

**Vita of  
Charles Bradley (Brad) Shrader  
Emeritus Professor  
Morrill and University Professor of Management  
Iowa State University**

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Google Scholar Profile: <https://scholar.google.com/citations?user=6TpEHMAAAAJ&hl=en>

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### **Major Research Interest**

The relationships of strategy and corporate social responsibility with company performance

### **Major Teaching Interests**

Business ethics, competitive strategy, corporate governance, management consulting, and strategic management

### **Education**

- **Ph.D. degree in Management**, fields of organization theory/strategic management, and organizational behavior, supportive area of research methods, Indiana University, 1984 - Graduated with honors
- **M.B.A.** Indiana University – Kelley School of Business, 1982
- **M.P.A.** Brigham Young University – Marriott School of Management, 1978- Graduated with honors
- **B.S. Sociology**, Brigham Young University, 1976

### **Academic Experience/Appointments**

Emeritus Professor, 2021 – present  
Morrill Professor, 2015- present  
University Professor, 2007- present  
Appointed Ralph and Jean Eucher Faculty Fellow, 2007-2021  
Appointed Bill and Liz Goodwin Faculty Fellow, 2005-2007  
Professor - Iowa State University, 1998- 2007  
Departmental Executive Officer, Departments of Management and Marketing, 1998-2000  
Departmental Executive Officer, Departments of Management, Marketing, and Transportation & Logistics, Iowa State University, 1997-1998  
Co-Director, Murray G. Bacon Center for Ethics in Business, Iowa State University, 1993-1997  
Interim Departmental Executive Officer, Departments of Management, Marketing, and Transportation & Logistics, Iowa State University, 1993-1994  
Associate Professor - Iowa State University, 1990-1997  
Assistant Professor- Iowa State University, 1984-1989  
Instructor – Indiana University, 1979-1982

## Refereed Journal Articles

Shrader, C. B., Ravenscroft, S. P., Kaufmann, J. B., and Hansen, K. (2021). Collusion among accounting students: Data visualization and topic modeling of student interviews, *Decision Sciences Journal of Innovative Education*, Vol. 19, No. 1 (January), pp. 40- 62, [doi.org/10.1111/dsji.12226](https://doi.org/10.1111/dsji.12226).

Kushkowsky, J. D., Shrader, C. B., Anderson, M. H. and White, R. E. (2020). Information flows and topic modeling in corporate governance. *Journal of Documentation*, June, ISSN: 0022-0418.  
<https://www.emerald.com/insight/content/doi/10.1108/JD-10-2019-0207/full/html>  
<http://doi.org/10.1108/JD-10-2019-0207>

Shrader, C. B., Blackburn V. L., and Iles, P. (2020). Women in management and firm performance: An exploratory study. *Journal of Managerial Issues*, published in 30<sup>th</sup> anniversary issue, Vol. 32, No. 1 (spring), pp. 102-118, - articles that had the most citations in their respective decade. Originally published in *Journal of Managerial Issues*, Vol. 9, No. 3, 1997, pp. 355-372. <https://dr.lib.iastate.edu/handle/20.500.12876/54440>

Kushkowsky, J. D. and Shrader, C. B. (2013). Developing a core list of journals in an interdisciplinary area: Implications for academic faculty and librarians demonstrated in the business literature. *Library Resources and Technical Services*, Vol. 57, No. 1, pp. 51-65. **Winner of Iowa Library Association ILA/ACRL Research Award.** <https://dr.lib.iastate.edu/entities/publication/3c144320-e703-4878-9b05-fa31e556a713>

Erhardt, N. L., Werbel, J. D. and Shrader, C. B. (2012). Board of director diversity and firm financial performance. *Corporate Governance: An International Review*, 20<sup>th</sup> anniversary virtual issue (April), Ten articles from past decade which have had the highest number of citations per year, [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1467-8683/homepage/anniversary\\_virtual\\_issue.htm](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1467-8683/homepage/anniversary_virtual_issue.htm), Originally published in *Corporate Governance: An International Review*, Vol. 11, no. 2, 2003, pp. 102-111.  
<http://doi.org/10.1111/1467-8683.00011>

Shrader, C. B., Ravenscroft, S. P., Kaufmann, J. B. and West, T. D. (2012). Classroom cheating and student perceptions of ethical climate. *Teaching Ethics*, Vol. 13, No. 1, 105-128. <http://doi.org/10.5840/tej201213134>

Kaplan, S. E., McElroy, J. C., Ravenscroft, S. P. and Shrader, C. B. (2007). Moral judgment and causal attributions: Consequences of engaging in earnings management. *Journal of Business Ethics*, vol. 74, pp. 149-164.  
<http://doi.org/10.1007/s10551-006-9226-y>

Koppenhaver, G., Blackburn V., Palan, K., Ravenscroft, S. and Shrader, C. B. (2007). Student/Faculty connections in the development of teaching. Teaching Brief published in the *Decision Sciences Journal of Innovative Education*, Vol. 5, No. 2, pp. 373-378. <http://doi.org/10.1111/j.1540-4609.2007.00146.x>

Kaufmann, J., West, T., Ravenscroft, S., and Shrader, C. B. (2005). Ethical distancing: Rationalizing violations of organizational norms. *Business and Professional Ethics Journal*, Vol. 24, No. 3, pp. 101-134. Cited in The New York Times 2-7-06, Business Week 7-24-06, USA Today 6-26-06.  
<https://dr.lib.iastate.edu/handle/20.500.12876/54452>

West, T., Ravenscroft, S. P. and Shrader, C. B. (2004). Cheating and moral judgment in the college classroom: A natural experiment. *Journal of Business Ethics*, 54, pp. 173-183.  
<http://doi.org/10.1007/s10551-004-9463-x>

Shrader, C. B., Chacko, T. I., Herrmann, P., and Mulford, C. (2004). Planning and firm performance: Effects of multiple planning activities and technology policy. *International Journal of Management and Decision Making*, Vol. 5, No. 2/3, 171-195. <https://dr.lib.iastate.edu/handle/20.500.12876/54450>

Koppenhaver, G. D. and Shrader, C. B. (2003). Structuring the classroom for performance: Cooperative learning with instructor-assigned teams. *Decision Sciences Journal of Innovative Education*, Vol. 1, No. 1, pp. 1-21. **Winner of Decision Sciences Journal of Innovative Education best paper, 2003/4.**  
<https://onlinelibrary.wiley.com/doi/full/10.1111/1540-5915.00002>

### **Refereed Journal Articles (continued)**

Jones Carr, C. M., Shrader, C. B., Crum, M. R. and Flynn, E. J. (2003). Predicting decision-maker momentum to change offerings in response to uncertainty: The case of the U.S. Customs Mod Act. *Journal of Business Strategies*, Vol. 20, no.2, pp. 95-118. <https://dr.lib.iastate.edu/handle/20.500.12876/84551>

Brower, H. H. and Shrader, C. B. (2000). Moral reasoning and ethical climate: Non-profit vs. for profit boards of directors, *Journal of Business Ethics*, Vol. 26, pp. 147-167.  
<https://link.springer.com/article/10.1023/A:1006150115975>

T. I. Chacko, Olson, J. L. and Shrader, C. B., (1999). Skills and characteristics assessed by recruiters during on-campus interviews and their effect on the interview outcome, *International Journal of Management*, Vol. 16 No.2, pp. 207-214.

