

# Edward D. Walker II

Professor and Head of Business Administration  
College of Business  
Auburn University at Montgomery

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## Education

PhD, University of Georgia, Athens, GA,  
Production/Operations Management. (1998).

MBA, Auburn University, Auburn, AL,  
Finance. (1989).

BS, Presbyterian College, Clinton, SC,  
Business & Applied Math (physics) (1986)

## Certifications

Cornell University,  
"Data Analytics 360" (September 2019)

Theory of Constraints International Certification Organization,  
"TOC Thinking Processes" (2005)  
"Project Management" (2005)  
"Operations Management" (2005)

Avraham Y Goldratt Institute,  
"JONAH" (1996)

Association for Supply Chain Management,  
"Certified Production & Inventory Management" (1994)

## Academic Appointments and Leadership Experience

Auburn University at Montgomery  
**Department Head**, Business Administration. (July 2022 – present).

Valdosta State University  
**Professor**. (January 2022 – May 2022).  
**Department Head**, Management and Marketing. (June 2021 – December 2021).  
**Interim Dean**, Langdale College of Business Administration. (August 2020 – May 2021).  
**Department Head**, Management and Healthcare Administration. (August 2014 – July 2020).  
**Professor**. (August 2014 - Present).  
**Associate Professor**. (August 2008 - July 2014).  
**Assistant Professor**. (August 2004 - July 2008).

Georgia Southern University  
**Assistant Professor**. (August 1997 - July 2004).

University of Georgia  
**Graduate Assistant**. (September 1993 - August 1997).

Georgia College (now Georgia College and State University)  
**Part-time Instructor**. (1992 - 1993).

Georgia Military College  
**Part-time Instructor**. (1992).

## Teaching

Undergraduate Courses Taught  
Introduction to Business  
Introduction to Management Information Systems  
Applied Business Statistics

Business Analytics  
 Production and Operations Management  
 Business Planning  
 Business Simulation  
 Operations Strategy  
 Quality Management  
 Administration & Organizational Behavior  
 Human Resources Management  
 Graduate Courses Taught  
 Managerial Decision Analysis  
 Production and Operations Management  
 Advanced Production Techniques (WebMBA)  
 Advanced Quantitative Methods (WebMBA)

## Intellectual Contributions

### Articles Published in Peer-Reviewed Journals

- Kuhlmeier, D. B., Walker, E. D. (2021). Supporting the Student-Athlete...Or the Athlete-Student? Part II. *Southeast Case Research Journal*, 18(2), 80-84. [Acceptance rate: 20 – 30%]
- Kolakowski, M., Royle, M. T., Walker, E. D., Pittman, J. (2020). Reframing Employee Well-Being and Organizational Commitment. *Journal of Organizational Psychology*, 20(5), 30-42. [CTP, Acceptance rate: 11 – 20%]
- Kolakowski, M., Hackbarth, G., Ebrahim, S., Walker, E. D. (2020). A Contextual Approach to E-Learning Delivery in Higher Educational Institution Learning Organizations. *Journal of Organizational Psychology*, 20(11), 12-24. [CTP, Acceptance rate: 11 – 20%]
- Ostapski, S. A., Walker, E. D. (2019). Reading Lapses Are Eroding Professionalism: A Limited Inquiry into a Health Care Law Scenario. *State-to-State* (Summer 2019), pp. 7-9.
- Krispin, J. V., Kuhlmeier, D. B., Walker, E. D. (2018). Time to Break Camp?. *Southeast Case Research Journal*, 14(2), 41-47. [Acceptance rate: 20 – 30%]
- Ostapski, S. A., Walker, E. D. (2017). Business Management Tips: Managing the Thorny Sides of the Business of Law. *State-to-State* (Spring 2017), pp. 6-8.
- Ostapski, S. A., Walker, E. D. (2014). An Exegesis of the Moral Audit Part 1: The Initial Approach. *Ethics & Critical Thinking*, 2014(3), 21-30.
- Gupta, S., Walker, E. D., Swanson, N. J. (2011). Ethical Behavior of Graduate Business Students: An Examination of the Effect of Age, Gender, GPA, and Work Experience. *Southern Journal of Business and Ethics*, 3(2011), 137-151. [Acceptance rate: 11 – 20%]
- Limpaphayom, W., Ostapski, S. A., Walker, E. D., Schnake, M. E. (2010). The Game: An OB Teaching Alternative. *Global Education Journal*, 2010(4).
- Walker, E. D. (2010). A Simple, Robust Alternative to Just-in-Time Purchasing. *Production and Inventory Management Journal*, 46(1), 14-26. [ABDC, B]
- Walker, E. D., Cox III, J. F. (2006). Addressing Ill-Structured Problems Using Goldratt's Thinking Processes: A White Collar Example. *Management Decision*, 44(1), 137-154. [ABDC, B]
- Cox III, J. F., Walker, E. D. (2006). The Poker Chip Game: A Multi-product, Multi-Customer, Multi-location, Multi-echelon, Stochastic Supply Chain Network Useful for Teaching the Impacts of Pull versus Push Inventory Policies on Link and. *INFORMS Transactions on Education*, 6(3), electronic. <http://www.informs.org/Journal/ITE/Archive/Volume-6/The-Poker-Chip-Game-A-Multi-product-Multi-customer-Multi-echelon-Stochastic-Supply-Chain-Network-Useful-for-Teaching-the-Impacts-of-Pull-versus-Push-Inventory-Policies-on-Link-and-Chain-Performance>
- Cox III, J. F., Walker, E. D. (2005). Increasing Student Interest and Comprehension of Production Planning and Control and Operations Performance Measurement Concepts Using A Production Line Game. *Journal of Management Education*, 29(3), 489-511.
- Walker, E. D. (2004). Introducing Project Management Concepts using a Jewelry Store Robbery. *Decisions Sciences Journal of Innovative Education*, 2(1), 65-69.
- Cox III, J. F., Walker, E. D. (2004). Using a Socratic Game to Introduce Basic Design and Planning and Control Concepts. *Decisions Sciences Journal of Innovative Education*, 2(1), 77-82.
- Dennis, A., Aronson, J., Heninger, W., Walker, E. D. (1999). Structuring Task and Time in Electronic Brainstorming. *MIS Quarterly*, 23(1), 95-108.

