal of Business Excellence*, Vol. 2 (Nos. 3-4), pp 241-256.

Smith, Darlene B., Dennis A. Pitta, and S. Lee Richardson (2007), "A Comparison of the Market Orientation of Chinese and U.S. Firms." *International Business and Economics Research Journal*, 6(12), 25-37.

Smith, Darlene B., Ellen Hoadley and Ronald Desi (2005), "The Spiritually-Guided Enterprise: Setting a Course of Action," *Journal of Business & Economics Research*, December.

Tarantino, David and Darlene B. Smith (2005), "Bariatric Surgery: Assessing Opportunities for Value Creation," *Surgical Innovations*.

Smith, Darlene B. Harsha Desai, Roger Kashlak and John Cotner (2005), "International Field Studies: Tool for Enhancing Cultural Literacy," *Journal of College Teaching & Learning*, Vol. 2, No. 2 (February), 9-18.

Kamauff, John, Darlene B. Smith and Robert Spekman (2004), "Extended Enterprise Metrics: The Key to Achieving Synthesized Effectiveness," *Journal of Business and Economics Research*, Vol. 2, (May), 39-52.

Smith, Darlene B. and Harold D. Fletcher (2004), "Managing for Value: Developing a Performance Management System Integrating EVA and the Balanced Scorecard," *Journal of Business Strategies*, Vol. 20, No. 2 (Spring), 1-18.

Smith, Darlene B. and Harold D. Fletcher (2004), "The Balance Scorecard: A Useful Framework for Achieving Curriculum Integration," *Journal of Executive Education*, Vol. 3, No. 1, (Spring), 20-31.

DeVader, Christie and Darlene B. Smith (2003), "Linking HR and Marketing Practices in Service Organizations: An Application in Training Needs Assessment," *Journal of Business and Behavioral Sciences*, Vol. 10, No. 2 (Fall), 55-70.

Cotner, John S. and Darlene B. Smith (2002), "International Field Studies in Executive Education: A Comparative Perspective," *Journal of Executive Education*, Vol. 1, No. 2, (Fall), 20-31.

Desi, Ron and Darlene B. Smith (1999), "Knowledge Management: Enabling a Market Driven Organization," *Journal of Contemporary Business*, Vol. 7, No. 2 (Fall), 10-19.

Doris C. VanDoren and Darlene B. Smith (1999), "Scenario Planning: A New Approach to Teaching Marketing Strategy," *Journal of Marketing Education*, Vol. 21, No. 2 (August), 146-155.

Smith, Darlene B., Doris C. Van Doren and G. Mark Hardy (1998), "Enhancing Strategic Thinking: Integrating Scenarios into the Planning Process," *Journal of Contemporary Business Issues*, Vol. 6, No. 2 (Fall), 27-35.

Gooding, Sandra Smith, Darlene B. Smith and Mark Peyrot (1996). "Insurance Coverage and the Appropriate Utilization of Emergency Departments," *Journal of Public Policy and Marketing*, Vol. 15, No. 1, 76-86.

Smith, Darlene B., Sandra Smith Gooding and John H. Hebb (1995), "The Insured Consumer and Hospital Choice," *Journal of Ambulatory Care Marketing*, Vol. 6, No.1, 87-97.

Smith, Darlene B. (1990), "The Economics of Information: An Empirical Examination of Nelson's Search-Experience Typology." *Journal of Public Policy and Marketing*, Vol. 9, (December), 111-128.

Ford, Gary. T., Darlene B. Smith and John L. Swasy (1990), "Consumer Skepticism of Advertising Claims: An Empirical Test of the Search-Experience-Credence Framework," *Journal of Consumer Research*, Vol. 16 (March), 433-441.

Smith, Darlene B., Gary T. Ford and John L. Swasy (1990), "The Economics of Information: Research Issues," (Book Chapter) *Marketing and Advertising Regulation*, Patrick E. Murphy and William L. Wilkie (Editors). Notre Dame Press, 300-315.

Smith, Darlene B. and Paul Bloom (1989), "Using Content Analysis to Understand the Consumer Movement," *Journal of Consumer Affairs*, Vol. 23 (Winter), 301-328.

Krapfel, Robert E. and Darlene B. Smith (1985), "An Experimental Approach to Segmenting Buyers of Marketing Research," *Industrial Marketing Management*, Vol. 14 (February), 27-34.

