

**ELIZABETH BOUND DAVIS**

**3525 Hamlet Place**

**Chevy Chase, MD**

**(W) 202-994-1870**

**(Cell) 202-213-0845**

**E-mail: [ebdavis@gwu.edu](mailto:ebdavis@gwu.edu)**

**EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**, The Wharton School, Ph.D. (1984)

Doctorate in Social Systems Sciences, Areas of specialization: Business Policy/Strategic Management, Organizational Theory, Management Systems and International Management

**COLUMBIA UNIVERSITY**, Barnard College, B.A. (1975) Major in Sociology, Graduated with Honors, Dean's List.

**PROFESSIONAL/ACADEMIC EXPERIENCE**

- 2004-present **ASSOCIATE PROFESSOR, AND PROGRAM DIRECTOR**, Organizational Sciences, Department of Organizational Sciences & Communications, responsible for administration of all graduate programs in Organizational Sciences (Organizational Management; Human Resource Management; Leadership Coaching Certificate) and undergraduate minor in Organizational Sciences, managing 6 full-time faculty and approximately 20 adjuncts. (Approximately 200 graduate students including cohort Programs: Fellows, Navy, and Air Force. ([www.gwu.edu/~orgsci](http://www.gwu.edu/~orgsci)))
- 2004- Present **DIRECTOR**, GWU Women's Leadership Institute, responsible for founding and strategically initiating the interdisciplinary, inter-school (College of Arts & Sciences, School of Business, School of Engineering & Technology, School of Education) institute at George Washington University, Institute Chartered, Fall, 2005. ([www.gwu.edu/~wli](http://www.gwu.edu/~wli) under construction)
- 2000 – 2004 **DIRECTOR/CHAIR & ASSOCIATE PROFESSOR**, Organizational Sciences/Communications/I/O Psychology, The George Washington University. Responsible for the management of the interdisciplinary Communication (17 students); Organization Coaching certificate Psychology (17 Doctoral full-time faculty and small the group to departmental status Organizational Sciences Program which has an undergraduate degree in (170 students), two undergraduate minors; Organizational Sciences Organizational Communication (15 students); two Master's Degrees in Management and Human Resource Management and the Leadership program (200 students) and a Doctoral Program in I/O students). Management responsibilities: approximately 15 staff. Managing a budget of approximately \$ 3 M. Brought in the University. (Tenured by the University in Fall, 2000)

- 1994 – 2000 **CHAIRPERSON**, Management & Information Systems Department, Erivan K. Haub School of Business, Saint Joseph's University. Assumed the responsibilities of Chairperson - July 1, 1994 –manage twenty-three full-time faculty members and approximately 12-15 adjunct faculty. Led the Department through the AACSB process successfully. Grew the Department from approximately 10 full –time faculty to 23 full-time faculty during my tenure as Chair. Responsible for staffing, scheduling, recruiting, financial management of \$1.7 million budget and performance evaluation for the department.
- 1995 - 2000 **ASSOCIATE PROFESSOR**, Management & Information Systems Department, Erivan K. Haub School of Business, Saint Joseph's University. Awarded both Promotion to Associate Professor and Tenured by the University in Spring, 1995.
- 1989 - 1994 **ASSISTANT PROFESSOR**, Management & Information Systems Department, Erivan K. Haub School of Business, Saint Joseph's University. Full-time faculty member having taught Graduate, Undergraduate and Executive level courses in Business Policy/Strategic Management; Human Resource Management; Entrepreneurship and Management. (Tenure Track).
- 1988 - 1989 **VISITING ASSISTANT PROFESSOR**, Management & Information Systems Department, Erivan K. Haub School of Business, Saint Joseph's University. Full-time faculty member.
- 1987 - 1988 **MANAGING DIRECTOR**, National Disease Research Interchange. Functioned as CEO/Chief Operating Officer of a non-profit biomedical research/biotech firm with the corporate office in Philadelphia and remote site operations in San Francisco, Chicago and Baltimore. Total operational and financial responsibility for firm with a staff of approximately twenty and a \$1.3 million operating budget.
- 1985 - 1987 **DIRECTOR, ORGANIZATIONAL DEVELOPMENT**, Moss Rehabilitation Hospital. Total operational responsibility for the division with four departmental areas and a staff of twelve. Fiscal responsibility for a \$500,000 operating budget. Responsibilities included the design and delivery of management development programs; clinical program evaluation; patient evaluation services; organizational design, structure and strategic development of the hospital.
- 1981 - 1984 **SENIOR FELLOW**, Leonard Davis Institute of Health Economics, The Wharton School, University of Pennsylvania. While a Senior Fellow completed survey research effort for doctoral dissertation aimed at providing a model of career development for executives in the hospital industry.
- 1979 - 1983 **ASSISTANT DIRECTOR**, Johnson & Johnson - Wharton Fellows Program, The Wharton School, University of Pennsylvania. Responsible for operational management of competitive, national Executive Development Program for Nurses. Total operating budget, \$450,000.
- (Concurrent Positions Held)** **ASSISTANT DIRECTOR**, Management Development **PROGRAM MANAGER**, Advanced Education in Health Policy & Management, Leonard Davis Institute of Health Economics, University of Pennsylvania. Responsibilities involved the operational management advanced executive development programs at the national level. Supervision of small staff and total operating budget of \$500,000.

- 1976 - 1979 **RESEARCH SPECIALIST**, Hospital of University of Pennsylvania. Major responsibilities included the management of bio-medical and clinical research projects for the Cardiovascular Division of the hospital. Hands-on project management requiring collection of patient data; analysis, interpretation, and report writing. Interface with pharmaceutical companies in connection with clinical research projects.
- 1975 - 1976 **RESEARCH COORDINATOR**, Duke University Medical Center, Duke University. Major responsibilities included project management of bio-medical and clinical research studies for the Cardiovascular Division of the hospital. Supervisory responsibility for a part-time staff of four.