Walker, E. D., Cox III, J. F. (1998). Generic Airlines Reservation Sales Office: A Case Study of Decision Making using Theory of Constraints versus Traditional Costing. *Journal of Systems Improvement*, 2(1), 9-16.

#### **Presentations with published proceedings**

- Cseh, A., Walker, E. D., "Students' class enrollment strategies: The case of Ws", Missouri Valley Economic Association Annual Meeting, Missouri Valley Economic Association, Memphis, TN. (October 2018).
- Hwang, T., Kim, S. T., Walker, E. D., "Strategies for the Implementation of RFID-Enabled Green Supply Chains", Pan-Pacific Conference, Pan-Pacific Conference Organization, Daejeon, Korea. (May 27, 2011). Published in the proceedings.
- Gupta, S., Walker, E. D., Swanson, N. J., "An Examination of the Ethical Behavior of Graduate Business Students", IMA (Institute of Management Accountants, IMA, Baltimore, MD. (June 7, 2010).
- Walker, E. D., Ostapski, S. A., Williams, R. J., "Using Crossword Puzzles as an Alternative to Ordinary Quizzes in an Introductory Operations Management Course", 36th Annual Meeting of the Decision Science Institute, Decision Sciences Institute, San Francisco, CA. (November 2005). Published in the proceedings.
- Walker, E. D., "Braess' Paradox on the Shop Floor", 33rd Annual Meeting of the Decision Sciences Institute, Decision Sciences Institute, San Diego, CA. (November 2002). Published in the proceedings.
- Walker, E. D., Cox III, J. F., "Identifying Problems in Multiple Project Management Using Goldratt's Current Reality Tree", 40th APICS International Conference and Exhibition, APICS, Washington, DC. (October 2002). Published in the proceedings.
- Walker, E. D., "Using the Theory of Constraints Thinking Process to Teach Operations Strategy", 45th APICS International Conference and Exhibition - Academic Program and Proceedings, APICS, Nashville, TN. (October 2002). Published in the proceedings.
- Cox III, J. F., Walker, E. D., "Teaching Theory of Constraints Concepts through Games and Exercises in Operations Management Classes", 9th Annual APICS E & R Foundation Summer academic/Practitioner Workshop 2002, APICS, Willmerding, PA. (July 2002). Published in the proceedings.
- Walker, E. D., "Braess' Paradox on the Shop Floor", 32nd Annual Meeting of the Southeast Decision Sciences Institute, Southeast Decision Sciences Institute, Hilton Head, SC. (February 2002). Published in the proceedings.
- Walker, E. D., "Towards a More Effective Method of Scheduling Resource-Constrained Multiple Projects", Annual conference of the Production/Operations Management Society, Production/Operations Management Society, Orlando, FL. (March 2001). Published in the proceedings.
- Walker, E. D., "Multiple Projects: Introducing New Projects In a Rolling Horizon", APICS Constraint Management Special Interest Group, APICS, San Antonio, TX. (March 2001). Published in the proceedings.
- Walker, E. D., "Multiple Projects: A Simulation Comparison of PERT-Based and DBR-Based Methods", 31st Annual Meeting of the Southeast Decision Sciences Institute, Southeast Decision Sciences Institute, Charlotte, NC. (February 2001). Published in the proceedings.
- Walker, E. D., "Evaluating New Projects in a Rolling Horizon Using a DBR-based Method of Multiple Project Planning and Control", 36th Annual Meeting of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences, Southeastern Chapter of the Institute for Operations Research and the Management Sciences, Myrtle Beach, SC. (October 2000). Published in the proceedings.
- Simons, J. V., Russell, G. R., Walker, E. D., "Service Case Scheduling: Description, Formulation, and Heuristic Performance", 36th Annual Meeting of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences, Southeastern Chapter of the Institute for Operations Research and the Management Sciences, Myrtle Beach, SC. (October 2000). Published in the proceedings.
- Walker, E. D., Pittman, P. H., "Understanding the Basic Problems of Project Networks Using Gedankens", APICS Constraint Management Special Interest Group, APICS, Tampa, FL. (April 2000). Published in the proceedings.