Smith, Darlene B (1988), "Is Consumerism Dead or Alive: Some New Evidence," *The Future of Consumerism*, Paul N. Bloom and Ruth Belk Smith (Editors), Lexington Books.

## Conference Proceedings (Peer Reviewed)

Smith, Darlene B., Dennis A. Pitta, and J. Pels. (2008). *"A Comparison of Argentine and US Managers' Perceptions of Their Ability to Deliver Service Quality,"* Proceedings of the ATINER Marketing Conference (July). Athens, Greece.

Smith, Darlene B., Dennis A. Pitta, and A. Ansari (2008). *Chinese Managers' Perceptions of Their Ability to Deliver Service Quality.* Proceedings of the Global Business Innovation and Development Conference, Rio de Janeiro, Brazil. 157-169. (January)

Smith, Darlene B., Dennis A. Pitta and Rolf Weinrich (2007), "A Comparison of the Market Orientation of Chilean and US Firms," *Proceedings of the Strategic Management in Latin America Conference.* Santiago, Chile. (January).

Smith, Darlene B., Ellen Hoadley and Ronald I Desi (2005), "The Spiritually-Guided Enterprise: Setting a Course of Action," Proceedings of the 2005 International Applied Business Research Conference. Puerto Vallarta, Mexico. (March)

Smith, Darlene B., Harsha Desai, John Cotner and Roger Kashlak (2004), "International Field Studies: Tools for Enhancing Cultural Understanding," *Proceedings of the 2004 European Applied Business Research Conference.* Edinburgh, Scotland. (June) (Note: Received Best Paper Award)

Smith, Darlene B. and John Kamauff (2003), "The Evolution of Performance Metrics," *Proceedings of the 2003 European Applied Business Research Conference.* Venice, Italy. (June) (Note: Received Best Paper Award)

Kamauff, John, Darlene B. Smith and Robert Spekman (2003), "Extended Enterprise Metrics: The Key to Achieving Synthesized Effectiveness," *One World, One View of Operations: The Challenge of Integrating Research and Practice*, Vol. 1, 481-494. (Proceedings of the Joint International Conference of the European Operations Management Association & Production and Operations Management Society -- EUROMA-POMS), Lake Como, Italy (June).

Fletcher, Harold D. and Darlene B. Smith (2003), "Using AHP to Develop A Performance Measurement System," *Proceedings of the 32<sup>nd</sup> Annual Meeting of the Western Decision Sciences Institute*, Vol. 32, Hawaii (April).

Smith, Darlene B. and Harold D. Fletcher (2002), "The Balanced Scorecard: An Integrating Mechanism in Business Education," *Journal of the Academy of Business Education, Proceedings of the 3<sup>rd</sup> Annual Conference of the Academy of Business Education*, Vol. 3, Key West, FL (September).

Fletcher, Harold and Darlene B. Smith (2002), "Integrating Performance Assessment and the Balanced Scorecard in Not-for-Profit Organizations," *Proceedings of the Applied Business Research Conference*, Puerto Vallarta, Mexico (March).

Smith, Darlene B. and Harold D. Fletcher (2002), "A Framework for Integrating Economic Value Added and the Balance Scorecard in Strategic Planning," *Proceedings of the 9<sup>th</sup> Annual Conference of The American Society of Business and Behavioral Sciences*. Las Vegas, Nevada. (February).

Smith, Darlene B. (2000), "Service Excellence: Implementation Recommendations for Health Care Organizations," *Proceedings of the Conference on Emerging Issues in Business and Technology*. Myrtle Beach, SC. (October), 391-397.

Cotner, John and Darlene B. Smith (2000), "EMBA International Field Studies: A Comparative Perspective," *Journal of Business Education, Proceedings of the Conference of the Academy of Business Education*, Vol. 1, Bermuda (September).

DeVader, Christy and Darlene B. Smith (2000), "Linking HR and Marketing Practices in Service Organizations: An Application in Training Needs Assessment," *Proceedings of the Conference of the American Society of Business and Behavioral Sciences*, Las Vegas, Nevada. (February).

Fletcher, Harold D. and Darlene B. Smith (2000), "Using Scenario Planning: An Application in the Mutual Fund Industry," *Proceedings of the Conference of the American Society of Business and Behavioral Sciences*, Las Vegas, Nevada. (February).

Cooke, Ernest F., Linda J. Coleman, Elizabeth Beaulie, and Darlene B. Smith (2000), "The Going Global Paradigm," *Proceedings of the Conference of the American Society of Business and Behavioral Sciences*, Las Vegas, Nevada. (February).