### **PUBLICATIONS (Journals/Books)**

- Davis E., Khilji S., Critchfield AJ, Cseh M, Yarr L, Aggers C. (2009). Global Minds, Global Leaders, Global Learning, Global Organizations: Understanding the Global Leadership Mindset (GLM) *Leadership Quarterly*, (under review) Summer, 2009.
- Davis E., Kee J, Newcomer K. 2009 Strategic Transformation: A Model for Action. (Revise and Resubmit) *Organization Management Journal*., summer-fall, 2009.
- Joshi, MJ, Davis EB, Kathuria R, Weidner K. 2005. Learning and Teaching Strategic Management Through Experiential Methods. *Journal of Management Education*. (29): 672 – 695, October.
- Kathuria R, Davis EB. 2001. (Winter) Quality and Work Force Management Practices: The Managerial Performance Implication. *Production and Operations Management*, 10(4):1-18.
- Farber NJ, Davis EB, et al. 2001. Physician's Attitudes about involvement in lethal Injection for Capital Punishment. *The Annals of Internal Medicine*. 135(10):884-888, November.
- Kathuria R, Davis EB. 2000. Quality and Workforce Management: From the Manufacturing Manager's Perspective. *Journal of Quality Management*, 4(2):147-166.
- Farber NJ, Berger M, Davis EB, Weiner JL, Boyer EG, Ubel P. 1998. Physician's Experiences with Patient-Initiated Health Insurance Fraud. *Delaware Medical Journal*, 70(7):329-334. July.
- Davis, EB, Porth S, Swayne L. 1997. The Case of Wills Eye. *Strategic Management in Health Care Organizations* (W. Duncan, P. M. Ginter, L. E. Swayne), 3<sup>rd</sup> Edition, Blackwell Business, 777-792.
- Farber N, Davis EB, Weiner J., Boyer G. 1996. Confidentiality and Health Insurance Fraud. *Archives of Internal Medicine*, 157: 501-504.
- Farber NJ, Farber HT, Weiner J, Boyer EG, Davis EB, Feldman D, Johnson C. 1996. Communication with Patients: Reporting the Diagnosis of HIV Infection. *Journal of General Internal Medicine*, 11: 494-496.
- Davis E, Weiner J, Farber N, Robinson E, Boyer EG. 1995. The Biotechnology Wheel of Fortune: Who Gives, Who Gets, Who Profits? *The Journal of Medical Humanities*, 16 (1): 23-38.

Davis, EB Porth S . 1995. Wills Eye Case published in *Strategic Management in Health Care Organizations* (W. Duncan, P. M. Ginter, L. E. Swayne), 2nd Edition, Blackwell Business, pp. 1131-1145.

Davis EB, Porth S. 1994. Wills Eye Hospital. *Case Research Journal*, Summer: 12-28.

Farber NJ , Davis EB, Weiner JL, Robinson E, Boyer EG . 1993. Intern Candidates Who Withdraw from Contracts: Incidence and Internal Medicine Program Directors' Attitudes, *Journal of General Internal Medicine*, 8:19-22. (January).

Davis EB, Kessler DM. 1992. Preparing for Medicare Outpatient Payment Reform, *Health Care Strategic Management*, 10 (6):9-11.

Davis EB, Weiner J, Farber N, Boyer EG, Robinson E. 1992. Watching the Biotech Window of Opportunity. *Journal of American Health Policy*, 2(4): 52-55.

Davis, EB. 1990. Hospital Executive Career Development: Risking the Competitive Edge, *The Business Journal*, 11(1): 25-32.

Davis EB. 1984. The Role and Effect of Organizational Commitment on the Career Development of Managers in the Hospital Industry. *Doctoral Dissertation*, The Wharton School, University of Pennsylvania, October.

#### **PUBLICATIONS (Refereed Proceedings/Book Reviews)**

Davis E, Khilji S, Cseh M, Critchfield AJ, Yarr L. (2009) “Integrative, Self-less & Inclusive?” A new paradigm of global leadership in the words of multi-sector global leaders, *International Academy of Management & Business Conference*, Istanbul, Turkey, October .

Davis E, Newcomer K, Tinoco J. (2009). Thoughts beyond Green – Mutual Organizational Sustainability. **Proceedings**, *Academy of Management Conference.*, Chicago, Ill. August .

Davis E., Khilji, S., Critchfield A.J., Cseh M ., Yarr L., Abou-Zaki W. (2008) Mirror, Mirror on the Wall: Who has the Global Leadership Mindset (GLM) of them all? **Proceedings**: *International Leadership Association Conference Global Leadership: Portraits of the Past, Visions for the Future, 10th ILA Annual Global Conference November 12-15, 2008*

Davis, E., Kee, J., & Newcomer, K. (2008). The power of many –new thoughts on strategic transformation and a model for action. **Proceedings of the Eastern Academy of Management**, Washington, DC, May.

Grady, V., Davis, E. B., Olsen, N., Duffy, S., ( 2008). The power of effect. Panel presentation: Papers on organizational effectiveness. **Proceedings of the Eastern Academy of Management**, Washington, DC, May.

Davis, E. B. 2006. Developing the next generation of women leaders, with Axelrod, R.A., Debebe G, Offermann L, Nathallicke, N. **Proceedings of the Gallup Leadership Summit**, Washington, DC, October.

Davis E., Smith W.E. 2005. The Power of Purpose: Creating transformational leadership capacity. **Proceedings**, *International Leadership Association Conference*, Amsterdam.

Davis, EB. 2004. "Transformational Leadership: the Case of Croatia" as part of a Panel presentation, **Proceedings**, *International Leadership Association Conference*, Washington, DC, November.

Davis EB, Smith WE. 2004. Convergence of Systems, Power and Strategic Management Theories in Practice, **Proceedings**, *The Academy of Management Annual Conference*, New Orleans, LA., August.

Smith WE, Davis EB. 2004. Transforming Organizations; A Five Dimensional Process,, **Proceedings**, *the 3rd International Conference on Systems Thinking in Management (ICSTM '04): Transforming Organizations to Achieve Sustainable Success*, May 19-21, 2004, University of Pennsylvania, Philadelphia PA,

Smith WE, Davis EB. 2003. Organizing the Revolution: A Five Dimensional Strategic Process. **Proceedings**, *23rd International Conference of the Strategic Management Society*, Baltimore, MD, November.

Joshi MJ, Davis EB, Kathuria R, Weidner, K. 2003. Learning and Teaching Strategic Management Through Experiential Methods., **Proceedings**, *Academy of Management*, judged as **Best Paper** , Seattle, Washington, August..