- Walker, E. D., Cox III, J. F., "The Identification of Problems of Network Scheduling in Multiple Projects", Annual conference of the Production/Operations Management Society, Production/Operations Management Society, San Antonio, TX. (March 2000). Published in the proceedings.
- Walker, E. D., "A Brief Introduction to Critical Chain Project Management in the Multiple Project Environment", 30th Annual Meeting of the Southeast Decision Sciences Institute, Southeast Decision Sciences Institute, Wilmington, NC. (February 2000). Published in the proceedings.
- Walker, E. D., "An Introduction to Critical Chain Project Management", 30th Annual Meeting of the Southeast Decision Sciences Institute, Southeast Decision Sciences Institute, Wilmington, NC. (February 2000). Published in the proceedings.
- Walker, E. D., "Quality and Industrial Stores Management", Industrial Stores Managers Association, Athens, Georgia. (April 1997).
- Walker, E. D., "The TOC Thinking Process: Identifying Problems, Analyzing Alternatives, and Implementing Solutions", Georgia Manufacturers Association, Athens, Georgia. (April 1997).
- Walker, E. D., "Using TOC Thinking Process Tools to Identify Problems and Implement Solutions", Institute of Industrial Engineers - Athens Chapter, Athens, Georgia. (March 1997).
- Dennis, A., Aronson, J., Heninger, W., Walker, E. D., "Task and Time Decomposition in Electronic Brainstorming", Hawaiian International Conference on Systems Sciences, Hawaiian International Conference on Systems Sciences, HICSS, Honolulu, HI. (December 1995). Published in the proceedings.
- Walker, E. D., Cox III, J. F., "Generic Air Lines Reservation Sales Office: Comparing Theory of Constraints and Traditional Decision-Making", International Society for Systems Improvement, International Society for Systems Improvement, Cherry Hills, New Jersey. (September 1995).

#### **Other Intellectual Contributions – books, book chapters, presentations**

- Walker, E. D. (2010). The Problems with Project Management. In James F. Cox III & John G. Schleier, Jr. (Ed.), *Theory of Constraints Handbook* (ed., pp. 13-44). New York, NY: McGraw-Hill.
- Walker, E. D., Ostapski, S. A. (2009). *Crossword Puzzles for Operations Management* (pp. 31). Valdosta, GA: Teachers Own Publishing.
- Walker, E. D., Ostapski, S. A. (2006). *Operations Management: The Puzzle Game*. Kendall/Hunt Publishing Company. Dubuque, Iowa.
- Walker, E. D. (2001). *Identifying the Critical Chain in a Single Project: An Introduction to Critical Chain Project Management*. APICS. members.apics.org/SIGs/SIG Synergy/
- Walker, E. D., Ostapski, S. A., "Using Crossword Puzzles to Enhance Student Learning", 2008 Third Annual Best Practices in Teaching, Langdale College of Business, Valdosta, GA. (2008).

## **Service Activities**

### **Valdosta State University**

#### University Service Activities

- Committee Member, eDegree. (August 2020 - May 2021).
- Committee Member, Deans' Council. (August 2020 - May 2021).
- Committee Member, University Council. (August 2013 – August 2014, August 2020 - May 2021).
- Committee Chair, Council of Department Heads. (August 2017 - August 2019).
- Committee Member, Council of Department Heads. (August 2014 - August 2020).
- Committee Member, Budget Advisory Committee. (August 2018 - May 2019).
- Committee Member, Core Curriculum Redesign. (October 2014 - May 2016).
- Committee Chair, University faculty utilization and forecasting. (October 2014 - May 2015).
- Committee Member, Search, Director of Admissions. (October 2014 - May 2015).
- Committee Member, Remnant Trust, text selection committee. (August 2014 - December 2014) – charged with selecting 50 historically significant texts (many first edition) for display by the University.
- Committee Member, University Master Planning Committee. (August 2013 - August 2014).
- Committee Member, Committee on Committees. (August 2009 - August 2014).
- Committee Member, Athletic Committee. (August 2010 - August 2013).
- Committee Member, Academic Scheduling Committee. (August 2009 - August 2013).
- Committee Member, Educational Policies Committee. (August 2007 - August 2013).

Past Chair, Committee on Committees. (August 2012 - July 2013).  
Committee Chair, Committee on Committees. (August 2011 - August 2012).  
Committee Member, General Education Comprehensive Program Review. (August 2005 - August 2009).  
Committee Member, Academic Honors and Scholarships. (August 2006 - May 2009).

