Thomas James Norman, Ph.D.

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EDUCATION

University of Minnesota — Ph.D. in Human Resources and Industrial Relations, Carlson School of Management, April 2009. Dissertation: *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits.* Fields: Organizational Behavior & Organization Theory, and Labor Market Analysis.

- Graduate Certificate in Human Resource Development, January 2006
- Graduate Certificate in Adult Education, August 2006
- M.A. in Human Resources and Industrial Relations, Carlson School of Management, July 1998

Harvard University — B.A. in Social Studies, *cum laude*, June 1992. Thesis: *The Political and Economic Forces Driving NAFTA.*

RESEARCH INTERESTS

Human Resources, Entrepreneurship, Management Education, Globalization, Outsourcing, Arbitration

CERTIFICATIONS

- Senior Professional in Human Resources (SPHR), Human Resource Certification Institute, 2012
- Professional in Human Resources (PHR), Human Resource Certification Institute, 2008

FELLOWSHIPS AND AWARDS

- Western Casewriters Association, Best Case Award (with C. Seal, D. Fan, K. Rawls, S. Gandhi, C. Pereida & C. Vodanovich), 2026
- Unlocking Economic Mobility for Adult Learners Grant, $25,000, College Futures Foundation and Jobs for the Future, Faculty Lead for Credit for Prior Learning & Postsecondary Pathway Design with UNITE-LA (Reentry Entrepreneurship Accelerator), 2026
- McNair Scholars Program Stipend for Mentoring, CSU Dominguez Hills, 2025
- Senior Fellow, UC|CSU Collaborative Senior Fellows Program, 2024
- Outstanding Service of the Year Award, CSU Dominguez Hills, 2023
- U.S. Department of State and USA Study Abroad, CSU Bakersfield IDEAS Workshop Invited Speaker Stipend, 2020
- Mervyn M. Dymally African American Political and Economic Institute Research Grant, $20,000, for *A Development Model to Guide Members of the African Diaspora to Build Education Capacity in their Home Countries*, 2017
- CSU Dominguez Hills RSCA Interdisciplinary Grant, $15,750, *Using Functional Near Infrared Spectroscopy to Investigate Executive Functioning Across Disciplines*, 2015
- First Year Preceptor, 2015
- Outstanding Professor of the Year Award, CSU Dominguez Hills, 2014
- Board Certificate of Excellence, Southern California Regional Occupation Center, 2012
- Center for International Business Education and Research (CIBER) Globalization Award, 2010
- Sony Electronics Award for Innovative Teaching with Technology, 2010
- Best Student Paper Award, Western Decision Sciences Institute, 2009
- Scholarship of Teaching & Learning Grant, CSU Dominguez Hills, 2008 & 2009

- CSU Dominguez Hills RSCAAP Sally Casanova Research Grant, Summer 2008
- CSU Dominguez Hills Center for Teaching Award for Use of Technology in Teaching, 2007
- University of Minnesota Human Resource Research Institute Research Grant, 2007
- University of Minnesota Graduate and Professional Student Association Travel Grant, 2006
- International Performance Improvement Society Award for Process Improvement at Sun Microsystems Global Sales Organization, 2001
- Institute for International Studies Award for study abroad in Spain, 1997
- U.S. Department of Education, Foreign Language and Area Studies Award, 1997
- Industrial Relations Center's Heneman Fellowship, 1996–1997
- Employment Management Association Fellowship, 1996
- Harvard University Dorot Fellowship for research in Israel, 1991
- Harvard University Institute of Politics summer research stipend, 1990

ADMINISTRATIVE EXPERIENCE

Elected Representative, Northwest San Pedro Neighborhood Council, City of Los Angeles

2021 to 2029

- Co-Chair, Planning, Land Use and Port Committee, 2023–2025 — reviewed real estate development projects in San Pedro, including the West Harbor Development and Outer Harbor Cruise Terminal
- Chair, Port Environment & Sustainability Committee, 2022–2023 — reviewed environmental impact of Port development projects and lease renewals; recommended budget allocation for community development
- Member, Youth and Outreach Committee
- Completed ethics and financial training, September 2021

Member, System Budget Advisory Committee

California State University, Chancellor's Office, 2022 to 2023 — recommended budget allocation and strategy for the 23-campus CSU system

Member, Honorary Degrees Subcommittee

California State University, Chancellor's Office, 2022 to 2023

Board of Directors Member, Toro Auxiliary Partners (formerly The Foundation)

CSU Dominguez Hills, 2020 to present — Innovation Committee; Audit Committee; Search Committee for Executive Director (hired Tranitra Avery, 2020)

Chair, Faculty Committee for the Applied Studies Degree Program, CBAPP

CSU Dominguez Hills, August 2015 to 2021 — led a six-person cross-college faculty committee, updated the entry (APS 300) and capstone (APS 490) courses, and led the program's renaming to Organizational Leadership Studies following peer review

Acting Associate Dean, College of Business Administration and Public Policy (CBAPP)