Joshi MJ., Davis, EB., Kathuria, R, Weidner, K. 2002. Experiential Learning in Strategy: The Winter Survival Exercise Revisited ,**Proceedings**, *Annual Conference, Decision Sciences Institute* ,submitted for **Instructional Innovation Award Competition**, San Diego, CA, November, 22-27.

Farber NJ, Aboff BM, Davis EB, Weiner J, Boyer EG, Ubel PA. 2000. Physicians' participation in capital punishment. Presented at the *20th Mid-Atlantic Regional Meeting of the Society of General Internal Medicine*; Baltimore, MD; March..

Farber NJ, Aboff BM, Davis EB, Weiner J, Boyer EG, Ubel PA. 2000. Physicians' participation in capital punishment. Presented at the *23rd Annual Meeting of the Society of General Internal Medicine*; Boston, MA; May .

Davis EB, Farber NJ et. Al. 1999. When a Professional is Not a Professional. **Proceedings**, *Northeast Business & Economics Annual Conference*, New Haven, October.

Davis EB, Farber NJ, et. Al. 1999. Adversity in the Workplace: Female Physicians and Problematic Patients. **Proceedings**, *Northeast Business & Economics Conference*, New Haven, October 14-15.

Kathuria R, Davis EB. 1999. Quality and Work Force Practices: The Managerial Performance Implication. *Academy of Management Conference*. (full paper published in **Proceedings**), judged one of the top **Best Competitive Paper** in the OM Division. Chicago, August.

Davis EB, Kathuria R., 1998. Does Quality Make a Difference? Effective Workforce Management Practices for Quality Management. **Proceedings**, *Northeast Business & Economics Association Annual Conference*, Newport, RI, October, pp. 83-85. (**Won Best Competitive Paper Award**). .

Davis EB, Farber NJ, Weiner JL, Boyer EG, Berger M, Ubel P. 1998. Who is Cheating the System? A Study on Physician Experiences with Patient-Initiated Health Insurance Fraud. **Proceedings**, *Northeast Business and Economics Association Annual Conference*, Newport, RI, October, pp. 124-126.

Weiner JL, Davis EB, Boyer EG, Farber NJ. 1997. Transitions in Global Issues of Health Care Delivery Services. **Paper**, *International Eastern Academy of Management Annual Conference*, Dublin, Ireland, June, pp. 286–288.

Davis EB, Joshi MJ. 1997. Exploring Strategic Management Framework or Should We Keep the Gun?: The Winter Survival Exercise Revisited. **Proceedings**, *Eastern Academy of Management Annual Conference*, New Brunswick, NJ, May, pp. 35-38.

Farber NJ, Davis, EB, Berger M, Weiner JL, Boyer EG, Ubel P. 1996. Is There a Link? A Follow-up Study: Confidentiality, Health Insurance Fraud and Spiraling Health Care Costs. **Proceedings**, *Annual Meeting of the Northeast Business and Economic Association*, Islandia, New York, September, pp. 168-170.

Farber NJ, Berger M, Davis EB, Weiner JL, Boyer EG, Ubel P. 1996. Confidentiality and Health Insurance Fraud. **Presented Paper**, *Nineteenth Annual Meeting of the Society of General Internal Medicine*; Washington, D.C., May 4, pg. 115.

Davis EB, Bowditch J, Dell'Omo G, Giamartino G, Weiner JL. 1995. Bridging the Gap - Walking Across the Strategy Bridge: Stakeholder Activity through External Outreach. **Proceedings**, *AACSB Continuous Improvement Symposium*, Philadelphia, October,.

Berger M, Farber NJ, Davis EB, Ubel P, Weiner JL, Boyer EG. 1995. Health Care Insurance Fraud: The Degree of Incidence and Physician Attitudes Toward Patient Insurance Fraud. **Proceedings**, *Annual Meeting of the Northeast Business and Economics Association Annual Conference*. Falmouth, MA, September, pp. 159-161.

Farber NJ, Farber HT, Weiner JL, Boyer EG, Davis EB, Feldman D, Johnson C. 1994. Communication and the Diagnosis of HIV Infections - Current Practices and Management Implications of an Initial Field Study. Abstract. **Proceedings**, *Northeast Business & Economics Association Annual Conference*. Bar Harbor, ME, September, pp. 19-21.

Davis EB, Giamartino G. 1993. Organizational Development As a Conceptual Framework and Mechanism for Organizational Emergence. Paper presented and published. **Proceedings**: *Preparing the Entrepreneur for 2000 and Beyond. United States Association for Small Business and Entrepreneurship National Conference*, Baltimore, MD, October, pp. 47-54.

Davis EB, Farber NJ, Weiner JL, Boyer EG. 1993. Strategic Human Resource Management: Building the Competitive Edge with Broken Contracts. Abstract. **Proceedings**, *Northeast Business and Economics Association Annual Conference*. Portsmouth, NH, September, pp. 69-71.

Davis EB, Stagliano AJ. 1993. Testing Efficiency of Health Care Providers: An Alternative Empirical Analysis of Hospital Inputs and Outputs. Abstract. **Proceedings**, *Northeast Business and Economics Association Annual Conference*. Portsmouth, NH, September, pp. 158-160.

Davis EB, Porth S. 1993. Strategic Management in the Hospital Industry: The Case of Wills Eye Hospital. Case presented and published. *Cases in Progress, Eastern Case Writers Association Proceedings*, *Decision Sciences Annual Conference*, Philadelphia, PA, March, pp. A1-1 - A1-24.

Davis EB, Farber NJ, Weiner JL, Boyer EG. 1992. Human Biological Materials: The Informed Consent Conundrum, The Patient-Physician Relationship and Biotechnology Infrastructure. Abstract. **Proceedings** *Northeast Business and Economics Association*, Burlington, VT, September, pp. 167-69.

Farber NJ, Davis EB, Weiner JL, Robinson E, Boyer EG. 1992. The Patient-Physician Relationship and Human Tissue Research. Brief, *Academic Medicine*, Spring, pp. 614-15.