#### Langdale College Service Activities

Committee Member, Executive Committee. (August 2014 – December 2021).  
Committee Chair, Executive Committee. (August 2020 – May 2021).  
Committee Member, Faculty Policy Manual. (August 2015 – December 2016).  
Graduate Faculty, Full (August 2014 – August 2022)  
Committee Member, Beta Gamma Sigma. (March 2012 – December 2021).  
Committee Chair, Beta Gamma Sigma. (March 2006 - March 2012).  
Committee Member, Graduate Programs Committee. (August 2004 – December 2021).  
Committee Member, MBA AOL Task Force. (August 2004 - June 2014).  
Committee Chair, Promotion and Tenure Committee. (August 2012 - August 2013).  
Committee Member, Promotion and Tenure Committee. (August 2010 - August 2013).  
Committee Member, AOL Chairs Committee. (March 2007 - March 2012).  
Committee Chair, Technology AOL Task Force. (March 2007 - March 2012).  
Committee Member, Ethics AOL Task Force. (August 2004 - March 2012).

#### Department Service Activities

Committee Chair, HCAD Faculty Search Committee. (May 2017 - March 2018).  
Committee Member, Strategy Faculty Search Committee. (May 2017 - March 2018).  
Committee Chair, HCAD Faculty Search Committee. (August 2015 - February 2016).  
Committee Chair, Faculty Search Committee. (July 2015 - August 2015).  
Committee Member, OB Faculty Search Committee. (January 2010 - May 2010).  
Committee Member, Assessment Committee. (August 2004 - May 2006).

### **Georgia Southern University**

#### University Service Activities

Chair, Departmental Honors Day Committee. (2000 – 2004).  
Member, University Honors Day Committee. (2000 – 2004).  
Chair, University Honors Day Committee. (2001 – 2004).  
Member, University Tutoring Committee. (1998 – 2002).  
Alternate, Faculty Senate. (1999 – 2000).

#### College Service Activities

Member, COBA Governance Committee. (2000 – 2004).  
Associate Member, Graduate Faculty. (1998 – 2004).  
Member, COBA School of Information Technology White Paper Committee. (2000).  
Member, SAP Curriculum Development Committee. (1999 – 2004).  
Search Committee, W. H. Freeman Chair of Free Enterprise. (1999-2000).  
Advisor. (1997 – 2004).  
Chair, COBA Tutoring Committee. (1998 – 2004).  
Faculty advisor GSU Water Ski Team, (1998 – 2004).

#### Department Service Activities

Co-coordinator of Department of Management “A Day for Southern” on-campus. (1999).  
Member, Management Department External Affairs committee, 1999-2000).  
Search Committee, Quantitative Analysis faculty, GSU, 1998-1999).  
Coordinator of Statistics and Quantitative Analysis tutors, GSU, 1998 – 2004).  
Advanced Operations Management directed study, GSU, 2000).  
Member, Management Department Curriculum Committee, GSU 1998 – 2000).  
Member, Quantitative Analysis Curriculum Development committee. (1998).  
Liaison for Management/Marketing interns. (1999).  
Quantitative Analysis Curriculum Development committee. (1998).

### **Professional Service**

Committee Member, APICS Constraints Management Special Interest Group. (January 2001 - December 2002).

Communications/Newsletter Editor, APICS Constraints Management Special Interest Group.  
(January 2001 - December 2002).  
Reviewer, Conference Paper, Southeast Decision Sciences Institute. (1996 - 2002).  
Reviewer, Conference Paper, Decision Sciences Institute National Conference. (November 2002).  
Program Organizer, Southeast Decision Sciences Institute. (February 2002).  
Reviewer, Conference Paper, Production/Operations Management National Conference. (2000 - 2001).  
Judge – Doctoral Student Paper Competition, Southeast Institute for Operations Research and Management Science Regional Conference. (2000).  
Session Chair, Southeast Institute for Operations Research and Management Science Regional Conference. (2000).  
Reviewer, Conference Paper, Decision Sciences Institute National Conference. (November 2000).  
Officer, Vice President, Athens Area APICS chapter. (January 1996 - June 1997).  
Reviewer, Conference Paper, Decision Sciences Institute National Conference. (November 1996).

## **Regional Service**

### Scouting BSA, South Georgia Council

Executive Board Member. (February 2018 - Present).  
Committee Chair, Eagle Scout Board of Review, Alapaha District. (December 2017 - Present).  
District Committee Member, Alapaha District. (December 2017 - Present).  
Assistant Scout Master, Troop 440. (February 2012 - August 2017).  
2nd Assistant Scoutmaster. (June 2016 - July 2017) 1 – one of 8 adult leaders to conduct shake-down camp outs, and hold information sessions, culminating in leading 72 boys to the 2017 National Scout Jamboree in July 2017.  
Webelos Den Leader, Pack 440. (September 2010 - February 2012).

### Christ Episcopal Church, Valdosta, GA (February 2019 – Present).

Because food insecurity is an issue among college students, I work in their Grace Café which provides meals free of charge to any college student on Thursday nights during the school year and free snacks and drinks daily inside a comfortable study lounge.

### Faculty Advisor, Baptist Campus Ministries. (August 2010 - Present).

### CrossPointe Church, Valdosta, GA

Leadership Team. (May 2011 - September 2015).  
Life Group Leader. (September 2010 - May 2011).