CSU Dominguez Hills, August 2012 to August 2013

- Assisted with fundraising, grant writing, and planning of the college's first Trading Laboratory and Classroom
- Chair, CBAPP Strategic Planning Committee for AACSB application
- Institutionalized the Department Scholars program across the college
- Modernized the CBAPP Advising Center (walk-in sessions, computerized call tracking, improved software utilization)
- Led outreach with LA Community College partners, including a campus event at LA Harbor College that increased transfer enrollment for two subsequent years
- Expanded college outreach beyond Management, building relationships with the South Bay Entrepreneurship Center, SpaceX, and AEG

- Founded the Hospitality Technology Research Institute, 2012
- Left the role to become department chair; led the successful search for a permanent Associate Dean

Department Chair, Management and Marketing, CBAPP

CSU Dominguez Hills — elected 2013–2015 (two-year term); Summer Chair 2016, 2018, 2019

- Led a department with four concentrations — Human Resource Management (195 seats), Management (891 seats), Marketing (495 seats), Sports, Entertainment and Hospitality Management (166 seats) — and 25 instructors (7 tenured, 4 tenure-track, 1 full-time lecturer)
- Built regular academic-year, summer, and special-session schedules; reviewed tenure-track faculty and hired temporary lecturers
- Led successful faculty searches in marketing, management, and hospitality
- American Marketing Association chapter won campus Student Organization of the Year, 2013; founded a new Society for the Advancement of Management chapter
- Aligned HR curriculum with SHRM HR Curriculum Guidelines
- Created CBAPP Student Research Day (January 2013, 2014); revised undergraduate and graduate master course outlines; instituted a major field test in capstone course MGT 490
- Sponsored the department's first two general education courses in ethics and entrepreneurship
- Began a partnership with Google and Sense Eye (Google Glass software) in 2014 to build classroom learning applications

Co-Chair, "How to Get a Government Job" Working Group, LA Region G2U Advisory Committee

Volcker Alliance, 2020–2023 — developed a seven-session Public Sector Career Exploration Series spanning local, state, and federal government, moderated by faculty and archived for career centers and classroom use

At-Large Representative, Academic Senate of the California State University

Elected 2019–2020 and 2023–2024 — ICAS liaison with UC and community college leaders; Sacramento advocacy; Academic Conference planning

Vice Chair, Academic Senate of the California State University

2022–2023 — served on the AVC of Strategic Search Committee

Secretary, Academic Senate of the California State University

Spring 2019, 2019–2020, 2020–2021 — Faculty Innovation and Leadership Award Committee

Faculty Affairs Chairperson, Academic Senate of the California State University

Three terms, July 2016–June 2018 and July 2019–June 2020 — led on academic freedom, tenure density, and employee background checks; member of the system-wide Senate Executive Committee

Founding Member, Leadership Board, eSports Program and Incubator

CSU Dominguez Hills, March 2021 to present

Founding Chairperson, Advisory Board, Innovation Incubator

CSU Dominguez Hills, September 2017 to August 2019; Vice Chairperson, September 2019 to present

Statewide Senator, Academic Senate of the California State University

May 2014 to present — elected four times to full three-year terms; Senate Executive Committee; Chair, Faculty Affairs Committee (two years); search committees for Vice Chancellor of Human Resources, Director of PACE, and Assistant Vice Chancellor of Student Success; Workplace Environment Taskforce

Commissioner, Commission on Professional and Continuing Education

CSU Chancellor's Office, September 2015–2019 and 2023–2026 — Innovation Award Committee Co-Chair; McAleer Award Committee Chair; Administrative Committee Co-Chair

Commissioner, Commission on Online Education
CSU Chancellor's Office, September 2015–2016

TEACHING EXPERIENCE

Assistant Professor, University of Wisconsin–Superior
Fall 2025

- BUS 382 Human Resource Management (undergraduate, traditional)
- BUS 405 Entrepreneurship (undergraduate, traditional)
- BUS 495 Strategic Management (undergraduate capstone, traditional)

Full Professor, California State University, Dominguez Hills
2007 to present · tenured in Management and Marketing, 2013

Courses developed and taught include: PSY 372 Industrial Organizational Psychology (study abroad); PUB 304 Administration of Public Policy; PUB 314 Compensation, Staffing & Appraisal (online); HRM 313 Human Resource Management (online & traditional); HRM 316 Labor and Industrial Relations (online & traditional); HRM 321 Compensation Systems; HRM 425 Seminar in Strategic HRM; HRM 520 Human Resources (graduate, online); HRM 521 Compensation and Benefits (graduate, online); HRM 525 Strategic HRM (graduate, online); MGT 200 Global Ethics and Social Responsibility; MGT 310 Management Theory (online & traditional); MGT 312 Organization Behavior (online & traditional); MGT 495 Managing in Eastern Europe and Doing Business in Italy (study abroad); MGT 495 Organizational Development; MGT 494 Independent Study; MGT 496 Internship in Management; MGT 500 Human Behavior in Organizations (graduate); BUS 100 Entrepreneurship for Everyone; BUS 496 Internship in Business Administration; APS 490 Occupational Leadership (online); and the SHRM Learning System (PHR/SPHR exam preparation).