Davis EB, Weiner JL, Farber NJ, Robinson E, Boyer EG. 1991.. Biotechnology Management: Who's Minding the Store. Abstract. **Proceedings**, *Northeast Business and Economics Association*, Stamford, CT, November, pp. 77-78.

Weiner JL, Davis EB, Farber NJ, Boyer EG, Robinson E. 1991. Harvesting Humans: An Examination of the International Free Commodities Market in the Biotechnology 'Spare Parts' Industry. Abstract, **Proceedings** , *Eastern Academy of Management International Conference*, Sophia Antipolis, France, June, pp. 1-4.

Davis EB. 1991. "On Leadership by John Gardner," Book Review, *The Government Accountants Journal*, Fall, pp. 87-88.

Davis EB, Robinson E, Weiner JL, Farber NJ, Boyer EG. 1990. "Dollars to Donors: An Examination of the Free Commodities Market in the Biotechnology Industry." Abstract, **Proceedings**, *Northeast Business and Economics Association*, November, pp. 59-61.

Davis EB 1990. Career Commitment of Executives in the Hospital Industry. **Working Paper Series**, WP #10, Saint Joseph's University, Fall.

Davis, EB, Weiner JL, Robinson E, Farber NJ, Boyer EG. 1990. An Examination of the Free Commodities Market in the Biotechnology Industry. **Working Paper Series**, WP #9, Saint Joseph's University, Fall.

Davis, EB. 1989. "Organizational Commitment in the Development of Executive Careers: A Case Study of Health Care Executives." **Abstract**, *Northeast Business Economics Association Conference Proceedings*, Providence, RI, October, pp. 37-40.

Davis EB. 1982. "The Manager's Job - How To Learn More About It." *Diagnostic Dialog*, 4, (3):12, October-November.

Kissick WL , Davis EB (eds.),1980. **Health Management Development Conference Summary**, The Wharton School & Leonard Davis Institute of Health Economics, University of Pennsylvania, June.

Reichek N, Glick J, Davis EB, Keller C, Alavi A. 1979. "Anatomic Modelling of the Left Ventricle Precedes Functional Impairment in Adriamycin Cardio-Toxicity." Abstract. *American Federation for Clinical Research*, 27(2), April.

#### ACADEMIC/PROFESSIONAL PRESENTATIONS

Davis EB, Huntley H - Global Chief Learning Officer, Computer Sciences Corporation, Katz,L. Executive Vice President & Treasurer, GW . 2009. Strategic Thinking, panel discussion, LEAD Program, GWU, June 11<sup>th</sup>., Washington, DC .

Davis, E. B. 2007. Global leadership for the next generation of women. Entrepreneurial Thought Leadership Conference: Department of Management, School of Business and the Direct Education Selling Foundation, George Washington University, April.

Davis EB. 2006. Keynote Presentation. No One wants to be Shark Bait: A New Line on Strategy as Purpose, Leadership and Transformation. APA Division 13, Society of Consulting Psychologists Annual Conference, San Diego, CA.

Davis EB. 2006. Exploring Strategic Alliances: Human Science & Organizational Sciences. *GWU University Seminar Series in the Human Sciences*. February, Washington, DC.

Davis EB. 2005. Strategy Superperformers: Creating Strategically Power-Full Organizations. *CIA Leadership Academy*. December, VA.

Davis EB. 2005 "Preventing Eyes Wide Shut": Reframing the 21<sup>st</sup> Century Organization- The Power of Purpose in Transformational Leadership and Strategy Building, National Conference for College Women Student Leaders, *AAUW*, Washington, DC, June.

Davis EB., Smith W.E. 2005. Examining leadership processes and roles through the lens of AIC, *ORSC 297: Strategic Systems Thinking: Capstone Course for Executive MBAs*. George Washington University, Washington, DC.

Davis EB. 2005. Why is the MBA Notion of Strategy Dying? Invited Presentation, *Strategic Leadership Network*, Metro Division, Washington, DC..

Davis EB, Axelord RA, Offerman L, Critchfield AJ, Duffy SA. 2004. Connected Conversation: Women's Leadership Issues for the 21<sup>st</sup> Century. Special Session. *International Leadership Association Annual Conference*. Washington, DC.

Davis EB. 2003. Keynote Speaker, Leadership for the 21<sup>st</sup> Century, *International Golden Key Honor Society*, GWU Chapter, November.

Davis EB, Beutell N, Vernon H, Lewis A. 1998. Setting Sail in Higher Education: Navigating the Waters of Academic Administration. **Panel Symposia**, *Eastern Academy of Management Annual Conference*, Springfield, MA, May.

Davis EB, Joshi MJ. 1997. Experiencing the Strategy Process or Is There Such a Thing as a Strategic Ball of Steel Wool? Experiential Exercise, *Mid-Atlantic Organizational Behavior Teaching Conference*, Temple University, Philadelphia, March,

Farber NJ, Berger M, Davis EB, Weiner JL, Boyer EG, Ubel P. 1996. Confidentiality and Health Insurance Fraud. *Presented Paper at the Nineteenth Annual Meeting of the Society of General Internal Medicine*; Washington, D.C., May 4.

Farber, NJ, Berger M, Davis EB, Weiner JL, Boyer EG, Ubel P. 1996. Confidentiality and Health Insurance Fraud. **Poster presented at Fifteenth Annual Mid-Atlantic Regional Meeting, Society of General Internal Medicine**; Baltimore, MD, March 22.

Boyer E G, Davis EB, Farber NJ, Robinson E, Weiner JL. 1991. "The Ethics of Biomedical Research and Social Controls: The Emerging Dilemma of New, Untested, Uncontrolled International Marketing of Human Based Products." **Paper presented**, Annual Conference of The Society of Business Ethics, Miami, August.



Farber NJ, Davis EB, Robinson E, Weiner JL, Boyer EG. 1991. "Intern Candidate Withdrawal from Residency Programs." **Paper Presented**, Association of Program Directors in Internal Medicine, New Orleans, April.

Farber NJ, Davis EB, Robinson E, Weiner JL, Boyer EG. 1991. "Candidate Withdrawal from Internal Medicine Residency Programs." **Paper Presented**, Society for General Internal Medicine, New York City, March.