### First Baptist Church, Valdosta, GA

Deacon. (2006 - 2009).  
Finance Committee. (2005 - 2009).  
Capital Improvements Committee. (2005-2008)  
AWANA teacher. (2004 - 2008).  
Sunday School teacher. (2005)

### Coach, Azalea City Soccer Club. (August 2007 - June 2008).

### First Baptist Church, Statesboro, GA

Committee Chair, Finance Committee. (2003 - 2004).  
Weekday Ministries Committee. (2002 - 2004).  
Building Fund Commitment Committee. (2001 - 2004).  
Sunday School teacher, One-year-olds. (2001 - 2004).  
Finance Committee. (2002 - 2003).  
Annual Commitment Committee. (2001 - 2003).

### Habitat for Humanity. (1998).

## **Honors and Awards**

Rae and Lillian Steele Outstanding Service Award, Langdale College of Business Administration. (2014).  
Outstanding Teacher, Department of Management, Langdale College of Business Administration. (March 2005).  
Finalist, Steele Outstanding Teacher Award, Langdale College of Business Administration. (March 2005).  
Beta Gamma Sigma, AACSB. (1998).  
University Enhancement, University of Georgia. (1996).

Doctoral Student Award for Excellence in Teaching, Management Department, UGA. (1996).  
Outstanding Graduate Teaching Assistant, University of Georgia. (1996).  
Research Fellowship, University of Georgia. (1994).  
Sigma Iota Epsilon, SIE. (1994).  
Comer Fellowship, University of Georgia. (1993).

## **Selected Administrative Experience**

### **Analytics and resource allocation**

- University faculty utilization and forecasting, VSU.  
Working at the direction of the Provost, I analyzed University data for integrity by working closely with the Deans and Department Heads of the various Colleges to assure data and reporting accuracy. This effort led to the construction of forecasting models for Credit Hour production by University, Colleges, and Departments to assess and predict faculty needs. I met weekly with Deans' Council to discuss findings and to make recommendations.
- University Master Planning Committee, VSU.  
Member of a University task force which worked with an outside consulting firm to review current campus-wide utilization of capital assets, specifically classrooms and other building space, leading to the creation of a master plan of space utilization.
- Forecasting enrollment and faculty allocation, COBA, VSU.  
I created a model and process to predict student demand for departmental and college courses and to allocate faculty by specialization so as to assure student demand as well as retention and progression goals are met while simultaneously minimizing faculty overloads.
- Classroom allocation, COBA, VSU.  
I created a process by which limited classrooms are allocated among three colleges sharing two building while assuring that rooms were filled to appropriate levels and simultaneously reducing course scheduling conflicts for students in order to meet retention and progression goals.

### **Curriculum and programs**

- eDegree, VSU  
The eDegree program consists of lock-step, 8-week delivery of courses subject to an all-inclusive cost model. I worked closely with the SACS-COC coordinator, the VPAA/Provost, the VP of Student Success, and the VP of Finance to meet all USG requirements for a new program and major. I also represented the College at the USG level during consideration of the proposal.
- Core Redesign Committee, VSU  
University-wide committee tasked with examining the structure and delivery of Areas A-E of the junior college core curriculum assuring relevance to students and adherence to USG policies.
- Integration of business courses into other curricula, VSU  
As department head, I met with the heads of Art and Computer Science to integrate business courses into specialized tracks within their majors, Theater Management and Computer Information Systems, respectively. Special consideration of NAST, ABET, and AACSB accreditation standards were assured.
- MBA curriculum, VSU
  - Led revision of MBA curriculum towards certificate-based degree program
  - Led integration of MBA curriculum into DNP curriculum leading to dual MBA/DNP degrees. Special consideration of CCNE and AACSB accreditation standards were assured.
  - Leading integration of MBA curriculum into EDS Educational Leadership curriculum leading to dual MBA/EDS degrees with special consideration of CAEP, GPSC, and AACSB accreditation standards.
  - Led effort to deliver our MBA program to officers at Moody AFB via an MOU between Moody and VSU.
- BBA curriculum, COBA
  - High-impact practices
    - Assisted in creation of two zero-hour courses required of all BBA majors wherein students must: write a cover letter, their resume, and participate in a mock interview and a critique of each; and complete one of the following, 150-hours service learning, a supervised internship, or study abroad.

- Assisted in the development of the VSU's participation in the USG's FinTech program wherein a sequence of FinTech Analytics courses were developed.
- Assisted in creation of SAP-certification program in which students take at least three courses with embedded SAP content.
- Assisted in creation of data analytics course sequence required of all BBA majors wherein students may earn SAS credentials.
- Assisted in creation of introductory course required of all BBA majors wherein students may earn Microsoft Excel certification
- Revised majors and new minors
  - Led revision of management major to better align with KSAs requested by the College's Business Advisory Board
  - Led revision of healthcare administration major to better align with KSAs requested by the College's Healthcare Advisory Board
  - Led creation of seven minors within the department to provide KSAs requested by the College's Business Advisory Board and the University's Development Office
- New major
  - Led creation of new BBA major in general business specifically to meet the requirements of a new program delivery model called eDegree.
- MOU with area technical schools
  - Participated in negotiations with two area technical colleges so that students earning an Associate degree at those schools might transfer seamlessly into VSU's BBA program.