Adjunct Professor, California State University, Long Beach
2008–2010 · HRM 652 Seminar in HRM (traditional & fully employed MBA); HRM 360 Organizational Behavior (in Singapore)

Adjunct Professor, Nehemiah University, Pogradec, Albania
2011, 2014 & 2017 · Staff Management and Organization; Human Resource Management; Entrepreneurship

Adjunct Professor, Faculty of Integrated Studies with Practice (FASTIP), University "Aleksander Moisiu," Durrës, Albania
2010 & 2012 · Introduction to Human Resources (first cohort, bank management program)

Instructor, University of Minnesota
2005 to 2006 · HRIR 3050 Compensation: Theory and Practice (letter of recognition, Pan-Hellenic association); HRIR 3070 Union Organizing and Labor Relations; CHEMBA International Human Resource Management (Guangzhou, China, with M. Zaidi)

PEER-REVIEWED JOURNAL ARTICLES

- Brice, D., Katzenstein, J., & Norman, T. J. (2019). Consulting higher education in Africa: A strategic case study. *International Review of Entrepreneurship, 17*(1), 87–100.
- Brice, D., Katzenstein, J., & Norman, T. J. (2019). Teaching note: Consulting higher education in Africa—A strategic case study. *International Review of Entrepreneurship, 17*(1), 101–106.
- Sun, Q., Norman, T. J., & Abdourazakou, Y. (2018). Perceived value of interactive digital textbook and adaptive learning: Implications on student learning effectiveness. *Journal of Education for Business, 93*(7), 322–330. https://doi.org/10.1080/08832323.2018.1493422
- Sun, Q., Abdourazakou, Y., & Norman, T. J. (2017). LearnSmart, adaptive teaching, and student learning effectiveness: An empirical investigation. *Journal of Education for Business, 92*(1), 36–43.
- St. James, M., & Norman, T. J. (2014). Visiting Mexican wineries: Can education lead to appreciation? *Journal of Tourism Research, 8*.

- Bognanno, M. F., Booth, J. E., Norman, T. J., Cooper, L. J., & Befort, S. F. (2014). The conventional wisdom of discharge arbitration outcomes and remedies: Fact or fiction. *Cardozo Journal of Conflict Resolution, 16*(1), 153–185.
- Norman, T. J., Christodoulidou, N., & Rothenberger, M. (2014). Technology outsourcing in human resource activities in hospitality. *Journal of Hospitality and Tourism Technology, 5*(1), 50–61. https://doi.org/10.1108/JHTT-07-2012-0021
- Zaidi, M. A., & Norman, T. J. (2013). Transferring Western management knowledge to China: Perceptions of graduates from an American executive MBA program. *Frontiers of Business Research in China, 7*(1), 82–105 (translated into Chinese). https://doi.org/10.3868/s070-002-013-0004-1
- Norman, T. J. (2012). Teaching interviewing skills through a service-learning partnership. *Journal of Human Resources Education, 6*(2/3).
- Norman, T. J. (2012, Fall). Human resource outsourcing and organizational effectiveness. *International Research Journal of Global Business Development.*

PEER-REVIEWED BOOK CHAPTERS

- Norman, T. J. (2010). Outsourcing human resource activities. In F. Contractor, V. Kumar, S. Kundu, & T. Pedersen (Eds.), *Outsourcing and Offshoring of Business Activities.* Cambridge University Press.
- Zaidi, M. A., & Norman, T. J. (2010). Offshoring of IT and business, professional, and technical services: The recent experience of the United States. In F. Contractor, V. Kumar, S. Kundu, & T. Pedersen (Eds.), *Outsourcing and Offshoring of Business Activities.* Cambridge University Press.

BOOKS

- Norman, T. J., & Baack, D. (2024). *The Five Functions of Effective Management* (3rd ed.). University of Arizona Global Campus. ISBN 9781621787587.
- Norman, T. J. (2010). *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits.* LAP Lambert Academic Publishing.

OTHER PUBLICATIONS

- Expert insight on soft and hard skills. In K. Raenell, *Developing Soft and Hard Skills for Career Growth and Higher Pay*, January 13, 2025.
- Instructor slides, *Management: Leading and Collaborating in a Competitive World* (16th ed.), T. S. Bateman, McGraw Hill, 2025.
- Quoted, “Managing Personal Finances, Taxes and Savings as a Freelancer,” MoneyGeek, March 6, 2024.
- Interviewed, “On Campus” podcast, April 25, 2023.
- Quoted, “California colleges still use remote proctoring despite court decision,” CalMatters, February 27, 2023.
- Quoted, “2021’s Best & Worst States for Millennials,” WalletHub (A. McCann), January 4, 2022 and May 25, 2021.
- Quoted, Zippia “Experts Weigh in on Current Job Market Trends,” January 12, 2021.
- Instructor slides and Connect online assignments, *Management: Leading and Collaborating in a Competitive World* (15th ed., 2021; 13th ed., 2019; 12th ed., 2016), T. S. Bateman & S. A. Snell, McGraw Hill.
- Online group experiential exercises and role-playing activities, Cengage MindTap supplements for *Principles of Management* (12th ed., R. Daft) and *Fundamentals of Management* (11th ed., R. Griffin) and *Effective Management* (7th ed., C. Williams), 2015.
- Zaidi, M. A., & Norman, T. J. (2014). Transferring Western management knowledge to China. *EFMD Global Focus, 08*(1).
- “In the Trenches with Thomas J. Norman, Ph.D.: Taking Students Deeper with Connect and LearnSmart,” “Thought Leader Interview,” and “Five Tips for Teaching with McGraw Hill’s Connect® and LearnSmart Technologies,” *Principles of Management Newsletter for Educators, 4*(1), January 2012.
- “Digital Course Solution Improves Student Success,” McGraw Hill case study based on MGT 310 outcomes, 2011.
- “A Decade Later: Revisiting *Built to Last*,” Juran Summit Proceedings, Juran Center, August 2006.