Davis, EB Jacobson G. 1987. "Games People Play: Gamesmanship As An Integrative Mechanism in Strategic Planning," **Paper Presented**, Annual International Health Economics and Management Conference, Munich, Germany, April.

### **WORK IN PROGRESS ( papers, grants, projects, strategic initiatives)**

Davis E., Khilji S., Critchfield AJ, Cseh M., Yarr L., Abou-Zaki W. (summer, 2009) Global Leadership Mindset of Women Around the World. Preparation of NSF Grant for submission to Sociology Program.

Davis EB, Newcomer K, Tinoco, JK. 2009-2010. Exploratory Study on Understanding Mutual Organizational Sustainability in the New Publix Service. **IRB# 040906**. Data collection to start summer, 2009.

Davis EB, Khilji S, Critchfield AJ, Cseh M, Yarr,L, Abou-Zaki W. 2008-2009 Exploratory study on unearthing the Learning Dimensions of Global Leadership Mindset. . (GLM) **IRB # 090830**- data collection to be completed Spring, 2009; analysis summer, 2009.

Duffy S., Davis E. (2008) CEO Exploratory Study of the Direct Selling Industry. Phoenix AZ, 2008 Data analyzed but results published as internal monograph at the DSEF.

**Chair, FutureQuest, Academic Roundtable: National Park Service Project-** Working with Public Administration and the Dean's office to develop a Leadership Development Program for the National Park Service including co-development with the University of California, Merced., Univ. of CO, Univ. of VT, Clemson, Indiana Univ.

**Developer Study Tour:** Comparative Management ORSC 246 Study Tour for Spring 2010. Comparative Management and organizational dynamics between American Organizations and Organizations in the Emerging Democracies. – Central Europe Tour to Albania, Hungary and Romania Planned.

**Women's Leadership Institute Re-charter:** proposal submitted for re-charter - Approved for a two year period. through 2010.

### **TEACHING**

Have consistently received teaching evaluation scores above the average for the Department, College and University and ranked in the top 15% for teaching at Saint Joseph's University & GWU.

Dean's Seminar, awarded, Transformational Leadership: Power & Purpose, GWU, 2004.

Dean's Seminar, awarded , Strategic Systems Thinking in the Global Organization, GWU, 2003.

Received the Faculty Merit Teaching Award for Excellence in Teaching from St. Joseph's University in 1993 - 1994.

Courses taught at the undergraduate, university college, graduate (MA, MBA, EMBA) levels:

Business Policy/Strategic Management  
Organizational Theory/Strategic Systems Thinking  
Comparative/International Management  
Entrepreneurship  
Principles of Management  
Human Resource Management  
Organizational Structure/Design/Development  
Organizations in Perspective  
Management Systems

#### **PROFESSIONAL/ACADEMIC SERVICE ACTIVITIES**

**Vice Chair**, Academic Roundtable, National Park Service, 2009-2010.

**Vice President , Program**, Eastern Academy of Management, 2009-2010.

**Facilitator**, Works in Progress, Eastern Academy of Management, Conference, May, Hartford, 2009.

**Chair, Futurequest**. Academic Roundtable/Partnership. National Park Service, 2008-2009.

**Member, Research Committee**, Direct Selling Educational Foundation, 2007-2009.

**Board Member**, Eastern Academy of Management, 2008-2010.

**Reviewer**, Eastern Academy of Management: BPS Division, International Management Division, 2009 , 2008,2005.

**Reviewer**, Academy of Management, OMT Division , BPS Division, Int'l Mgt. Division 2003-2009

**Vice President , Board Member**, Eastern Academy of Management, Local Arrangements Chair, Annual Meeting, 2006-2008 .

**Reviewer**, Academy Journal of Management Learning and Education, 2007, 2008.

**Editorial Board**, *Journal of Business & Economics*, 2000-2007.

**Consultant**, "Culture of Integrity, Virginia Beach Police Department, 2004-2006.

**Consultant**, Transformational Leadership, City of Scottsburg, Scottsburg, Indiana, 2004-2005.

**Board Member**, Strategic Leadership Network, Washington, DC, 2004-05.

**Consultant**, Transforming GWU for the 21<sup>st</sup> Century, Human Resource Department, GWU, 2004.

**Editorial Board**, *Journal of Business & Economics*, 2000-2005

**Facilitator, Workshop**, NSF, GSA learning communities, June, 2004.

**Facilitator, Workshop**. Creating Resilient Communities Workshop, Scottsburg, Indiana, Spring, 2004.

**Reviewer**, Ralph E. Powe Junior Faculty Awards, Oak Ridge Associated Universities, Spring, 2004.

**Reviewer**, Academy of Management, Business Policy Division, Academy of Management Annual Conference, New Orleans, August, 2004.

**Programs Committee**, Strategic Leadership Network, 2003-2004 to Co-Sponsored 3 programs for ORGSCI on Strategic Leadership for the Washington DC, Metro-Region, March, April, May, 2004.

**Lecturer, Workshop Leader**, Transformation Leadership Course, CELI, Zagreb, Croatia, 2002,2003.

**Faculty Inductee**, (one of five nominated and chosen from the university faculty) International Golden Key Honor Society, GWU Chapter, November, 2003.

**Session Chair**, Strategic Management Society Annual Conference, “Making Strategy Happen”, Baltimore, November, 2003.

**Qualifying Certification**: MBTI, June, 2003.

**Instructor, SAIC, Executive MBA Program**, Capstone Course & Practicum , Strategic Systems Thinking, School of Business & Public Management, George Washington University, Spring-Summer, 2003.

**Reviewer**, Academy of Management, Business Policy Division for Annual Conference, Vancouver, August, 2003.

**Reviewer**, International Conference for The Eastern Academy of Management, Annual Conference, Business Policy-Strategic Management Track, 2003.

**Reviewer**, *Interfaces*, Fall, 2002.

**Lecturer**, Strategic Transformational Leadership, Annual Strategic Leadership Conference, SAIC Corporation, April 2002.

**Reader**, Psychology Department, Dissertation Defense, Christina Curnow, Dissertation on Distance Learning and Social Interaction, March, 2001.