Blackburn, V. L., Doran, B. M. and Shrader, C. B., (1994). Investigating the dimensions of social responsibility and the consequences for corporate financial performance, *Journal of Managerial Issues*, Vol. VI, No. 2, pp. 195-212.  
<https://dr.lib.iastate.edu/handle/20.500.12876/54429>

Schwenk, C. R. and Shrader, C. B., (1993). The effects of formal strategic planning on financial performance in small firms: A meta-analysis, *Entrepreneurship Theory and Practice*, vol. 17, #3, pp. 53-64. **Winner of Entrepreneurship Theory and Practice best article award, 1993.**  
[https://go.gale.com/ps/i.do?p=AONE&u=iastu\\_main&id=GALE|A14443067&v=2.1&it=r](https://go.gale.com/ps/i.do?p=AONE&u=iastu_main&id=GALE|A14443067&v=2.1&it=r)

Wilson, M. A., Chacko, T. I., Shrader, C. B. and Mullen, E. (1992). Top executive pay and firm performance, *Journal of Business and Psychology*, Vol. 6. No. 4, pp. 495-501.  
<https://link.springer.com/article/10.1007/BF01014180>

Shrader, C. B., Hoffman, A. N., and Stearns, T. M. (1991). Agency directors and network centrality: An examination of resource dependencies, *Journal of Managerial Issues*, Vol. 3, No. 1, pp. 46-61.  
<https://dr.lib.iastate.edu/handle/20.500.12876/54418>

Hoft, J.W., Hunger, J. D. and Shrader, C. B. (1991). Characteristics of boards of directors and corporate social responsibility, *Journal of Business Strategies*, Vol. 8, No. 2, pp. 77-85.

Hoffman, A. N., Stearns, T. M., and Shrader, C. B. (1990). Structure, context and centrality in inter-organizational networks, *Journal of Business Research*, Vol. 20, 333-347.

Mulford, C., Shrader, C. B., Chacko, T. I. and Blackburn, V. L. (1990). Single or multiple competitive strategies for small business? *Journal of Managerial Issues*, Vol. 2, No. 4, 454-468.  
<https://dr.lib.iastate.edu/handle/20.500.12876/54407>

Dellva, W. L., McElroy, J. C., and Shrader, C. B. (1990). A longitudinal network analysis of formal versus emergent leadership, *International Journal of Management*, Vol. 7, No. 4, pp. 456-466.

Shrader, C. B., Mulford, C. L., and Blackburn, V. L. (1989). Strategic and operational planning, uncertainty, and performance in small Firms, *Journal of Small Business Management*, 11:16, pp. 45-60.  
<https://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=1&sid=5059672b-7143-47dc-8d41-270fea169399%40pdc-v-sessmgr01>

Shrader, C. B., Dellva, W.L., and McElroy, J. C. (1989). Social networks and group performance: A partial test of the Pearce and David hypotheses. *International Journal of Small Group Research*, Vol. 5, pp. 145-162.

Shrader, C. B., Lincoln, J. R. and Hoffman, A. N. (1989). The network structures of organizations: Effects of task contingencies and distributional form. *Human Relations*, 42, No.1, 43-66.  
<https://journals.sagepub.com/doi/pdf/10.1177/001872678904200103>

Blackburn, V. L. and Shrader, C. B. (1989). Redefining corporate strategic fit. *Journal of Business Strategies*, Vol. 6, No. 2, pp. 1-7.

### **Refereed Journal Articles (continued)**

Shrader, C. B., and Flynn, E. J. (1987). Leadership, Group processes, satisfaction, and job characteristics in a quality circle setting: An exploratory study. *International Journal of Management*, Vol. 4, No. 3, 477-485.

McElroy, J. C. and Shrader, C. B. (1986). Attribution theories of leadership and network analysis. *Journal of Management*, Vol. 12, No.3, 351-62. <https://journals.sagepub.com/doi/pdf/10.1177/014920638601200304>

Michaelsen, L., Watson, W. E., and Shrader, C. B. (1985). Informative testing - A practical approach for tutoring with groups. *The Organizational Behavior Teaching Review (Journal of Management Education)*, Vol. IX, No.4, pp.18-33.

Shrader, C. B., Taylor, L. T., and Dalton, D. R. (1984). Strategic planning and organizational performance: A critical appraisal. *Journal of Management*, Vol. 10, No. 2, 149-171. <https://journals.sagepub.com/doi/pdf/10.1177/014920638401000202>

### **Refereed Monograph**

Mulford, C. L., Shrader, C. B. and Hansen, H.B. (1988). *Operational and strategic planning in small business*. Published by the North Regional Center for Rural Development. Iowa State University, Ames, Iowa. <https://dr.lib.iastate.edu/handle/20.500.12876/54453>

### **Invited and Editorially Reviewed Journal Articles**

Kaufmann, J. B., Ravenscroft, S. P. and Shrader, C. B. (2012). Understanding cheating: From the university classroom to the workplace, *Drake Management Review*, Vol. 1, issue 2, pp. 29- 34. <https://dr.lib.iastate.edu/handle/20.500.12876/54433>

Shrader, C. B. Corporate Governance and Labour Management: an international comparison. (2005). Howard Gospel and Andrew Pendleton, Oxford University Press, book review published in *Corporate Governance: An International Review*, 13, 4, 553-555. <http://doi.org/10.1111/j.1467-8683.2005.00449.x>

### **Refereed Cases Published in Journals**

Mahanti, S., Bajwa, P., Strader, T. and Shrader, C. B. (2004). Palisade Systems: New markets for Internet security products. *Annals of Cases on Information Technology*, Volume VI, pp. 229-243. <https://www.igi-global.com/viewtitlesample.aspx?id=44579&ptid=70&t=Palisade%20Systems:%20New%20Markets%20for%20Internet%20Security%20Products&isxn=9781591402596>

Shrader, C. B., and Hunger, J. D. (2003). Walt Disney Productions - 1984. **Received classic case distinction and reprinted in *Case Research Journal*, vol. 23, winter/spring, 2003, pp. 177-208.** Originally published in *Case Research Journal*, 1985, Case Research Association, University of Georgia, pp. 79-122. Also published in: Wheelen and Hunger's *Strategic Management*, Addison Wesley, second edition, 1986 pp.419-458, and third edition, 1989, pp. 469-505; Reprinted by the University of British Columbia Executive Program 1990, 1992, and 1993. Also reprinted by the University of Central Florida, 1993.

Shrader, C. B., Rallis, S. and Twenter, J. (1996). Stew Leonard's Dairy. *Business Case Journal*, Vol. 4, No. 2, pp.25-35. Also published in Thompson and Strickland's *Strategic Management: Concepts and Cases*, eleventh edition, Irwin/McGraw-Hill publishers, 2000; and in C. Anderson and J. Vincze's *Cases in Strategic Marketing*, Houghton Mifflin, 2000, 453-460; and in Kuratko and Hodgett's *Entrepreneurship: Theory, Process, and Practice*, Sixth Edition, South-Western/Thompson Learning, 2003.