- Norman, T. J., & Brinda, M. (2005, October). *Neighborhood Employment Network Affiliate and Minnesota Family Investment Program Performance Management Study.* University of Minnesota Center for Urban and Regional Affairs.

PEER-REVIEWED CONFERENCE PRESENTATIONS — MANAGEMENT RESEARCH

- Governing mega-events: Accountability, inclusion, and risk sensemaking in LA28. Academy of Management Annual Meeting, Philadelphia, August 2026.
- Always B Creating CEOs. Western Decision Sciences Institute Annual Meeting, Portland, April 2023.
- Creating a pipeline of K-12 teachers from existing paraeducators (with C. Vodanovich). WDSI Annual Meeting, Portland, April 2023.
- Job shadowing within a university system: A faculty and administrative partnership (with J. Torne & K. Rawls). WDSI Annual Meeting, Big Island, Hawaii, April 2022.
- Gender differences in the role of anxiety in student salary negotiations and feelings of preparedness (with G. Rodas & J. Brodmann). Financial Education Association / Academy of Business Education Conference, September 2021.
- Measuring the ouch of witnessed workplace aggression (with Y. Caro). WDSI Annual Meeting, Portland, April 2020.
- Google Glass: Analysis of arousal on recording interviews (with E. Cox). WDSI Annual Meeting, Kauai, April 2018.
- Enhancing girls' education in Uganda via menstruation management social entrepreneurship (with J. Akwango). WDSI Annual Meeting, Kauai, April 2018.
- Faculty climate, gender and student outcomes (with D. Correa). WDSI Annual Meeting, Kauai, April 2018.
- A new perspective on workplace aggression: Wages and job class (with S. Ortiz). WDSI Annual Meeting, Kauai, April 2018.
- Workplace aggression: The ripple effect on group productivity (with N. Liberman). Industry Studies / Labor and Employment Relations Association Annual Meeting, Minneapolis, May 2016.
- Being a department chair: Lessons in leading your department. WDSI Annual Meeting, Napa, March 2014.
- Human resource outsourcing in the hospitality sector (with N. Christodoulidou). European Decision Sciences Institute Annual Meeting, Istanbul, June 2012.
- Transferring management knowledge to a transitional economy: Lessons learned from a U.S.–China educational alliance. WDSI Annual Meeting, April 2012.
- Executive MBA expectations and actual outcomes in China: Lessons learned. Academy of Management Annual Meeting, San Antonio, August 2011.
- Transferring management knowledge via an English EMBA program: Lessons learned from the first graduates of a U.S.–China partnership. International Decision Sciences Annual Meeting, Taipei, July 2011.
- Predicting arbitration awards for discipline and discharge cases. WDSI Annual Meeting, Portland, April 2011.
- Hospitality and human resource outsourcing: What to source and what to keep in-house. Decision Sciences Annual Meeting, San Diego, November 2010.
- Outsourcing human resource activities in the hospitality sector. WDSI Annual Meeting, Lake Tahoe, April 2010.
- Measuring human resource outsourcing and the relationship with employee retention. Academy of Management Annual Meeting, Chicago, August 2009.
- Global services outsourcing in three English-speaking countries; Human resource outsourcing: Measuring the hidden costs. WDSI Annual Meeting, Kauai, April 2009.
- Human resource outsourcing: Prediction of transaction cost economics versus reality. Academy of Management Annual Meeting, Anaheim, August 2008.
- Human resource outsourcing and employee satisfaction and retention; Offshoring of IT services: The recent experience of United States. Conference on Offshoring & Outsourcing, SDA Bocconi School of Management, Milan, April 2008.
- Outsourcing human resource management: The impact on employee satisfaction and turnover. WDSI Annual Meeting, San Diego, March 2008.
- Global outsourcing of services: A panel data exploration of North American trade. Academy of Management Annual Meeting, Atlanta, August 2006.
- Global services outsourcing in North America: Determinants of offshoring locations and the impact of U.S. and Canadian labor markets. Western Economic Association International Annual Meeting, San Diego, July 2006.
- Global outsourcing of services. Academy of International Business Annual Meeting, Beijing, June 2006.