Desi, Ron and Darlene B. Smith (1999), "Knowledge Management: Enabling a Market-Driven Organization," *Proceedings of the Conference on Emerging Issues in Business and Technology*. Myrtle Beach, SC. (October), 29-38.

Cooke, Ernest F., Linda J. Coleman, Darlene B. Smith and Elizabeth Beaulie (1999), "Going Global," *Proceedings of the Conference on Emerging Issues in Business and Technology*. Myrtle Beach, SC. (October), 264-270.

Smith, Darlene B., Doris C. Van Doren and G. Mark Hardy (1998), "Enhancing Strategic Thinking: Integrating Scenario Thinking into the Planning Process," *Proceedings of the 1998 Conference on Emerging Issues in Business and Technology*. Myrtle Beach, SC (October), 32-39.

Gooding, Sandra Smith, Dawn Rowe and Darlene B. Smith (1996), "Medicare Recipients' Utilization of the Emergency Department," *Proceedings of the 14<sup>th</sup> Annual Conference of the American Association for Advances in Health Care Research*, Big Sky, Montana, (March).

Gooding, Sandra Smith, Darlene B. Smith and John H. Hebb (1995), "Appropriate Utilization of Health Services: An Assessment of Hospital Emergency Departments," *Proceedings of the Marketing and Public Policy Conference, Atlanta, Georgia, (May)*.

Smith, Darlene B., Gary T. Ford and John L. Swasy (1990), "The Economics of Information: Research Issues" *Proceedings from Symposium on the Federal Trade Commission and Research Priorities for the 1990s*.

Ford, Gary T., Darlene B. Smith and John L. Swasy (1989), "An Empirical Test of the Search-Experience-Credence Framework," *Advances in Consumer Research*, Vol. 24, 239-243.

Smith, Darlene B. Smith and Paul N. Bloom (1988) "Is Consumerism Dead or Alive: Some New Evidence," *Advances in Consumer Research*, Vol. 11, 369-373. (Reprinted in *The Future of Consumerism*, P.N. Bloom and R. B. Smith (Editors), Lexington, MA: Lexington Books.

## **Presentations**

"The Importance of Developing a Global Mindset in our Youth," *Rotary Club*, Baltimore Chapter (November 2010).

"Strategies for Surviving and Thriving in Challenging Times," Keynote speaker at the *Life Insurance Council Marketing Conference*, Baltimore, MD. (October 2008).

"The Full-Time Challenges of Managing a Part-Time MBA Program," with Lee Dahringer. *AACSB International World Class Practices in Management Education Conference*, Dallas, Texas. (December 2004).

"Scavenger Hunts: A Value-Added Activity on International Field Studies," *Annual Executive MBA Council Conference*. Atlanta, Georgia. (October 2003).

"Conjoint Analysis: It's Use in Curriculum Development," *The Applied Business Research Conference*, Acapulco, Mexico. (March 2003). (Note: Received Best Presentation Award)

"Negotiations in Executive MBA Programs: Outsourcing with the Power of Nice," with Mark Jankowski. Workshop at the *Annual Executive MBA Council Conference*. Denver, Colorado. (October 2002). (Rated best workshop at the Conference)

"Virtual CEO: Assessing Organizational Effectiveness and Individual Competencies – Implications for EMBA Programs," *Annual Executive MBA Conference*. Newport Beach, California (October 2000).

“Developing an Integrated, Cross-Disciplinary Executive MBA Program: The Loyola Experience,” *Northeast Regional Conference of the Executive MBA Council*, Boston, MA (June 2000).

“The Strategic Planning Toolbox,” *Annual Executive MBA Conference*, Orlando, FL (October 1999).

“A Comparative Analysis of International Field Studies in EMBA Programs,” with John Cotner. *Annual Executive MBA Conference*. Scottsdale, Arizona. (October 1998).

“Alternative Designs for International Programs in the Executive MBA Curriculum.” *Annual Executive MBA Conference*, Seattle, Washington. (October 1995).

“The Economics of Information: Research Issues,” with Gary T. Ford and John L. Swasy. *1<sup>st</sup> Annual Conference on Marketing and Public Policy*, Notre Dame University. South Bend, Indiana, (May 1990).

“Advertising Claims, Advertising Substantiation and the Role of the Federal Trade Commission,” with Gary T. Ford and John L. Swasy. *Federal Trade Commission, Bureau of Consumer Protection*, Washington, DC (October 1988).