### Refereed Cases Published in Journals (continued)

Blackburn, V. L. and Shrader, C. B. (1988). Harcourt, Brace, Jovanovich, Inc. *Annual Advances in Business Cases*, Midwest Society of Case Research, pp 202-219 - nominated for best case in journal for 1988. Also published in: Hill & Jones' *Strategic Management*, Houghton Mifflin, 1989, pp. 723-736; Wheelen and Hunger's *Cases in Strategic Management*, Addison Wesley, 1990, pp. 650-662; Pearce and Robinson's *Strategic Management*, fourth edition, Irwin publishers, 1991, pp. 826-835; Certo and Peter's *Cases in Strategic Management*, 1992. **Winner of McGraw-Hill Outstanding Case Development Award, 1988.**

Nassen, K., McAlexander, J., and Shrader, C. B. (1988). McDonnell Douglas Corporation. *Annual Advances in Business Cases*, Midwest Society for Case Research, pp. 311-336. Also published in: Fred R. David's *Strategic Management* third edition, pp. 665-680; *Cases in Strategic Management*, Merrill Publishing Company, 1991, 297-312. Also presented at the Midwest Case Writers Association Meetings, Ames, Iowa, July, 1988.

### Papers/Cases Published in Refereed Proceedings

Shrader, C. B., Ravenscroft, S. R., and Kaufmann, J. B. (2018). An Analysis of Classroom Collusion Using Latent Dirichlet Allocation, *Proceedings: Decision Sciences Institute*, 49th Annual Meeting in Chicago, pp. 178-199. <https://decisionsciences.org/publication/proceeding/2018-annual-meeting-of-the-decision-sciences-institute-proceedings/>

Jones Carr, C. M., Flynn, E. J., Shrader, C. B., and Crum, M. R. (2002). Predicting organizational momentum to respond to environmental change. *Proceedings: Decision Sciences Institute*, San Diego.

Clover, C., Shrader, C. B. and Twenter, J. (1997). Berkshire Hathaway, Inc., Case published in the *Proceedings of the WACRA Fourteenth International Conference*, Edinburgh, Scotland.

Shrader, C. B. and Crum, M. R. (1996). Developing a distance-learning program for a college of business: One task force's experience, paper published in *Interactive Teaching and Emerging Technologies: Selected Papers*, presented at the 13th International Conference of the World Association of Case Research & Application (WACRA), Warsaw, Poland, pp. 147-151.

Hunger, J. D., Shrader, C. B., Blackburn, V. L., Strazovska, H., Posvar, Z. Strelcecek, F., and Ticha, I., (1993). Using international counterpart teams to research and write cases, published in *Innovation through Cooperation with Cases, Simulations, Games, and other Interactive Methods*, *Proceedings of the World Association for Case Method Research and Application*, Bratislava, pp. 289-291.

Hoft, J.W., Hunger, J. D. and Shrader, C. B. (1990). Characteristics of boards of directors and corporate social responsibility, *Proceedings: Midwest Management Society*, Midwest Business Administration Association 26th annual meeting, Chicago, pp. 18-23.

Shrader, C. B. and Hoffman, A. N. (1987). Inter-organizational networks and technology effects on intra-organizational network structures. *Proceedings: Midwest Academy of Management*, Bloomington, Indiana, pp. 99-105.

Shrader, C.B., and Flynn, E. J. (1985). The relationships among leadership, group processes, satisfaction, and job characteristics in a quality circle setting. *Proceedings: Academy of Management- Southwest Division*, New Orleans, pp 126-131.

Shrader, C.B., Whitehead, C., and Blair, J. D. (1985). The theoretical roots of models of organizational structure. *Proceedings: Academy of Management - Southwest Division*, New Orleans, pp 200-205.

Shrader, C. B., Hoffman, A. N., Lincoln, J. R., and Johnson, B. (1984). Effects of agency type, interlocking directorates, structure, and professionalism, on inter-organizational network centrality: A network analysis. *Proceedings: Academy of Management- Southwest Division*, San Antonio, pp 194-199.

Shrader, C. B., Taylor, L. T., and Dalton, D. R. (1984). Strategic planning and organizational performance: A literature review. *Proceedings: Academy of Management- Southwest Division*, San Antonio, pp 31-35.

### Papers/Cases Published in Refereed Proceedings (continued)

Shrader, C. B., and Henderson, D.W. (1984). A strategy for using group examinations to teach OB principles. *Proceedings: Academy of Management - Southwest Division*, San Antonio, pp 70-74.

### Refereed Papers/Presentations/Panels

Baumann, S. and Shrader, C. B. (2019). I Wish I Had Known That When I Started Teaching! Teaching Advice for Junior Faculty, panel presentation at the Strategic Management Society meeting, Minneapolis. Panel members- S. Baumann, J. Brown, A. Hoffman, P. Maijanen-Kyläheiko, C. B. Shrader, C. TenBrink, and T. Wunder.

Baumann, S. and Shrader, C. B. (2018). Integrating Design thinking into the Strategic Management Curriculum, panel presentation at the Strategic Management Society meeting, Paris. Panel members- S. Baumann, J. Brown, A. Hoffman, R. Jarventie-Thesleff, M. Nippa, C. B. Shrader, C. TenBrink, and T. Wunder.

Kushkowski, J., Honore, F., White, R., Anderson, M., Shrader, C. B. and Lee, J. (2017). Mapping the Impact Metrics of Governance research: A citation analysis. Paper presented at the Strategic Management Society meeting, Houston.

Baumann, S., Shrader, C., Brown, J., Hoffman, A., Maijanen, P., Wunder, T., and Melendez, P. (2017). Bringing Practice into the Classroom: Challenges and Successes, Strategic Management Society, Houston.

Shrader, C. B. Kushkowski, J., Honore, F., Anderson, M. White, R. and Lee, J. (2016). Mapping the intellectual structure of governance research: A citation analysis. Presentation at the International Corporate Governance Society Meeting, Boston.

Baumann, S., Boyd, B. Festing, M., Grant, R., Hoffman, A., Rothaermel F., Royer, S., Shrader, C., and Wunck, C. (2016). Learning from Teaching Failures, Achieving Teaching Successes. Panel presentation at the Strategic Management Society Conference, Berlin.

Shrader, C. B., Ravenscroft, S. P., Kaufmann, J. B. and West, T. D. (2011). Classroom cheating and student perceptions of ethical climate. Paper presented at the 13<sup>th</sup> International Conference on Ethics Across the Curriculum, St. Louis, MO.

Shrader, C. B., Ravenscroft, S. P., Kaufmann, J. B. and West, T. D. (2010). Student cheating and student perceptions of classroom ethical climate. Paper presented at the British Accounting Association accounting education meeting, Dublin. **Winner of best paper award.**

Loukianenko Wolfe, M. and Shrader, C. B., Educating Future CEOs: How much can we teach with a case study? (2007). Paper presented at the Association for Business Communication, Washington, DC.

Kaufmann, J., Ravenscroft, S., West, T. and Shrader, C. B., (2005). Ethical distancing: A content analysis of student rationalizations for cheating. Paper presented at the Academy of Management meeting, Honolulu, Hawaii, Management Education Division.

Shrader, C. B., Chacko, T. I., Herrmann, P. and Mulford, C. (2003). Formal and informal strategic planning, technology policy and firm performance. Paper presented at the annual Decision Sciences Institute meeting, Strategy and Policy Division, Washington, DC.