- Global outsourcing: Comparing the British and the U.S. experiences. Labor and Employment Relations Association Annual Meeting, Boston, January 2006.
- Determinants of U.S. offshoring in the services sector. Global Business and Technology Association Annual Meeting, Lisbon, July 2005.
- Comparative analysis of offshoring by firms in selected countries. International Employment Relations Association Annual Meeting, Aalborg, Denmark, June 2005.

PEER-REVIEWED CONFERENCE PRESENTATIONS — SCHOLARSHIP OF TEACHING

- Consulting for mobility equity: Designing, evaluating, and scaling "Equity Mobility for Everyone." Academy of Management Annual Meeting, Philadelphia, August 2026.
- Career readiness without a subscription: Teaching professional AI skills with free tools. Academy of Management Annual Meeting, Philadelphia, August 2026.
- Bridging the divide at public universities: Tripartite solutions. Labor and Employment Relations Association Annual Meeting, June 2026.
- Scaling smart: Strategic HR challenges in a growing K-12 staffing agency (with C. Seal et al.). North American Case Research Association Annual Meeting, Newport Beach, October 2025.
- From the field to the classroom: Leveraging AI to craft case studies for teaching and research (with R. Elias et al.). Academy of Management Annual Meeting, Copenhagen, July 2025.
- Obstacles encountered by veterans in recognizing themselves; challenges linked to cultural beliefs and stigma surrounding identity (with L. Raprager III); The impact of eSports on student belongingness and persistence in California public universities. WDSI Annual Conference, Waikiki, April 2025.
- Aptus Staffing Solutions: Meeting ever-changing workforce needs. Western Casewriters Association Conference, Kelowna, March 2025.
- Unlocking global experiences for urban public university students (with I. Tapia); Studying abroad: Unlocking satisfaction, benefits, and faculty-led programs (with W. Alves Batista). WDSI Annual Conference, Sonoma, April 2024.
- It's OK to ask for help: How ChatGPT in the classroom helps faculty and students (with S. Bishop). Western Academy of Management Annual Meeting, Long Beach, March 2024.
- Using scenes from a movie to improve HR skills and decision-making (with A. Norman & B. Norman). WDSI Annual Meeting, Portland, April 2023.
- Online courses: Healthy meal or junk food? (with B. Norman); Coat of Arms: An introduction for students to life design (with A. Alvarado & J. Golding). WDSI Annual Meeting, Big Island, April 2022.
- Using OER to teach human resource management. 14th Annual Open Education Conference, Anaheim, October 2017.
- Bringing the real world into your course; Understanding students' class modality preferences (with F. Duyan & J. Franco). WDSI Annual Meeting, Las Vegas, April 2016.
- Using wearables in the classroom. WDSI Annual Meeting, Maui, April 2015.
- Team teaching in China (with M. Zaidi). Midwest Academy of Management, Minneapolis, October 2014.
- Cal State Online Initiative: The impact for the MBA program at California State University (with N. Christodoulidou, B. Yavas, & M. Zhao). WDSI Annual Meeting, Long Beach, March 2013.
- Keeping it real: Getting students to apply what they learn outside the classroom. International Society for Teaching and Learning Annual Meeting, San Diego, October 2011.
- Getting students to practice what we teach in the real world; Encouraging student application of content outside the classroom (poster). 14th CSU Regional Symposium on University Teaching, CSU Channel Islands, April 2011.
- Comparing online and in-class assessment in an upper-level management course. WDSI Annual Meeting, Portland, April 2011.
- Student perspectives on online delivery: Time saved or time wasted? Decision Sciences Annual Meeting, San Diego, November 2010.
- Learning management skills while giving back. 13th CSU Regional Symposium on University Teaching, CSU San Bernardino, April 2010.
- Using menus to build student engagement. WDSI Annual Meeting, Lake Tahoe, April 2010.
- Successfully teaching large online classes: Who, what, why and how? (with C. Ozeki & K. Perttula). 12th CSU Regional Symposium on University Teaching, Cal Poly San Luis Obispo.

- Student engagement strategies in online programs (with N. Christodoulidou & M. St. James). WDSI Annual Meeting, Kauai, April 2009.
- Engaging students with menus in management classes. 11th CSU Regional Symposium on University Teaching, Cal Poly Pomona, April 2008.
- Two tools for engaging student learning: Using experiments and menus in HRIR classes. Fifth Annual Innovative Teaching in HRIR Conference, University of Minnesota, April 2008.

INVITED PRESENTATIONS AND PANELS

- Come one, come all: A way to make 'Academic Soup' (with K. Rawls & J. Keane). CSUDH Research Symposium, April 21, 2023.
- A campus conversation on ChatGPT and AI in higher education. CSU Dominguez Hills, March 24, 2023.
- Symbols of Identity. Stanford University Design School, February 9, 2022.
- Specialized summer abroad programs. U.S. Department of State and USA Study Abroad IDEAS Workshop, CSU Bakersfield, January 2020.
- Active learning and flipping the classroom. Innovative Teaching Symposium, CSU Dominguez Hills, March 2017.
- Integrating affordable learning solutions into the human resource curriculum. Innovative Teaching Symposium, CSU Dominguez Hills, October 2015.
- Building your research lab & funding your research. New Faculty Success Series, CSU Dominguez Hills, October 2015.
- Learner analytics and the "big data" promise for course & program assessment. "Day in May," San Diego State University, May 2012.
- Panelist, e-textbooks: Publishing revolution, evolution, or devolution?; Panelist, learner analytics & assessment: Formative, summative, and prescriptive. Southern California Technology in Education Conference, CSU Dominguez Hills, April 2012.