### **Budgets**

- University, VSU  
As a member of the University Council I have voting rights on the allocation of funds across the University. We meet several times each year to review, discuss, and vote on permanent and one-time budget requests.
- Academic Affairs, VSU  
As a member of the Dean's Council I have voting rights on the allocation of funds within the functional area of the University. We are charged with the consideration of permanent and one-time budget requests in the Academic Affairs budget considering needs both within and across colleges and programs.
- College, VSU  
Full authority for overall College budget (exceeding \$5 million) and College VSU Foundation accounts (exceeding \$300,000 spendable income annually).
- Department, VSU  
Full authority for overall College budget (exceeding \$1.5 million) and Departmental VSU Foundation accounts

### **Strategy**

- University, VSU  
As a member of the University Council I have had a role in the creation/revision of the University's last two strategic plans.
- Academic Affairs, VSU  
As a member of the Dean's Council I have a role in the creation of the strategic plan of the functional area of the University assuring its alignment with that of the university. Additionally, we create and reports the measures by which our success in implementation of the plan is measured.
- College, VSU  
Have led and otherwise participated in ongoing creation, revision, and reporting of the College's last three 5-year strategic plans.

### **Accreditation**

- AACSB  
I have been a part of four AACSB site visits. In 2008 I was a faculty member; in 2013 I was an Assurance of Learning committee member; in 2017 I was a member of the Executive Committee charged with consolidating data and writing the report and served as a committee member charged with the application for initial Accounting accreditation; and, in 2021, I led the effort to consolidate all data and assure that the report was written to AACSB standards in



preparation for our site visit in Fall 21 to review both our Business and Accounting accreditations.

- SACS-COC

As a faculty member I have collected and prepared reports for individual courses. As a Department Head I have prepared and submitted IERs and IEPs for the three majors within the department and have prepared and defended the Comprehensive Program Review for the department's majors. As Dean I have full responsibility for all of the College's reports.

- Other accrediting agencies

During my work with the Provost on the University faculty resource allocation model, I became very familiar with the implications and limitations (such as class size or student/faculty ratios or course loads) imposed by accrediting bodies across the university and the need to respect these criteria. Additionally, when working with integrating business courses into other majors and creating dual degrees I was quite aware of the requirements of these other accreditation standards and worked to resolve any differences.

## **Diversity**

- Faculty

The number of female faculty in my department has tripled while the number of minority faculty has also increased substantially. Advertising of positions always includes The PhD Project as we seek to hire the best-qualified candidates. Overall, the faculty of the college is now over 35% female and over 35% minority.

- Students

- In Summer 2021 we launched the first Business Ethics Approaches for Teens (BEATS) Summer Boot Camp wherein we targeted potential FLI students in the local area to be paired with current BBA FLI students and faculty to expose participating teens to a cross-section of real-world ethical decision-making dilemmas faced by current and future business leaders.
- Fall 2014 to Fall 2020 the complexion of the College changed dramatically with respect to race, gender, and first-generation. The percent of females increased from 45% to 53%; the percent of minority students increased from 45% to 54%; and, the percent of first-generation students increased from 25% to 37%.

- Community outreach

- A generous donation led to the establishment of the Copeland African-American Museum housed within the College. I spent many hours working with donors and contractors to create the space for the museum and have secured additional funding to annex and convert space for a reading room in the facility.
- Because food insecurity is an issue among college students, I work with a local church in their Grace Café which provides meals free of charge to any college student on Thursday nights during the school year (typically 190 to 200 students) and free snacks and drinks daily inside a comfortable study lounge.

## **Growth**

- New Majors

- The healthcare administration major started with zero students and no faculty and grew to over 160 majors and two full-time faculty in less than three years and has maintained that level for four years
- The online management major started with zero students and grew to over 170 majors in two years and has maintained that level.

- Department and college

The number of majors within the department increased from less than 300 to over 700 in a 5-year period while the number of business majors increased from just over 1200 to more than 1700 in the same period.

## **Shared Governance**

- College

Charged with a complete re-write of the LCOBA Faculty Policy Manual to align with new AACSB standards and new strategic objectives adopted without revision by a vote of our faculty

- Faculty Senate

Served on the Executive Committee for five years – three as Parliamentarian, one as President-Elect, and one as President. At the request of the University President, as Parliamentarian I guided the Senate through the procedures necessary to separate itself from the Office of the

President and the Office of the Provost who, at that time, served as President and Vice-President of the Senate, respectively. This process including revising the University Statutes and overseeing a vote by all 400+ full-time faculty members.

- Council of Department Heads

Served six years including two as Chair. Represented the interests of the Council on various University committees including the University Council and the Budget Advisory Council. Met monthly to discuss and vote upon such issues as faculty evaluation, budgets/budgeting, faculty work load.

- Deans' Council

Before serving as Interim Dean I served as proxy for the Dean on numerous occasions. This body meets weekly to consider, discuss, and vote upon a wide variety of topics including budgets/budgeting, faculty evaluation, resource allocation, course delivery, and retention and progression of students.