Flynn, E. J. and Shrader, C. B. (2003). Corporate governance in the 21<sup>st</sup> Century: Where does it go from here? Panel discussion presented at the annual Decision Sciences Institute meeting, Strategy and Policy Division, Washington, DC.

Koppenhaver, G. D. and Shrader, C. B. (2002). Structuring the classroom for performance: The impact of instructor-assigned teams, presented at the Financial Education Association meetings, Baltimore.

Erhardt, N. L., Werbel, J. and Shrader, C. B. (2002). Executive board diversity: Its effects on organizational performance. Paper presented at the Academy of Management annual meeting, Denver.

### **Refereed Papers/Presentations/Panels (continued)**

- Blackburn, V. L., and Shrader C. B. (1998). Shareholder clienteles and corporate governance: Accountability, investment strategies and influence capabilities. Decision Sciences Institute annual meeting, Las Vegas.
- Flynn, B. B, Flynn, E. J., and Shrader, C. B. (1998). Cross-discipline theory as a foundation for research in operations management, Decision Sciences Institute annual meeting, Las Vegas.
- Carr, C., Sanchez, R. and Shrader, C. B. (1990). Competence identification in an uncertain environment. Paper presented at the 4th International Conference on Competence-Based Management, Oslo, Norway.
- Brower, H. H. and Shrader, C. B. (1996). Moral reasoning and ethical climate in boards of directors, Paper presented at the Annual Academy of Management Meetings, Social Issues in Management Division, Cincinnati.
- Shrader, C. B. and Flynn, E. J. (1996). Tracking the evolution of the business policy course: Outcomes assessment, Presented at the Annual Academy of Management Meetings, Cincinnati.
- Blackburn, V. L., Shrader, C. B. and Hunger, J. D. (1993). Agribusiness in the Czech and Slovak Republics, Case/Country Note presented at North American Case Research Association, case writer's workshop, New Orleans, Nov. 1994. Also presented at the World Association for Case research and Application, July 6, 1993.
- Shrader, C. B. Strazovska, H., and Trvdonova, J. (1994). Changing teaching techniques at Slovak universities; and cooperation between teachers and students when preparing case studies, panel participant with Slovak and Czech case team members at the World Association of Case research and Application, Eleventh International Conference, Montreal, Quebec, Canada.
- Blackburn, V. L., Hunger, J. D., Shrader, C. B. Strazovska, H., Posvar, Z., Erbes, J., Strelecek, F., Hron, J., and Ticha, I. (1993). Using international counterpart teams to research and write cases, Panel Presentation, World Association for Case research and Application, Bratislava.
- Mulford, C. L., Shrader, C. B., Chacko, T. I., and Blackburn, V. L. (1989). Single or multiple competitive strategies in small businesses? Paper presented at the annual meeting of the Midwest Sociological Society, St. Louis, also presented at the World Congress of Sociology, Madrid, Spain, July 1990.
- Dellva, W. L., McElroy, J. C. and Shrader, C. B. (1988). Social networks and group performance: A test of the Pearce and David hypotheses. Paper presented at the National Academy of Management Meetings, Anaheim.
- Hoffman, A. N., Stearns, T. M., and Shrader C. B. (1987). An open systems framework for strategic plant location decisions. Paper presented at the Strategic Management Society meetings, Boston.
- Shrader, C. B., and Lincoln, J. R. (1986). The network structures of organizations: Effects of task contingencies and organization context. Paper presented at the Sunbelt VI Social Network Conference, Santa Barbara.
- Shrader, C. B., Hoffman A. N., and Stearns, T. M. (1986). The effects of director contacts, interlocking directorates, joint programs, and organization size on resource dependencies: An interorganizational network analysis. Paper presented at the National Academy of Management meetings, Organization Theory Division, Chicago.
- Dellva, W.L., McElroy, J. C., and Shrader, C.B. (1987). A longitudinal network analysis of formal versus emergent leadership. Paper presented at the National Academy of Management meetings, New Orleans, Organizational Behavior Division; also presented to the U.S. Army Command and General Staff College- Center for Army Leadership Research, Ft Leavenworth, 1986.
- Shrader, C. B., Lincoln, J. R., and Hoffman, A. N. (1985). Effects of organization context and structure on intraorganizational networks. Paper presented at the Organization Theory Division- National Academy of Management, San Diego.
- Hoffman, A.N., Lincoln, J.R., and Shrader, C.B. (1984). Organizational structure, context, and interorganizational centrality: An examination of multi-stranded and multi-directional ties. Paper presented at the National Academy of Management Meetings, Organization Theory Division, Boston.



### **Refereed Papers/Presentations/Panels (continued)**

Shrader, C. B., and Whitehead, C. (1984). An assessment of the theoretical bases of organizational structure. Paper presented at the Western Academy of Management meetings, Organization Theory Division, Vancouver.

### **Cases Published in Textbooks and other Teaching Publications**

Shrader, C. B. (2021). VetMeasure: Harnessing Animal Health. Case for second annual Iowa State University Mind to Market case competition, 2021.

Shrader, C. B. and Crum, M. R. (2019). GrossWen Technologies: Algae-Based Nutrient Recovery from Wastewater. Case for first annual Iowa State University Mind to Market case competition, 2019.

Callaghan, A. and Shrader, C. B. (2019). CrossFit at the Crossroads, case and teaching note published in Hitt, Ireland, and Hoskisson's *Strategic Management: Competitiveness and Globalization*, South Western/Cengage Publishing, thirteenth edition, 2020, pp. C63-C79 (case published in text and on text Facebook page). Also published in Wheelen, Hunger, Hoffman, and Bamford's *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*, 16/E, Pearson publishing, 2022.

Shrader, C. B., Stotts, Michelle L., and DeMarie, S. (2015). Polaris and Victory: Entering, Positioning, and Growing the Motorcycles Business, case and teaching note published in Hitt, Ireland, and Hoskisson's *Strategic Management: Competitiveness and Globalization*, South Western/Cengage Publishing, twelfth edition, pp. C-161-178.

Stotts, Michelle L., C. B. Shrader and DeMarie, S. (2011). Victory: The New American Motorcycle Celebrates its First Decade on the Road, case and teaching note published in Hitt, Ireland, and Hoskisson's *Strategic Management: Competitiveness and Globalization*, South Western/Cengage Publishing, tenth edition, pp 419-436.

DeMarie, S. Manhart, P. and C. B. Shrader. (2011). McDonald's: From Big Mac to P'tit Plaisir, case and teaching note published in Hitt, Ireland, and Hoskisson's *Strategic Management: Competitiveness and Globalization*, South Western/Cengage Publishing, tenth edition, pp. 207-218.

Troy J. Strader, Daniel M. Norris, Philip A. Houle, and Charles B. Shrader. (2004). How one niche player in the Internet security field fulfills an important role, *E-Commerce Security: Advice from Experts*, Mehdi Khosrow-Pour (Ed.), Hershey, PA: Idea Group Publishing, pp. 77-87.

Shrader, C. B. (2003). *Instructor's Case Notes, Strategic Management: Competitiveness and Globalization*, fifth edition, by M. Hitt, D. Ireland and R. Hoskisson, South-Western.

Shrader, C. B., Dannels, T. and David, F. R. (1999). Harley Davidson - 1998 (and the new heavyweight motorcycle industry segment), case published in Fred R. David's *Strategic Management*, seventh edition, pp. 266-280; and in David's *Cases in Strategic Management*, Prentice Hall Business Publishing, 1999. (This version updates previous versions, and includes information about new industry competitors).