PAID CONSULTING

- The Aptus Group, Los Angeles — Strategy Coaching, 2021–2024
- Millennials in the Workplace; Finding Your Strengths; Vision and Goal Setting — workshops for the Administration and Finance Division, CSU Dominguez Hills, 2017
- American Medical Systems, Minnetonka, MN — Graduate Consultant, Global Sales and Marketing Performance Improvement, 2002 — assessed the sales force's in-office seminar program, interviewed sales leaders, developed a seminar protocol, and presented recommendations to the Director of Global Sales and Marketing Performance Improvement

INVITED PAID LECTURES

Extensive record of invited lectures for Chinese and Vietnamese government, industry, and higher-education delegations, 2009–2022, generally on U.S. economic policy, human resource management, higher education and vocational education systems, innovation and technology (including the history of Silicon Valley), public administration, and international trade. Selected delegations and topics by year:

- **2022** — Harbin Ecologic Environment Bureau: U.S. watershed management agencies; the Flint, Michigan water system.
- **2019** — Shandong Publishing Group (intellectual property in digital publishing); National Statistics Bureau (American think tanks); Vietnam Ministry of Industry and Trade (global trade defenses, "The Trump Effect"); Anhui Medicine (U.S. healthcare systems); Shaanxi Provincial Committee (U.S. innovation system); Chinese Tobacco Industry (financial auditing, global shared services); Higher Education and Cultural Creative Industry Training Program; Teaching Material Construction and Innovation delegation; Hangzhou Advanced Manufacturing; Taiyuan Polytechnic (online course development); Jiangsu Wuxi Rural Commercial Bank (loan risk management); Zhejiang Vocational English Program.
- **2018** — Anhui Province Guarantee Group (banking and securities); Occupational Education Group from Xi'an, Hangzhou, and Zhejiang (U.S. occupational education).
- **2017** — Fujian Credit Union (subprime crisis and credit unions); Anhui Cultural Group; Vietnam Ministry of Industry and Trade; Shenzhen HR & Social Security Delegation; Henan Logistics and Transportation Delegation; Shanxi Foreign Affairs Office;

Nanjing Polytechnic Institute; Jiangsu Vocational & IT Curriculum Development Delegation; Chaohu University (Anhui); Shanghai Commercial Accounting School; Guanxi Geological Database Training Delegation.

- **2015–2016** — National Training Vocational Technical Colleges Administrators and Teachers Training Program; Changi State Agricultural Delegation; Yunnan Agricultural University; Anhui Government Training; Hunan Vocational Training; Hebei Training Program; Wuhan Public Culture Service Projects Management; Vietnam Ministry of Natural Resources and Environmental Protection; Leshan and Chongqing Vocational and Technical Colleges; Highway and Public Transportation Officials from China; Chengdu Municipal Department; Vietnam Central Committee of Public Services and Human Resources; Beijing and Qingdao Administrators and Teachers Training Programs; Jiangsu Grain Bureau; Shanghai Ding Pei American Business Training; Nanjing Civil Servant Performance Evaluation; He'nan Department of Science and Technology; Jiangsu HR and Social Security Delegation.
- **2014** — SASAC; Liaoning Province State Assets Department; Shanxi Legislative Affairs; Jiangsu Culture Institute; Henan University of Technology; Jiangsu Province Population Control & Family Planning Commission; Department of Civil Affairs of Hubei Province; Shandong Province officials; Viesto Petro Group; Hubei Province Anticorruption Training Program; Visiting Chinese Vocational Education Management Training Program; State-Owned Assets Supervision and Administration Commission of Shandong Provincial Government's Fortune 500 Program.
- **2013** — Institute for Finance and Administration, Ho Chi Minh City (leadership, HR management); Nha Trang, Vietnam (career strategies); vocational education management training program (educational administration, accreditation, industry outreach).
- **2010–2012** — Senior Government Officials of Jilin Province; Jiangsu Province Industry and Commerce; Research Institute of Tsinghua University (Beijing and Shenzhen); Lianyungang Supervision Bureau; Sinopec Non-Oil Executives; Hubei and Qingdao HR and talent delegations; Shanghai Municipal Commission of Commerce; Harbin Culture Industry Delegation; Jilin Provincial Government Development; Liaoning and Shandong State-Owned Assets delegations; CSR Corporation Business Executives Training Program; Jiangsu–Tsinghua University Economic Development Program; Fujian and Hubei Tobacco Industry delegations; Jingjiang City and Changzhou City public administration delegations; Guangzhou Railway Institute; Chong Qing University of Technology; Jiangsu Credit Union and Banking Program; Tianjin EMBA; Jiangsu Bureau of Statistics; National Development and Reform Commission of China; Changzhou City and Qingdao City delegations; Lianyungang port and human resource development delegation.
- **2009** — Shandong Province city officials and business leaders (human resource management).