## **Professional Development Activities**

Continuous Improvement Review Seminar. AACSB accreditation training, AACSB, online (February 2020)

Department Heads Round Table. CELT. (September 2018 – July 2020).

Monthly meeting of 8-10 VSU department heads to discuss topics pertinent to accomplishing our goals.

VSU Leadership Academy. VSU, Valdosta, GA. (2018 - 2019).

This program utilizes the expertise of the Leaders Lyceum ([www.leaderslyceum.com](http://www.leaderslyceum.com)) facilitators to create transformational experiences that accelerate the development of leaders to a stage of greater maturity and effectiveness.

Continuous Improvement Review Seminar. AACSB 2013 accreditation training, AACSB, Tampa, FL. (November 17, 2014).

Master Teacher Program. Georgia State University, Atlanta, USA. (May 2008).

Three-day seminar presenting best practices in teaching at the college level. Included among the topics covered were: learning styles, personality profiles, class presentation of material, and exam preparation.

Procurement with SAP (LO020). SAP America, Atlanta, GA. (April 2001).

Introduction to ERP with SAP (WB100). SAP America, Atlanta, GA. (April 2000).

Management Skills Workshop. Avraham Y. Goldratt Institute, Athens, GA. (December 1995).

Theory of Constraints-based conflict resolution and communications skills

Production Workshop. Avraham Y. Goldratt Institute, Athens, GA. (June 1995).

Theory of Constraints-based production planning and control

MRP theory and implementation Phase I. Continuing Professional Education, Micro-MRP, Valley Forge, PA. (November 1990).

## **Administrative Assignments and Responsibilities**

**Interim Dean**, College of Business Administration, Valdosta State University.

- Reporting

- assure that both SACS-accreditation and AACSB-accreditation standards are met and are properly reported.
- oversee preparation of AACSB accreditation documentation for both Business and Accounting accreditation.
- prepare annual Institutional Effectiveness Reports and Institutional Effectiveness Plans for College.

- Curriculum

- revise and assure delivery of curriculum for seven undergraduate majors and 15 minors serving over 1600 BBA students.
- revise and assure delivery of curriculum for four graduate programs serving over 100 MBA, MBA-HCAD, WebMBA, and MACC students.
- Responsible for creation of curriculum and program delivery of eDegree – all-inclusive pricing of online program delivered in 8-week modules
- Created new general business major to become the eighth BBA major within the college

- Led revision of MBA curriculum towards certificate-based degree program
- Led integration of MBA curriculum into DNP curriculum leading to dual MBA/DNP degrees
- Leading integration of MBA curriculum into EDS Educational Leadership curriculum leading to dual MBA/EDS degrees
- Budget
  - manage overall College budget (exceeding \$5 million) and VSU Foundation accounts (exceeding \$300,000 spendable income annually).
  - review and approve travel, operating expense, and special expenditure requests.
- Advisory boards
  - Meet regularly with Business Advisory Board to seek input and assure that area business and industry needs are met by various programs within the College.
  - Meet (with the Accounting Department Head) the Accounting Advisory Board to seek input and assure the needs of area accounting firms are met.
  - Meet regularly with the Business Student Advisory Council to better understand and address the needs of current undergraduate students.
  - Initiate the creation of a Healthcare Advisory Board to better serve the local and state healthcare industry.
  - Initiate the creation of an Entrepreneurship Advisory Board to oversee the development of the J. Donald Lee Center for Entrepreneurship.
- Faculty
  - oversee supervision of 42 full-time tenured/tenure-track faculty, seven full-time non-tenure-track faculty, and several part-time faculty.
  - review and assess annual faculty evaluations and final determination of merit raises.
  - oversee faculty search committees within the college make recommendations to the Provost.
  - make final tenure and promotion decisions at the college level and make recommendations to the University Tenure and Promotion Committee.
  - oversee processes of both pre-tenure and post-tenure review of faculty and make recommendations to the Provost.

**Department Head, Management & Healthcare Admin., Valdosta State University.**

- Faculty
  - supervise 14 full-time tenured/tenure-track faculty, two full-time non-tenure-track faculty, and several part-time faculty.
  - conduct annual faculty evaluations and determine merit raises.
  - mentor new faculty.
  - oversee faculty search committees within the department and across departments for shared faculty and make recommendations to the Dean and Provost
  - oversee processes of both pre-tenure and post-tenure review of faculty and make recommendations to the Dean and Provost
- Reporting
  - assure that both SACS-accreditation and AACSB-accreditation standards are met and are properly reported.
  - prepare annual Institutional Effectiveness Reports and Institutional Effectiveness Plans for each of the three undergraduate majors in the department.
- Curriculum
  - revise and deliver curriculum for three majors and seven minors serving nearly 1600 BBA students of which over 600 are majors within the department.
  - oversee the curriculum development and implementation of new undergraduate Healthcare Administration major which now has approximately 160 declared majors.
  - Responsible for converting delivery of Management major curriculum to online format and executing its delivery to over 170 fully online Management majors
  - oversee the curriculum development and implementation of a new MBA degree in Healthcare Administration.
  - handle all exceptional student requests whether special advising, grade appeals, course substitutions, transient requests, transfer credit evaluation, etc.
- Scheduling and growth

- manage growth of student credit-hour (SCH) production within the department from 4078 SCH in Fall 2014 to 7720 SCH in Fall 2018 with no net change in faculty.
- Oversee growth of department from less than 300 majors in Fall 2014 to over 700 majors in Fall 2019.
- develop course rotation and term-by-term schedules, staffing, and room assignments for the 70+ course sections offered by the department.
- review, evaluate, and execute approximately 500 override requests each academic term.
- Budget
  - manage departmental budget and VSU Foundation accounts.
  - review and approve travel, operating expense, and special expenditure requests.