David, F. R., Shrader, C. B. and Twenter, J. (1997). Harley Davidson -1996, case published in Fred R. David's *Strategic Management*, sixth edition, Prentice Hall, pp. C360 -C377. (This version of the Harley-Davidson case updates the financial information of the previous case and is linked to a web page to facilitate analysis by students).

David, Fred R., and Shrader, C. B. (1995). Harley-Davidson - 1994, case published in Fred R. David's *Strategic Management*, fifth edition, Prentice Hall, pp. C281-C302. (This version of the Harley-Davidson case emphasizes the company's divisional structure and corporate image, and updates the previous case).

Walsh, A., and Shrader, C. B. (1994). High Self-Esteem Toys, Corp., case published in D. Kuratko and H. Welsch's *Entrepreneurial Strategy*, Dryden Press, pp. 346-55. Also presented at the International Association of Business and Society Meetings, South Carolina, 1994.

Wong, J.K., Shrader, C. B. and Hausman, K. R. (1994). Medicap Pharmacy: A balanced strategy for the nineties, case published in D. Kuratko and H. Welsch's *Entrepreneurial Strategy*, Dryden Press, 401-416.



### Cases Published in Textbooks/ and other Teaching Publications (continued)

Blackburn, V. L., Shrader, C. B. and Hunger, J. D. (1994). Agribusiness in the Czech and Slovak Republics, Case/Country Note. Published in *Agribusiness in the Czech Republic and Slovakia*, Iowa State University, pp. 1-11, and pp. TN 1-4. Also published by: *European Case Clearing House*, Cranfield University, England, 1995. Also reprinted in 1995 by the London Business School, University of Pittsburgh, University of Delaware, Georgetown University, University of Houston, Indiana University, Southern Illinois University, Center for Socio/Economic Development - Geneva Switzerland, Idaho State University, Western Illinois University, Rosemary College, Eastern Illinois University, North Carolina State University, and Northern Michigan University.

Wong, J.K., Hou, W. M., and Shrader, C. B. (1994). Acer Computers, case published in D. Kuratko and H. Welsch's *Entrepreneurial Strategy*, Dryden Press, pp. 556-73.

Shrader, C. B., Chance, S. Hoffman, A. and Hinrichs, S. (1993). Harley-Davidson, Inc. - 1991. Case published in Fred R. David's *Strategic Management*, fourth edition, Merrill Publishing, 654-670. (This version of the Harley-Davidson case describes the company's diversification strategy and updates the previous case).

Shrader, C. B., (1992). Volvo's deception: Image is everything, case published in S. C. Certo's *Modern Management: Quality, Ethics, and the Global Environment*, fifth edition, Allyn and Bacon publishers, 95-96.

Shrader, C. B., (1991). Harley-Davidson Inc. (B). Case supplement published as appendix to; The Eagle Soars Alone in Fred R. David's *Strategic Management* third edition, pp. 655-665. (This is an addition to the original Harley-Davidson case; it describes the company's quality improvement strategy). Also published in: *Cases in Strategic Management* third edition, Merrill Publishing, 1991, 297-312; Wheelen and Hungers' *Instructor's Manual: Cases in Strategic Management*, Addison Wesley publishers, 1990, pp. B476-B482; Byars' *Cases in Strategic Management*, Harper & Row, 1992. Reprinted by the University of South Florida 1992, 1993, 1995

Blackburn, V. L. and Shrader, C. B., (1988). Harcourt, Brace, Jovanovich, Inc. Case presented at the Midwest Case Writers Association Meetings, Ames, Iowa. **Winner of McGraw-Hill Case Development Award.**

Hinrichs, S. C., Shrader C. B., and Hoffman, A.N. (1989). Harley- Davidson Inc., The eagle soars alone. Case published in Wheelen and Hunger's *Strategic Management*, third edition, Addison-Wesley, pp. 451-468. (This version of the Harley-Davidson case describes the company's struggle against Japanese competitors and turnaround strategy). Also published in: Integrative case for O'Neill and Hoffman's *Cases in Strategic Management*, West, 1993. pp. 16-51; Hill & Jones's *Strategic Management*, Houghton Mifflin, 1989, pp. 473-490; Fred R. David's *Strategic Management* third edition, 1991, pp.640-655; *Cases in Strategic Management*, Merrill Publishing, 1991, pp. 297-312; Wheelen and Hunger's *Cases in Strategic Management*, Addison-Wesley, 1990, pp.562-578; Pearce and Robinson's *Strategic Management*, fourth edition, Irwin publishers, 1991, pp. 634-648; J. Almaney's *Strategic Management*, Sheffield Publishing, 1992, pp. 293-313; Byars' *Cases in Strategic Management*, Harper & Row, 1992; Ginn Press, 1992; Sheffield Publishing, 1993; Reprinted by the University of South Florida 1992, 1993, 1995. Also reprinted by the University of Delaware 1992; Reprinted by Addison-Wesley Longman/XanEdu, 2011.

### Teaching Awards/Nominations and Recognition

#### National Teaching Awards/Recognition

Tulane University, EMBA Award for Teaching Excellence, 2007

Best Paper, *Decision Sciences Journal of Innovative Education*, with G. Koppenhaver, 2004

Classic case distinction, *Case Research Journal*, Walt Disney Productions 1984, with J. D. Hunger, 2003

Nominee, Robert Foster Cherry National Award for Great Teaching, Iowa State University, 2002

Random House/McGraw Hill Award for Outstanding Case Development, Harcourt Brace Jovanovich, with V. L. Blackburn, 1988

#### University Teaching Awards/Recognition

Appointed Iowa State University Morrill Professor, 2015

Senior Teaching Partner, Center for Excellence in Teaching and Learning, ISU, 2006-2007, 2010-2011, 2015

Outstanding Faculty Member recognition from ISU Greek Community, 2004, 2007, 2009, 2013, 2015

Most Effective Instructor, ISU Academic Success Center, 2003

Philip G. Hubbard Award for Outstanding Education, Iowa State University, 2002

Nominee, VEISHEA Iowa State University Professor of the Year, 2001

Iowa State University Foundation Award for Outstanding Achievement in Teaching, 1998

### University Teaching Awards/Recognition (continued)

Wakonse Teaching Fellow, 1994

Iowa Legislative Teaching Award, 1989

### College and Department Teaching Awards/Recognition

Ivy College of Business scholarships established in my name: Brad Shrader MBA and Undergraduate Awards in ethics, 2019

Senior Faculty Teaching Award, Department of Management, 2017, 2019

MBA Executive Advisory Council Teaching Excellence Award, 2015

College of Business, Dean's Advisory Council Senior Teaching Award, 2010, 2012

College of Business/Business Council, Outstanding Teacher Award, 2008-2009

Nominee, College of Business, Dean's Advisory Council Senior Teaching Award, 2008, 2009, 2014, 2016, 2017, 2019

VEISHEA College of Business faculty member of the year, 2007, 2009

Nominee, College of Business, Dean's Advisory Council Graduate Teaching Award, 2006

College of Business, Dean's Advisory Council Graduate Teaching Award, 2000, 2002, 2004