SCHOLARLY SERVICE

- Fulbright U.S. Student Program National Screening Committee, Eastern Europe, 2026–2027
- Fulbright U.S. Student Program National Screening Committee, Italy, 2025–2026
- Accreditation mock visit, Touro University Worldwide MBA program, February 2023
- Program review, Business program, Touro University Worldwide, February 2020
- Textbook reviewer for McGraw Hill, Pearson, Sage, Wiley, and Cengage
- Founding member, Management Educator Learning Community (sponsored by McGraw Hill), 2011–present
- Labor and Employment Relations Association — Session Chair (2018, 2019, 2020, 2021, 2022, 2026); Reviewer (2015–2024)
- Journal of Hospitality and Tourism Technology — Reviewer, 2018–2020
- Journal of Business Research — Reviewer, 2019–2020
- Computers in Human Behavior — Reviewer, 2016–2018
- Personnel Review — Reviewer, 2013–2017
- Journal of Human Resource Management — Reviewer, 2010–2011
- Western Decision Sciences Institute — Session Chair (2025, 2024, 2023, 2013); Student Session Chair (2012); Innovative Education (2011); Student Papers (2010); Reviewer (2009–2011, 2012, 2021–2024)
- Decision Sciences Institute — Session Chair, Hospitality Management, November 2010
- International Decision Sciences Institute — Human Resources Track Chair, July 2011; Reviewer, 2011
- Academy of Management — Reviewer, 2007–2010, 2015
- Academy of International Business — Reviewer, 2007–2010
- Academy of Human Resource Development — Reviewer, 2011

UNIVERSITY SERVICE (SELECTED)

- Faculty Advisor, Rotaract Club, CSU Dominguez Hills, 2022–2025 — chartered the campus's first Rotaract Club with Rotary San Pedro and Carson; 40 members in its first year
- Search Committees (Assistant Vice Chancellor, CPaCE, 2023; Assistant Vice Chancellor for Strategic Partnerships & Student Success, 2023; Executive Director of the CSUDH Foundation, 2020–2021; VP of Administration and Finance, 2019–2020; Chief of Staff, 2018–2019; AVP of University Effectiveness, Planning and Analytics, 2017–2018; Vice Chancellor of Human Resources, CSU Chancellor's Office, 2016–2017; Associate Dean, CBAPP, 2012–2013; Assistant to the Dean, CBAPP, 2011–2012; University VP of Human Resources, 2010) — each concluded in a successful hire
- Faculty Mentor, George Marsh Applied Cognition Laboratory, 2015–2022 — mentored one McNair Scholar, one Chancellor's Doctoral Incentive awardee, and one Presidential Scholar
- Elected Faculty Representative, University Strategic Planning Committee, 2020–2021 — helped develop President Parham's "Going Far Together" strategic plan
- Appointed, eSports Leadership Board, 2012–2024
- Elected, Advisory Board, Toro Auxiliary Partners (formerly the University Foundation), 2010–2024 — Audit Committee
- Elected Vice Chairperson, Advisory Board, Innovation Incubator, 2019–2020; Founding Chairperson, 2017–2019; Mentor, 2017–present
- Elected Statewide Senator (two three-year terms), 2014–2017 and 2017–2020
- Faculty Learning Community Co-Chair, "Flipping the Classroom" (with D. Belu), Spring 2017
- Elected Faculty Representative, University Planning Council, 2012–2015 — developed the 6-Year Strategic Plan for President Hagan
- Member, Executive Committee of the Academic Senate, 2010–2012, 2014–2019, and 2020 to present
- Chair, Faculty Policy Committee of the Academic Senate, 2010–2011, 2011–2012 & 2019–2020
- Faculty Advisor, Student PIHRA and SHRM Chapter, 2007 to present
- Course Coordinator for MGT 310, HRM 313, HRM 316, HRM 321, HRM 425, HRM 520, HRM 521, and HRM 525
- Faculty Rights Committee, California Faculty Association (CSUDH Chapter), 2008–2011

COMMUNITY SERVICE

- Elected, Northwest San Pedro Neighborhood Council, City of Los Angeles, 2021–2029 — Co-Chair, Planning, Land Use and Port Committee; Chair, Port, Environment & Sustainability Committee
- Elected Budget Advocate, Region 12, City of Los Angeles, 2024 to present — authored report on the Personnel Department; Ad Hoc Committee on the 2028 Olympic Games
- Board Member, LA Unified School District 7th District Family Board, 2021–2022
- San Pedro Site-Based Management Board Member, LAUSD — elected 2019–2020 and 2020–2021; alternate 2018–2019
- Member, Rotary International Club of San Pedro, 2019 to present — elected to the Board, 2021 to present; Club Foundation Chair, 2021–2022; President, 2022–2023
- Advisory Board Member, Holy Trinity School, 2013 to present — Chair of the Board, 2018–2020
- Advisory Board Member, South Bay Entrepreneurial Center, 2011–2014
- Volunteer effort lead, Southern California Regional Occupation Center — coordinated dozens of interviewers for mock interviews of students completing a high school diploma or equivalent; Award of Recognition, Spring 2012
- Harvard College Alumni Interviewer for South Bay students, 2007 to present (25 years)

RELEVANT MANAGEMENT EXPERIENCE

Arbitrator, FINRA

2021 to present

Executive Director (2003–2004) and Chair of the Board (2004–2005), Soft Center Duluth, Inc.