**Director**, Northeast Business & Economics Association, 2000-2002.

**Reviewer**, Eastern Academy of Management, International/Entrepreneurship Track.1999.

**Member, Dissertation Committee**, U. Moideencutty, Management Department, Temple University, (Corporate Citizenship) 1999-2000.

**External Reviewer**, Promotion Case, E. Dent, Administrative Sciences Department, George Washington University, (General Systems/Strategy), 1999-2000.

**Academic Study Tour Leader**, Asia Today: China and Japan, EMBA, St. Joseph's University, 1999. EU-Western European Study Tour, 1998; Pacific Rim Study Tour, 1997.

**Member, Conference Planning Team**, MOBTC, 1999-2000.

**Conference Coordinator**, MOBTC, 1998-99.

**Board Member**, Northeast Business & Economics Association, 1997-99.

**Reviewer**, Journal of Business & Economics, 1997-99.

**Secretary**, Eastern Academy of Management, 1997-98.

**Reviewer**, Business Policy Track, Eastern Academy of Management, 1998.

**Academic Program Chair**, Northeast Business & Economics Annual Conference, Philadelphia, PA, September, 1997.

**Board Member**, Northeast Business & Economics Association, 1996-97.

**Academic Study Tour Leader**, EMBA St. Joseph's University. Eastern European Transition Economies, 1997.

**Reviewer/Member**, Conference Planner, MOBTC, 1996.

**Reviewer**, Eastern Academy of Management, Policy Track, 1996-97.

**Reviewer**, International Eastern Academy of Management Annual Conference, Policy & Decision Making Track, 1996-97.

**Reviewer**, Northeast Business & Economics Annual Conference, Health Care Policy & Ethics Tracks, Islandia, NY, 1996.

**Discussant**, Northeast Business & Economics Association Annual Conference, Islandia, NY, 1996.

**Discussant**, Eastern Academy of Management, Works in Progress - The Organization, Washington, DC, 1996.

**Session Chair**, Northeast Business & Economics Association Annual Conference, Islandia, NY, 1996.

**Academic Study Tour Leader**, EMBA St. Joseph's University. The European Union, March, 1996.

**Presenter** with S. Porth and G. Dell'Omo. Case Research. Faculty Research Forum. Saint Joseph's University, October 1995.

**Reviewer**, Women In Management Track and Business Policy Track, Eastern Academy of Management Annual Conference, 1995.

**Reviewer**, all submissions, Mid-Atlantic Regional OBTC Conference, 1995.

**Reviewer**, Policy Cases, Eastern Casewriter's Association Annual Conference, **Cases in Progress**, 1994-95.

**Chair**, Women in Management Track, Eastern Academy of Management, 1995.

**Co-Chair**, Regional MOBTC Conference, Saint Joseph's University, March, 1995-96.

**Program Reviewer and Planner**, Regional OBTC Conference, 1994-95.

**Chair**, Human Resource Track, Northeast Business & Economics Association Conference, Cape Cod, MA, Fall, 1995.

**Reviewer**, Management and Healthcare Tracks, Northeast Business & Economics Association, 1994-97.

**Reviewer**, **Journal of Business and Economics**, 1994.

**Panel Moderator**, Innovative Ideas for Heightening Global Awareness, Mid-Atlantic Organizational Behavior Teaching Conference, LaSalle University, March 12, 1994.

**Vice President-At-Large and Board Member**, Eastern Academy of Management, 1994-95.

**Chair**, Women's Network, Eastern Academy of Management, 1994-95.

**Reviewer/Evaluator**, Team Project Presentations, Executive MBA Program, Saint Joseph's University, 1994.

**Discussant**, Health Care Track, Northeast Business & Economics Annual Conference, Bar Harbor, ME, 1994.

**Board Member**, Northeast Business & Economics Association, 1994-97.

**Reviewer**, Health Care Track/Policy Track, Northeast Business & Economics Association Annual Conference, 1994.

**Reviewer**, Regional Organizational Behavior Teaching Conference, February, 1994.

**Reviewer**, Corporate Strategy/Strategic Management Track, Academy of Management Annual Conference, 1993-94.

**Discussant**, Learning Ethics and Decision Making Track. Northeast Business & Economics Association Annual Conference, Portsmouth, NH, Fall, 1993.

**Co-Editor**, Woman's Network Newsletter, Eastern Academy of Management, 1993-94.

**Board Member**, Northeast Business and Economics Association, 1993-94.

**Program Planner**, Regional Organization Behavior Teaching Conference, LaSalle University, 1993-94.

**Reviewer**, Eastern Academy of Management, Corporate Strategy Track, Providence, RI, May, 1993.

**Reviewer**, Annual Regional Organization Behavior Teaching Conference, Temple University, January, 1993.

**Lecturer**, Organizational Structure and Design, Executive MBA Program, Saint Joseph's University, January 16, 1993.

**Program Planner**, Annual Regional Organization Behavior Teaching Conference, Temple University, December, 1992 - March, 1993.

**Coordinator**, Organization Behavior Course, Executive MBA Program, Fall, 1992.

**Lecturer**, Systems Theories and Managing Change, Executive MBA Program, Saint Joseph's University, November 21, 1992.

**Panelist**, Internationalizing Education at St. Joseph's University, Is It Possible? Institute for International Trade, Diplomacy and Development, Saint Joseph's University, November 11, 1992.

**Project Director**, Latin American Strategy Conference, North American\South American\Latin American Business Strategy Conference for Ophthalmic Facilities, Institute for International Trade, Diplomacy and Development, Miami, FL, November 5-6, 1992, **Sponsored Grant** by Alcon Corporation: \$15,000.

**Consultant**, Planning Strategy, Columbian Health Care Systems, Columbia, SA, 1992.

**Lecturer**, Resume Clinic, Management Society, Saint Joseph's University, October 13, 1992.

**Discussant**, Health Care Track, TQM in Health Care, Northeast Business & Economics Annual Conference, Burlington, VT, September, 1992.

**Discussant**, Human Resource Track, Organizational Change & Development, Northeast Business & Economics Annual Conference, Burlington, VT, September, 1992.

**Study Tour Participant**, Australia/New Zealand Management-Marketing Study Tour, sponsored by Institute for International Trade Diplomacy & Development, Saint Joseph's University, May, 1992.