Business Council Teacher of the Month, April, 2003 (nominated also spring 2016)

Nominee, College of Business, Dean's Advisory Council Innovation in Teaching Award, 2003, 2005

College of Business, Dean's Advisory Council Teaching Effectiveness Award, 1997

Nominee, College of Business, Dean's Advisory Council Teaching Effectiveness Award, 1995

Iowa State University, College of Business Teaching Citation, 1991

Distinguished Teaching Award, School of Business Doctoral Program, Indiana University, 1982

### Best Article/ Best Paper/Case Writing Awards

Most cited article in decade award (for 1997 paper), *Journal of Managerial Issues*, 2020

Iowa Library Association ILA/ACRL Research Award, 2014

Best Paper Award, British Accounting Association, 2010

Best Article Award, *Decision Sciences Journal of Innovative Education*, 2003

Distinguished Case Award, *Case research Journal*, 2003

Best Article Award, *Entrepreneurship Theory and Practice*, 1993

McGraw-Hill Outstanding Case Development Award, 1988

### Academic/Other Awards and Honors

Appointed Ralph and Jean Eucher Faculty Fellow, 2007

Appointed University Professor, 2007

Appointed Bill and Liz Goodwin Faculty Fellow, 2005

Iowa State University Presidential Lecturer, fall 2004

Faculty Citation, ISU Alumni Association, 2001

Nominee, College of Business, Dean's Advisory Council Business Impact Award, 1999

College of Business Citation of Achievement for Research, Teaching, and Service, Iowa State University, 1993

Beta Gamma Sigma, graduate study, Indiana University, 1985

Academy of Management New Faculty Consortium, ISU, 1984

Distinguished Pass, Organization Theory Field Examination, Indiana, 1982

Sigma Iota Epsilon, honorary management study, Indiana, 1981

Academy of Management Doctoral Student Consortium, Indiana, 1981

High Academic Achievement Award, BYU, MPA, 1978

Magna Cum Laude, graduate study, BYU, 1978

Stewart L. Grow Award, BYU, MPA student achievement award, 1977

Phi Kappa Phi, undergraduate study, BYU, 1976

Alpha Kappa Delta, Sociology, BYU, 1976

### Courses Taught/Teaching Experience (course/ level)

Responsible Management and Leadership in Business (undergraduate)

Professional Responsibility in Business and Society (graduate)

Managing Sustainable Enterprises (graduate)

Strategy and Planning (Iowa State Seed Science MBA – graduate)

Management Consulting (graduate)

### **Courses Taught/Teaching Experience (course/ level) (continued)**

Corporate Governance and Leadership (graduate)  
Strategic Planning and Environmental Analysis/Contemporary Topics in Strategy (graduate)  
Strategy Formation (graduate)  
Strategic Management (graduate and undergraduate)  
Business Ethics and Corporate Social Responsibility (undergraduate and graduate)  
Competitive Strategy (undergraduate)  
Organization Theory (graduate and undergraduate)  
Introduction to Management (undergraduate)  
Organization and Management (undergraduate)  
Organizational Behavior (undergraduate)  
Course coordinator, Legal, Social, and Political Environment of Business (graduate)  
University Honors Seminar (Iowa State University, undergraduate, Spring 1992, Spring 2002)  
Associate Graduate Faculty member, ISU, 1984-1989  
Full member of ISU Graduate Faculty, 1990-present  
Industrial Relations Faculty, 1993-2006  
Continuing Education Instructor, ISU, 1984-87, 1990, 1992, 2001, 2005, 2006, 2007, 2008  
Member of eighteen Doctoral Dissertation Committees, 1995-2019  
Member of 32 Masters' Thesis committees and 33 Creative Component Committees, 1995-2019  
Chair of three Master's Thesis Committees and Chair of three Creative Component Committees, 1995-2019

### **Teaching Video**

Featured in "What Kind of Teacher Are You?" Center for Teaching Excellence-Media Resources Center, Iowa State University, December 1993 (video created by the CTE for teaching portfolio training - approximately ten copies distributed nationally).

### **Teaching Grants**

Miller Grant – Web enabled cases, Polaris and Victory Motorcycles, 2003-2004  
Miller Grant – Direct student involvement in classroom evaluation of teaching, 2002-2003

### **Teaching Experience with Executives**

Evening ISU MBA Program, Instructor, 1999-2018  
Iowa State University Seed Science MBA online instructor – 2009-2016  
Tulane University Executive MBA instructor, business ethics, Houston – 2004 and 2007, New Orleans – 2005-2008  
Saturday ISU MBA Program, Instructor, 1993-2007  
Nationwide Insurance, business ethics instructor for emerging leaders program, 2005  
Iowa School of Banking, Business Ethics 2<sup>nd</sup>-year student instructor, Iowa City, Cedar Rapids 1995-2000, 2002-2004, 2006  
Session Presenter and Facilitator for Optimum LLC (Pioneer HI-BRED/Dupont Joint Venture) Planning Session, January 24-29, 1998  
Instructor and Program Development, Shaping the Future, Strategic Planning for Iowa CEOs, College of Business, McGladry and Pullen, SBDC, CIRAS, 1991-97  
Pioneer HI-BRED, Instructor, Seminar on current thinking in competitive strategy, Vegetable Seeds and Marketing departments, 1995, 1997  
Conference Moderator, Road Map for Formulating and Implementing Strategy, competitive strategy seminar, ISU and Buena Vista University, 1995  
Program Coordinator and Instructor, Grow 2000, Executive training for MBS, Inc., Ames, 1992-1994  
Case Development, Pioneer HI-BRED International, Inc., competitive strategy training seminar for top 28 managers of the company, 1990

### **International Teaching Activities/Experience**

Business Administration 591 – Study tour with twenty-two ISU MBA students. Traveled to Netherlands and Germany – April 2009. Visited Syngenta, Aegon, John Deere, Rockwell Collins, Porsche, Hans-Grohe, and BMW. Helped organize plant visits and administer course.

## **International Teaching Activities/Experience (continued)**

Business Administration 590 – Independent study with twenty ISU MBA students. Traveled to Germany, Czech Republic, Slovakia, and Austria – April 2007. Visited Siemens, Airbus, and other firms. Helped supervise plant visits and grade written projects.

Ministry of Higher Education - High Institute for Agricultural Cooperation, Egyptian Agriculture: Current and Future Challenges, Seminar session presenter, “Strategic Alliances in Emerging Agricultural Markets,” Cairo, Egypt, May 15-17, 1999.

Strategic Management for Ukrainian Managers, ISU Seed Sciences, instructor, 1996.

Czech Association for Case Research, Member, 1994, 95

Liverpool Business School, John Moores University, Liverpool, England, Visiting Faculty, 1994

Management and Economics Education for Agribusiness Managers, Case Study Team, Agency for International Development, Czech Republic, Prague, Brno, Ceske Budejovice, case writing team member, 1993-94. Cases published by ECCH 1995.

Management and Economics Education for Agribusiness Managers, Case Study Team, Agency for International Development, Slovak Republic, Bratislava, Nitra, case writing team member, 1993-1994. Cases published by ECCH 1995.

Restructuring Agribusiness: A Private Sector Program for Hungary, Center for Agricultural and Rural Development, Iowa State University, Business and Strategic Planning for Hungarian Managers, planner, moderator, and instructor, 1994.