Duluth, MN, September 2003–May 2005

- Guided the nonprofit's attraction and retention of technology companies by coordinating regional academic, business, and government leaders
- Collaborated with the University of Minnesota Duluth to transfer high-quality office space from the Soft Center and City to the University, and recommended dissolving the Executive Director role to save public funds
- Founded e-City Duluth, creating free wireless internet zones downtown

Business Banking Manager / Vice President, Wells Fargo, Inc.

Virginia, MN, 2001–2002

- Managed Northern Minnesota Wells Fargo Business Banking offices (Virginia, Eveleth, Hoyt Lakes, Ely)
- Led a team of six bankers serving 608 customers with $21M in loans and $22M in deposits, exceeding annual targets
- Re-engineered sales and loan documentation processes to double available selling time

Program Manager, Sun Microsystems, Inc.

Palo Alto, CA, 1998–2001

- Recommended changes to the Global Sales Organization's compensation program, winning an International Performance Improvement Society Award for Process Improvement, 2001
- Redesigned Sun's employee survey program to improve employee and customer retention
- Member, 12-person Human Resources re-engineering team for 30,000 employees globally
- Managed Sun's New Hire curriculum and integration training for recently acquired employees
- Member, Sun Microsystems Inc. Leadership Institute (SMILI)

Compensation Analyst, Cargill

Minnetonka, MN, 1997–1998

- Led design of a Board-approved compensation plan that retained Cargill's top five executives after the CEO's retirement

Business Banking Officer, First Bank System / US Bancorp, Inc.

Duluth, MN, 1994–1996; Private Banking, Minneapolis, MN, August 1996–1997

- Provided credit analysis and managed a commercial loan portfolio spanning utilities, oil and gas, hotels, and shopping centers
- Collaborated with bankers on relationship management, collateral calls, and cross-selling

Sales Section Manager, Procter & Gamble, Inc.

Bloomington, MN, 1992–1993

- Managed the integration of two newly acquired companies (Noxell and Max Factor) into the existing brand across three major cosmetics lines (Cover Girl, Max Factor, Clarion) for the Minnesota market
- Developed marketing campaigns with regional grocery and drug store chains; executed plans at Walmart, K-Mart, and Target
- Recognized with the Chairman's Award for an 82% first-year sales increase

PROFESSIONAL DEVELOPMENT

- I-Corps Entrepreneur / Mentor Participant, NSF I-Corps Program — Venture: Superior AI Integration; completed customer discovery and value proposition development for AI tool integration services targeting small-business HR and marketing teams, 2025
- Higher Education Administration and Leadership (HEAL) Graduate Certificate, 2021
- Federal Mediation and Conciliation Service (FMCS) Institute, Becoming a Labor Arbitrator Training, October 2020
- Financial Industry Regulatory Authority (FINRA) — Dispute Resolution: Civility in Arbitration, November 2020; Basic Arbitrator Training, November 2020

- AACSB — Continuous Improvement Review Seminar, San Francisco, February 2014; Associate Dean’s Conference, Phoenix, November 2014
- ACUE Credential in Effective College Instruction Certificate, May 2021, with badges in welcoming students to online learning, promoting civil online learning environments, engaging underprepared students, helping students persist, checking for understanding, and providing useful feedback in online learning
- Quality Matters — Improving Your Online Course Certificate; Teaching Online: An Introduction to Online Delivery Certificate, August 2014
- Mental Health First Aider, Mental Health First Aid USA, January 2021
- City of Los Angeles training: Anti-Bias Learning for Employees (2024); Ethics Training for City Employees & Officials (2025); Gender Identity, Gender Expression Implicit Bias Training (2024); Neighborhood Council Board Member Code of Conduct Policy (2024); Planning 101 (2024)
- CSU From Allyship to Advocacy: Undocumented Student Ally Coalition Training, March 2026
- CSU Dominguez Hills compliance training: Avoid Conflicts of Interest (2025); Heat Stress Recognition and Prevention (2025); Student Activities Heat Illness Prevention (2025); Workplace Violence Prevention (2025); Zero Waste Program Training (2025); Data Security and FERPA (2025); Clery Activities for Campus Security Authorities (2025); Emergency Procedures (2025); Understanding the Clery Act (2024); Gender Equity and Title IX (2024)

REFERENCES

- Dr. Michael Spagna, President, California State University, Sonoma — mspagna@csudh.edu
- Dr. Joseph Wen, Dean, California State University, Dominguez Hills — jwen@csudh.edu
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