**Executive Committee**, Langdale College, Valdosta State University.

- meet weekly to share, coordinate, and disseminate information to and with other college departments.
- review and provide input to the Dean regarding the college budget allocations.
- involvement in the production of the two-volume, 200+ page report in preparation for our Continuing Improvement Review visitation by AACSB in Spring of 2017 wherein we were re-accredited for another five years.
- review and provide input to the Initial and Final applications for separate, full Accounting accreditation by AACSB.
- involvement in the development of five-year strategic plan for the College with annual review and revision.
- responsible for creation of undergraduate curriculum merging general business with other campus disciplines
- responsible creation of graduate certificate programs which can be combined to lead to an MBA
- oversee and provide input to the production of the College's annual magazine "Blazer Business".

**Other Special Assignments**

- Task Force Member, Langdale College. (August 2014 - November 2015).
  - Charged with a complete re-write of the LCOBA Faculty Policy Manual to align with new AACSB standards and new strategic objectives adopted without revision by a vote of our faculty.
- Task Force Member, VPAA/Provost, Georgia Southern (August 2000 – May 2003)
  - Tasked with development of the whitepaper to create the School of Information Technology at Georgia Southern University [The School is now a Department within the College of Engineering and Computing.]
  - served on the initial curriculum committee for that School.
- Committee Member, University System of Georgia Faculty Council. (July 2013 - July 2014).
  - represented the interests of VSU faculty at the System-level.

**Council of Department Heads** Valdosta State University, (August 2014 – July 2020).

- elected to serve as Chair for two terms (August 2016 – August 2018).
- represented the body on University Committees.
  - Budget Advisory Council. (August 2016 - August 2019).
    - Advisory body to review and recommend requests for major University expenditures.
  - University Council. (August 2016 - August 2019).
    - Advisory body to review and recommend requests for new University policies or revisions to University policies.

**Faculty Senate** Valdosta State University, (July 2009 - August 2014).

- Elected Chair. (August 2013 - August 2014).
- Elected Chair-elect. (August 2012 - August 2013).
- Senate Parliamentarian. (August 2009 – August 2012).
- Senate Executive Committee. (August 2009 - August 2014).

## Relevant Professional Employment/Experience

Professional, Investex, Ltd., Multiple management positions. (1989 - 1992).

- Production Control and MRP Manager (1991-92) - Full responsibility for all purchasing planning and production scheduling as well as for MRP maintenance and data entry.
- MRP Project Manager (1990-91) - Spearheaded implementation of Manufacturing Resources Planning theory and database generation for two of the company's subsidiaries. Developed all job descriptions created by the project and developed a 243-page manual to aid training personnel in the use of MRP, Kanban, and the specific software.
- MIS Manager (1990-92) - Supervised the expansion of local computer system from a single machine to a 12 node Novell LAN linked to the home office via modem. Created course outlines and instructed employees in the application of all software packages used within the plant.
- Cost and Methods Engineer (1990-90) - Time study and methods engineering as well as Bill of Materials and Routing generation and product costing for each of the three manufacturing plants.
- Assistant Plant Manager (1989-90) - Assisted in production scheduling and purchasing planning for 80 employee subsidiary.

Professional, Georgia's King Catfish, Plant Manager. (1986 - 1988).

- Plant Manager - Full responsibility for production scheduling, purchasing planning, and personnel management. Developed employee disciplinary code and vacation policy. Headed plant redesign project which resulted in a 120% increase in production efficiency to a level 50% above industry averages.

## External activities

- Competitive 3-event water skiing (abridged – 1978-1996)
  - Life member, American Water Ski Association
  - President, Georgia Water Ski Federation
  - President, National Collegiate Water Ski Association
  - Member, Georgia Water Ski Federation Hall of Fame
  - Youngest person to earn highest rank in all five officiating disciplines – Judge, Driver, Scorer, Safety Director, Technical Controller
  - Chief Judge
    - World University Cup
    - ASWA Southern Regionals
    - NCWSA Nationals
    - NCWSA All-Stars
  - Life member, NCWSA Board of Directors
  - Chair, AWSA Rules Committee
- Football officiating (high school 1998-present)
  - Officiated well over 200 HS games including being selected to officiate many play-off games
  - Officiated over 600 lower-level games (JV, middle school, and youth league)
  - Led my own crew as Referee for six years until job responsibilities demanded that I step back
  - Served as a trainer for the 200-member local association