## **Case Competitions**

ISU Mind to Market MBA case competition – case author and in charge of judges briefing, 2019, 2020

Baylor University Leadership in Ethics case competition, ISU team advisor, 2011, 2013, 2014

University of Illinois Strategy Case Competition, ISU team advisor, 2011

Big XII case competition, faculty advisor for ISU team, 2004-2008; case advisor 2021

ISU MBA internal case competition – helped develop initial competition, served as faculty planner, and judge selection and briefing, 2005-2008; 2009-2018, 2020-2023

Eller Business Ethics Case Competition, University of Arizona, faculty advisor for ISU team, 2007-10, 2012-2015, 2017, 2018

Fed Ex Graduate Logistics Case Competition, University of Arkansas, faculty advisor for ISU team, 2008

Alpha Kappa Psi national case competition, Delta Omega chapter advisor, 2010

## **Bacon Center for Ethics in Business - Teaching Activities and Conferences**

### **Lectures/Conferences Planned/Sponsored**

Professor Marianne Jennings- Why we get into ethical difficulty, April 2018

Government Accountability Project – Guest panel on Whistle-Blowing, spring 2017

Frank Bucaro, Volkswagen Fraud, spring 2016

Dr. Paul Melendez- Leadership Ethics: Revelations and Reminders, April 2015

Aaron Beam - Ethical Lessons from HealthSouth, April 2014

Dr. Don McCabe - Academic Integrity, November 20, 2013

Ken Thome - Ethics and Integrity at General Mills: A Forty-Year Perspective, April, 2009.

Scott Hamilton - From Bad to Worse: WorldCom to Hurricane Katrina – Lessons from two of the nation’s largest disasters from someone who was involved with both, April, 2008

Family Values in the Workplace, Bacon Center Conference, James A. Autry, Murray Bacon Distinguished Lecture, September 1997

Norman Bowie, McDonalizing the University, in conjunction with ISU Bioethics Program, 1997

Ralph Nader, Consumer Activism, Iowa State University, February 1995

Ethics in Research, Iowa State University, February 1995

Marcia S. Hanson (CEO AmerUs Bank), Murray Bacon Distinguished Lecture, 1995

Ethics and Intellectual Property Rights, ISU Bioethics Program, 1995

Kristin Shrader-Frechette, Technological Change, April 1994

Partha Dasgupta, Ethics in Economics, October 1994

### **Executive Training/Teaching**

Business Ethics, Instructor, Iowa School of Banking, Iowa City/Cedar Rapids, 1995-2000, 2002-2008

Association of Government Accountants ethics training, State of Iowa, Des Moines, spring 1996

### Bacon Center - Executive Training/Teaching (continued)

Board of Directors ethics training, Mary Greeley Health Center, Ames, spring 1996  
Government Leadership Training, Iowa State University, summer 1995  
Ethics Training for Executives, Bankers Trust, Des Moines, 1993

### Bacon Fellow Program Established

Program to support Graduate Assistants through the Bacon Center, Holly Brower and Jeff Gunnerson - Bacon Fellows

### Directed Study and Graduate Student Committees (1995-present)

<https://iastate.box.com/s/il7hyderfu8mpfiwwjk8jt5wg0sjzg07>

### Student Teaching Evaluations (1984-2021)

<https://iastate.app.box.com/s/8wc8ym9ic39sd1my5l93rhhie3dg7gp1>

### Professional Service/ Journal Editorial Boards

*Decision Sciences Journal of Innovative Education*, Editorial Board Member, 2001-2008, reviewer 2009, 2012, 2014, 2017, 2019, 2020

*Drake Management Review*, Editorial Board Member, 2010-12

*Journal of Leadership & Organizational Studies*, Editorial Board Member, 2005-2007

*Journal of Managerial Issues*, Editorial Board Member, 1994-2007, reviewer 1991-1993

*Business Case Journal*, Review Panel Member, 1991- 2002

### Professional Service/ (ad hoc) Reviewer

*Drake Management Review*, 2022

*Regulation & Governance Journal*, 2018

Midwest Strategy Meeting, 2017

International Conference on Information Systems, 2016

Organization Science/INFORMS Dissertation Award, 2011

Americas Conference on Information Systems, 2011

*International Journal of Manpower*, 2010-2011

*European Journal of Finance*, 2009

*Corporate Governance: An International Review*, 2005-2010

*Journal of Business Research* – special issue on management of diversity, 2006

*International Review of Law and Economics*, 2005

*Journal of Managerial Psychology*, 2005

*International Journal of Management and Decision Making*, special issue reviewer, 2004-2005

Decision Sciences Institute, Strategy and Policy Track, 1993-1998, 2003

*Journal of Business Ethics*, 2002

Academy of Management, Social Issues in Management Division, 2002

International Decision Sciences Institute, Strategy and Policy Track, 1998

*Annual Advances in Business Cases*, reviewer, 1997-1998

World Association for Case Method Research and Application, 1994, 1997-1998

National Academy of Management, Entrepreneurship Division, 1994-1997

National Academy of Management, Business Policy division, 1985-1987, 1996

Western Academy of Management, 1996

*Entrepreneurship Theory and Practice*, 1993-1994

*Journal of Business Research*, 1991, 1993-94

*Journal of Management*, 1984-1986, 1993

*Academy of Management Journal*, 1993

*Administrative Science Quarterly*, 1986-1987, 1990-1991

*Journal of Management Studies*, 1990

*International Journal of Management*, 1987-1988

Western Decision Sciences Institute, 1986

Southwest Academy of Management, Organization Theory, 1984-1985

Southern Academy of Management, Research Methods, 1985

### **Professional Service / Session Chair/ Meetings Discussant**

Strategic Management Society, session co-chair, What I wish I knew when I started, Minneapolis, September 2019.  
Strategic Management Society, session co-chair, Integrating Design thinking into the Strategic Management Curriculum, Paris, September 2018.  
Strategic Management Society, session co-chair, Bringing Practice into the Classroom: Challenges and Successes, Houston, session co-chair, September 2017  
Strategic Management Society, session co-chair, learning from teaching failures, Berlin, 2016  
Midwest Strategy Meeting, session chair, organizer and host, best ethics paper sponsor, Ames, ISU, 2017  
Academy of Management Caucus Coordinator, 2000-2002  
Panel Participant, Midwest Academy of Management, case colloquium, 1999  
Session Chair, World Association for Case Research and Application case workshop, 1997  
Discussant, World Association for Case Research and Application case workshop, two sessions, 1997  
Academy of Management Vision Group for Teaching, ad hoc committee for teaching journal, 1996  
Session Chair, Wakonse Conference on College Teaching, 1994  
Discussant, State-of-the-Art Conference on Entrepreneurship, ISU, 1992  
Discussant, Midwest Society for Case Research, 1988  
Session chair, Midwest Society for Case Research, 1988  
Discussant, National Academy of Management, 1987, Organization & Mgt. Theory Division  
Discussant, National Academy of Management, 1985, Business Policy and Planning Division  
Session chair, Southwest Academy of Management, 1984, Organization & Mgt. Theory Division  
Discussant, Southwest Academy of Management, 1983, Organization & Mgt. Theory Division