**Co-Chair & Discussant**, Gender Issues, Eastern Academy of Management Conference, Baltimore, May, 1992.

**Reviewer**, Cross-Cultural Issues, National Organization Behavior Teaching Conference, Calgary, Canada, June, 1992.

**Program Planner**, Annual Regional Organization Behavior Teaching Conference, Drexel University, March, 1992.

**Reviewer**, Annual Regional Organization Behavior Teaching Conference, Drexel University, January, 1992.

**Lecturer**, Organizational Structure & Design, Executive MBA Program, Saint Joseph's University, September, 1991.

**Coordinator**, Dominican Republic Internship Program, Management & Information Systems, Saint Joseph's University, Summer, 1991.

**Lecturer**, "Organizational Structure & Design": "Human Resource Planning," Executive MBA Program, Saint Joseph's University, December, 1990, February, 1991.

**Reviewer**, Corporate Strategy Track, Eastern Academy of Management Annual Conference, Hartford, Spring, 1991.

**Chair & Coordinator**, Annual Regional Organization Behavior Teaching Conference, Saint Joseph's University, March, 1991.

**Reviewer**, Annual Regional Organization Behavior Teaching Conference, Saint Joseph's University, January, 1991.

**Keynote Speaker**, Genderspeak Forum, "Halloween Parody: A Walk Through the Experiential Management Career." 20th Anniversary Celebration of Saint Joseph's University Co-education, November, 1990.

**Reviewer**, Management Development Track, Eastern Academy of Management Annual Conference, Buffalo, May, 1990.

**Discussant**, Strategy Track, Eastern Academy of Management Annual Conference, Buffalo, May, 1990.

**Program Planner**, Annual Regional Organization Behavior Teaching Conference, LaSalle University, March, 1990.

**Reviewer**, Annual Regional Organization Behavior Teaching Conference, LaSalle University, January, 1990.

**Chair**, Corporate Strategy Session, Northeast Business & Economics Association Annual Conference, Providence, October, 1989.

**Presenter**, "Ethics and the Business School Curriculum," Fall Convocation, Saint Joseph's University, 1989.

**Discussant**, Corporate Strategy Session, Northeast Business & Economics Association Annual Conference, Providence, October, 1989.

**Lecturer**, "Organizational Effectiveness in the Hospital Setting," University of Pennsylvania Nursing School, 1987.

**Lecturer**, "Systems Theories," Academic Rounds, Moss Rehabilitation Hospital, 1986.

**Coordinator & Designer**, Board of Trustees Strategic Planning Retreat, Moss Rehabilitation Hospital, 1986.

**Lecturer**, "Strategic Planning", National Conference for Deans of Allied Health Professions Schools, 1983.

**Market Research Consultant**, Yankelovich, Skelly & White, 1982.

**Organizational Development Consultant**, Community Home Health Agency of Philadelphia, 1981.

## INSTITUTIONAL SERVICE/COMMITTEES

**Chair**, Graduate Education Committee, CCAS, 2009-2010.

**Academic Advisor**, Freshman/CI, Summer 2009-2010.

**Member, Search Committee for Chair**, Org. Sciences & Communication 2008-2010.

**Member**, Faculty Search Committee, Educational Leadership, GSEHD, 2008-2009.

**Director & Founder**, GWU Women's Leadership Institute, 2004-2009

**Program Director**, Organizational Sciences, 2004-2010.

**Member**, Faculty Search Committee, Org. Sciences, CCAS, 2007-2008.

**Member**, Faculty Search Committee, Educational Leadership, GSEHD, 2007-2008.

**Member**, Graduate Education Committee, CCAS, 2006-2009.

**Executive Committee Member**, Center for Innovation in Public Service, School of Public Policy & Public Administration, GWU. 2004-2007.

**Dissertation Committee Member**, Public Management, John Flatter, dissertation subject, Leadership Competencies, George Washington University, 2002-2006.

**Dissertation Committee Member**, Department of Management, School of Business, Susan Duffy: dissertation subject: Entrepreneurship and Start-ups, George Washington University. 2005-2007.

**Study Tour Leader**, ORSC 246 Comparative Management – Designed Study Tour to Central Europe for Graduate Students – including Poland, Czech Republic and Austria, 2006.

**Member**, Dean's Council, CCAS, 2003-2006..

**Presenter**, Information Sessions, Organizational Sciences, 2000-present.

**Chair**, Fellows Faculty Committee, 2004-2007.

**Academic Advisor**, OM Students, 2004-2008.

**Member**, GSED Faculty Search Committee, 2004-2005.

**Chair**, Academic Program Review, American Studies Department, GWU, 2004-2005.

**Instructor, SAIC, Executive MBA Program**, Spring-Summer, 2005. *Strategic Systems Thinking*. Capstone Course & Consulting Practicum, School of Business, George Washington University.

**Server**, Mid-Night Breakfast, GWU Undergraduates, 2004,2005.

**Member**, Dean's Council of Chairs, CCAS, 2000-2004.

**Sabbatical, awarded**, Spring, 2004.

**Team Leader**, Organizational Sciences, SAIC/ HRXXI, Spring, 2004

**Director**, Organizational Sciences/Communications Programs, 2000-2004..

**Member**, Curriculum Committee, CCAS, George Washington University, 2002-2003

**Chair**, Search Committee, Organizational Sciences/Communication, Fall 2002-2003.

**Member**, Marketing Committee, Organizational Sciences/Communications, 2002-2003

**Academic Advisor**, Seniors, Transfers, Minors, Communications and Mount Vernon Fellows, Organizational Sciences, 2002-2003.