### **Professional Service – Boards of Directors**

Director- CyBizLabs, 2013- 2020  
Director – Volunteer Center of Story County, 2015- 2016, 2016 elected Vice President  
Director’s Appointment – Faculty Steering Committee, Center for Excellence in the Arts and Humanities, Iowa State University, 2009- 2013  
Member of the Advisory Board- Ames Bio, 2007- 2009  
Board of Directors, Midwest Agribusiness Trade Research and Information Center, Member of the Executive Committee, ISU, 1993-1995

### **Institutional Committees and Service**

#### **University Service**

Honorary Degree Committee, 2018-2021  
Teaching Award Review Committee, member, 2020  
Advisory Committee on Faculty Awards, 2020  
Provost Faculty Review Board, 2010-2020  
Morrill Award Review Committee, 2016-2019, Chair 2018  
US News and World Report Annual Survey discussion group, 2018  
Presidential Search and Screen Committee, 2017  
Associate Provost for Academic Programs Search Committee, 2017  
Faculty Senate Student Affairs Committee 2014-2016  
Center for excellent in Learning and Teaching, teaching partner and faculty mentor, 2010-2011, 2015-2016  
ISU CELT Teaching Academy Task Force, founding member, 2008-2010  
Provost’s Teaching Award Review Committee, 2003- 2004  
Scholarship of Teaching and Learning Task Force, 2001, 2002  
President’s All University Judiciary Appeals Committee, 1999 - 2001  
ISU College of Agriculture Strategic Planning Committee, 1999, 2000  
Learning Communities Advisory Committee, ISU, 1998-99  
Associate Provost’s Committee to Review ISU Distance Education Plan, 1998  
President’s Information Science and Technology Task Force, 1997-1998  
Chair of the Board of Directors, ISU Center for Teaching Excellence, 1996-1997  
Provost’s Task Force for Creative Approaches to Teaching and Learning, 1996-1997

### University Service (continued)

Bioethics Winter Program/Faculty Retreat Planning Committee, 1996-1997  
Training and Development Advisory Board Member, 1994-1997  
Center for Teaching Excellence, board member, 1995-1996  
Institute for Physical Research and Technology Review Board on Conflict of Interest, 1994-1996  
Assistor, ISU Sexual Harassment Policy, 1994-1996  
University Faculty Senate Strategic planning committee member, 1989-1994  
Subcommittee on University Planning for Integration, Coordination and Liaison, Chair, 1993-1994  
Faculty Senate Subcommittee for Targets and Benchmarks, 1993  
Iowa State University Technology Transfer Consortium, 1989-1993  
Faculty adviser, Lambda Chi Alpha Fraternity, 1991-1993  
Faculty Senate Subcommittee for Faculty Workload Enhancement, Chair, 1992  
Iowa State University Center for Teaching Effectiveness Charter Committee Member, 1991-1992  
University Faculty Senate member, college representative, 1991-93  
Iowa State University Writing across the Curriculum committee, 1990  
University Faculty Senate Subcommittee on Welfare and Development, 1989-90, chair, 1990

### College Service

College of Business Promotion & Tenure Committee, 2002-2004; 2006-2008; 2015-17; 2018-2020 - chair 2015-16, 2016-2017, co-chair 2018-2019  
MBA Core Faculty, 1999- 2007, 2009-2018, chair, 2011-2014  
College of Business Curriculum Committee, 2008, 2009, 2010, 2017  
College of Business Promotion & Tenure Task Force, 2016  
College of Business Ethics Education Task Force, Chair, 2014-2015  
College of Business Outcomes Assessment Committee, 2012-2014  
Faculty Advisor, Alpha Kappa Psi, 2008- 2010  
MBA Review Committee, Chair, 2006-2008  
MBA core faculty governance committee, 2005-2006  
College of Business, R. P. Murphy chair selection committee, 2004-2005  
College of Business Outcomes Assessment Task Force, spring 1999, 2003-2005  
College of Business Dean's Review Committee, 2004  
College of Business Academic Advisor and Career Services Recruiting search committee, 2004  
Graduate Programs Search Committee, COB, 2003  
College of Business Gerdin Business Building Committee, 2001-2003  
College of Business Dean's Search Committee, 2001-2002  
Marketing Club Advisor, 1999 - 2000  
Entrepreneurship Club Co-advisor, 1999- 2000  
Search Committee for Pioneer HI-BRED International Chair in Agribusiness, Chair, 1998-1999  
Search Committee for the Academic and Career Services/Graduate Programs Coordinator, 1997  
Articulation Summit Conference, College of Business, Continuing Education, Chair, 1997  
College of Business Graduate Programs Committee, member 1994-1997; Chair 1995  
Departmental Executive Officer Cabinet, 1993-1994, 1997  
Distance Learning Committee/Task Force, Chair, 1995-1996  
Extended and Continuing Education Marketing Program Coordinator Search Committee, 1996  
Total Quality Steering Team, College of Business, 1993-1994  
College Ad Hoc Committee on Undergraduate Curriculum, 1993-94  
College Ad Hoc Committee on Evaluation of Teaching and Teaching Excellence, 1993-1994  
College coordinator, Arthur Andersen & Co. Business Ethics Program, 1991-1994  
College of Business Service Role Committee, 1993  
College ad hoc MBA curriculum committee member, 1990-1992  
College of Business, Faculty Executive Committee 1989-91 and 2005-06; Chair- 1989-1991; 2005-2006  
Business and Engineering Planning Committee, 1991  
AACSB Strategic Planning Workshop participant/certification, Austin, Texas, 1989  
College of Business AACSB Strategic Planning committee member, 1988-1989  
College of Business Faculty Development Committee member, 1985-1988  
College of Business Instruction Committee member, 1984-1986



### Departmental Service

Department of Management library liaison, 2005-2021

Department of Management Curriculum Committee, member, 1995-97; Chair 1995-1996, 2019-2021

MGMT 478 course coordinator, 2019-2021

Department of Management, Post-tenure Review Committee, 2002, 2004, 2008, 2014, 2019; Chair 2005, 2012, 2015 and 2018

Department of Management Promotion and Tenure Committee, 1991-2020

Department of Management Promotion and Tenure Committee Chair, 2000-2002; 2014-15, 2017-2018

Department of Management faculty recruiting committee, Chair, 2005-2006; 2010-2011

Outcomes Assessment, Departmental Committee Chair, 1994-1995

Department of Management placement liaison, 1989-1990

Department of Management ad hoc curriculum committee member, 1989

Management Club Advisor, ISU, 1987-1989

### Affiliations

Academy of Management - affiliated with the Business Policy and Strategy and Social Issues divisions, 1980-2020

Strategic Management Society, 1987-1989, 1992, 1994-1996, 2016-2020

Decision Sciences Institute, 1995-2008, 2018-2020- affiliated with teaching and strategy interest groups.

Association of Practical and Professional Ethics, 2015-2017

International Corporate Governance Society, 2014-2017

International Association for Business & Society, 2015-2016

Strategic and Competitive Intelligence Professionals, 1997, 2013- 2015

Society for Ethics Across the Curriculum, 2011-2013

Alpha Kappa Psi, 2008-2010

Society for Case Research, 1988-1989, 1992, 1995-1998

Society for Business Ethics, 1992-1997

International Society for Business, Economics and Ethics, 1996-1997

Center for Ethics and Corporate Policy, 1993-1994

Society for the Advancement of Management, 1983-1987