**Founder and Team Lead**, Organizational Management Fellows Program, Organizational Sciences, 2002-2006.

**Chair**, Recruiting Committee, Organizational Sciences, 2000-2002

**Chair**, Curriculum Committee, Organizational Sciences, 2000 - 2001

**Academic Advisor**, Fellows, Regular students in Organization Management Air Force, Navy, 2000-2002.

### (Institutional Service for Saint Joseph's University and Erivan K. Haub School of Business(HSB) , Philadelphia, PA )

**Chair**, Department of Management and Information Systems , HSB, 1994-2000.



**Chair**, Policy Course Committee, HSB, 1996-2000.  
**Member**, GER Committee, University 1998-2000.  
**Member**, Dean's Advisory Committee, HSB, 1999-2000.  
**Co-Chair**, Strategic Planning Committee, HSB 1999-2000.  
**Member**, Board of Governors, HSB, 1999-2000.  
**Academic Study Tour Leader**, Asia Today: Thailand, Hong Kong and Japan, EMBA, HSB, 1999.  
**Presenter**, MBA Orientation, HSB, 1999.  
**Member**, Middle States Re-Accreditation Committee, University, 1998-99.  
**Chair**, Status on the Commission for Women, University, 1998-99.  
**Member**, University Council, University, 1997-99.  
**Member**, Faculty Review Board, 1997-99.  
**Co-Chair**, AACSB External Outreach Committee, HSB, 1995-97.  
**Member**, AACSB Strategic Planning Committee, HSB, 1995-97.  
**Member**, Dean's Chair Group, HSB, 1994-97.  
**Member**, MBA Health Care Committee, HSB, 1996-97.  
**Member**, AACSB Committee, Undergraduate Curriculum, HSB, 1994-95.  
**Member**, Commission on the Status of Women, University, 1994-97.  
**Member**, Excellence in Teaching Award Committee (University College and Graduate Programs), University, August, 1994.  
**Participant/Presenter**, Student Reception, University, July, 1994.  
**Coordinator**, Logistics, HSB "Hall of Fame Dinner," April, 1994 and Co-Chair, April, 1995 and April, 1996.  
**Co-Chair**, Teaching Forum, HSB, 1994-95.  
**Member**, Educational Policy Committee, HSB, 1994-95.  
**Member**, Retreat Planning Committee, HSB, 1994-95.  
**Presenter**, President's Reception, HSB, April, 1994.  
**Member**, AACSB Committees, Undergraduate Curriculum, Organizational Structure, HSB, 1993-94.  
**Member**, Curriculum Committee, M&IS, HSB, 1993-94.  
**Member**, Middle-Atlantic States Review, Mission Statement Task Force, University, 1992-93.  
**Member**, University Council, University, 1992-94.  
**Member**, Executive Committee, HSB College Council, 1992-93.  
**Member**, Undergraduate Curriculum Committee for AACSB Self Study, HSB, University, 1992-94.  
**Member**, Commission to Study the Status on Women, University, 1991-94.  
**Member**, Planning Committee, M&IS, HSB, 1992-93.  
**Advisor**, Management Majors: Seniors, M&IS, HSB, 1992-93.  
**Secretary**, Executive Committee, College Council, HSB, 1991-92.  
**Chair**, Sub-Committee, Faculty Evaluation, Faculty Policy & Procedures, University, 1990-92.  
**Faculty Advisor**, Alpha Phi Sorority, University, 1991-94.  
**Participant/Presenter**, HSB, Admissions Open House, University, Fall, 1991.  
**Member**, Curriculum Committee, HSB, 1991.  
**Member**, Executive Committee EMBA, HSB, Fall, 1990-91.  
**Participant/Presenter**, HSB Admissions Open House, Fall, 1990.  
**Member**, Gender Studies Committee, University, 1990-91.  
**Chair**, Curriculum Committee, M&IS, HSB, 1990-91.  
**Member**, Faculty Evaluation Committee, HSB, 1989-91.  
**Coordinator**, Graduate and Teaching Assistants, M&IS, HSB, 1990-91.  
**Participant/Presenter**, HSB Admissions Open House, University, Fall, 1989.  
**Advisor**, Management Major, Sophomores, M&IS, HSB, 1990-91.

**Participant**, Career Day for Prospective Business Students, HSB, University, Fall, 1990.  
**Participant**, President's Reception for Admitted Students, University, Spring, 1990.  
**Member**, Executive MBA Planning Committee, HSB, 1989-90.  
**Member**, Valedictorian Selection Committee, University, Spring, 1990.  
**Member**, Recruitment Committee, M&IS, HSB, 1989-90.  
**Member**, Curriculum Committee, M&IS, HSB, 1988-89.

### **COMMUNITY/PROFESSIONAL SERVICE (Prior to entering Academia)**

**Chair**, Annual "Leap Into Spring" Fundraising Event, Wills Eye Hospital, 1989-91.  
**Board Member**, Dames of the Loyal Legion of the United States, 1988-94.  
**Member**, Research Committee, Eye Bank Association of America, 1987-88.  
**Staff Coordinator**, Board of Directors, National Disease Research Interchange, 1987-88.  
**Staff Liaison**, Affiliations Task Force, Board of Directors, Moss Rehabilitation Hospital, 1986-87.  
**Co-Chair**, Program Evaluation Committee, Moss Rehabilitation Hospital, 1986-87.  
**Staff Liaison**, Board Evaluation Committee, Board of Directors, Moss Rehabilitation Hospital, 1986-87.  
**Staff Liaison**, Advocacy Committee, Board of Directors, Moss Rehabilitation Hospital, 1986-87.  
**Member**, Patient Care Committee, Board of Directors, Moss Rehabilitation Hospital, 1986-87.  
**Member**, Women's Committee for Wills Eye Hospital, Wills Eye Hospital, 1985-91.  
**Chairman**, Staff Retreat Committee, Moss Rehabilitation Hospital, 1985-87.  
**Member**, Research Committee, Moss Rehabilitation Hospital, 1985-87.  
**Member**, Advisory Committee, Health Care Management Development Program, University of Pennsylvania, 1982-83.  
**Member**, Advisory Committee, Johnson & Johnson - Wharton Fellows Program, The Wharton School, University of Pennsylvania, 1982-83.  
**Member**, Advisory Committee, Advanced Education in Health Policy & Management, 1979-83.  
**Member**, National Advisory Committee, Conference on Management Development in Health Care, University of Pennsylvania, 1979-80.

### **PROFESSIONAL ASSOCIATIONS**

Academy of Management  
Strategic Leadership Network  
Eastern Academy of Management  
Organization Behavior Teaching Association  
Northeast Business & Economics Association  
Faculty Inductee, International Gold Key Honor Society, GWU Chapter

### **PERSONAL**

Children: Daughter, Winifred A. Kessler  
Sports: Tennis, Sailing