



Committee on Human Resources and Administration
BOARD OF REGENTS FOR HIGHER EDUCATION
AGENDA - REGULAR MEETING
Boardroom 209, 39 Woodland Street, Hartford, CT
1:30 p.m., Friday, April 4, 2014

A meeting of the Human Resources and Administration Committee of the Board of Regents for Higher Education will be held at **1:30 p.m. on Friday, April 4, 2014, in Room 209 at 39 Woodland Street, Hartford, CT.**

The agenda for the meeting is below.

- 1) Call to Order
- 2) Approval of Meeting Minutes from January 10, 2014, and March 6, 2014
- 3) Old Business
 - A) Update: Sibson Study
 - B) Overview of Conduct Policies
 - C) Other
- 4) Executive Session – Discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee
- 5) New Business
 - A) Appointment of Dean of the Business School – Western Connecticut State University
 - B) Other
- 6) Adjournment

Committee members

Naomi K. Cohen, Chair
Yvette Melendez
Richard J. Balducci

ITEM

Upon recommendation of the President of The Board of Regents for Higher Education (BOR), the Board approves a hiring salary above the median for the applicable salary grade for David G. Martin, Ph.D. as Dean of the Business School at Western Connecticut State University (WCSU).

BACKGROUND

Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education (Policies) provides in part as follows:

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Ranges for New Hires

Newly hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including the median. By exception, on a case-by-case basis, the President may seek Board approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade.

The position of Dean is assigned to Salary Grade 45, which contains the following range (inclusive of a market surcharge):

Minimum	\$151,046
Median	\$182,056
Maximum	\$213,065

RECOMMENDATION

Pursuant to the provisions of Section 6.5A of the Policies, and upon the request of the President of WCSU, the BOR President recommends the appointment of David G. Martin, Ph.D. as Dean of the Business School at WCSU at a salary of \$199,000.

The current salaries of the incumbent Business School Deans at each of the CT State Universities are as follows:

Central	\$177,908
Eastern	N/A
Southern	\$194,661
Western	\$196,722 (retired effective 3/1/14)

Dr. Martin is a highly accomplished individual who already has many years of experience at the level of Dean. However, just as important is his significant experience with the Association to Advance Collegiate Schools of Business (AACSB) accreditation process. WCSU is currently in

STAFF REPORT**HUMAN RESOURCES & ADMINISTRATION COMMITTEE**

the process of seeking this prestigious accreditation and needs someone with Dr. Martin's experience and leadership skills to successfully secure initial accreditation. Once WCSU's is awarded AACSB accreditation, it will be a great asset to the Connecticut State Colleges & Universities System and will increase business enrollment at WCSU.

A copy of the job description for the position of Dean of the Business School is attached hereto as Exhibit "A". A copy of Dr. Martin's resume is attached hereto as Exhibit "B".

04/04/14- Human Resources & Administration Committee
04/17/14 - BOR

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

APPROVAL OF A HIRING SALARY ABOVE THE MEDIAN OF THE
APPLICABLE SALARY GRADE FOR DAVID G. MARTIN, Ph.D. AS
DEAN OF THE BUSINESS SCHOOL AT
WESTERN CONNECTICUT STATE UNIVERSITY

April 17, 2014

WHEREAS, Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education provides that, upon the recommendation of the BOR President, the Board may approve a hiring salary above the median of the grade; and

WHEREAS, based upon a request from the President of Western Connecticut State University, the BOR President has recommended to the Board a salary a salary of \$199,000 for David G. Martin, Ph.D. to serve as Dean of the Business School at Western Connecticut State University, such salary being above the median for the applicable salary grade; and

WHEREAS, the Board has duly considered the President's recommendation; therefore be it

RESOLVED, that Board hereby approves the President's recommendation of a hiring salary above the median of the applicable grade for David G. Martin, Ph.D. to serve as Dean of the Business School at Western Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education

CONNECTICUT STATE UNIVERSITY SYSTEM

CLASS SPECIFICATION

CLASS: DEAN

DATE: November, 1995

TITLES:

SALARY GROUP: 45

Academic Dean
Dean, Continuing Education, ECSU
Assoc. V. P. Academic Affairs/Dean Library Science, SCSU
Dean, Graduate Studies & Continuing Education, SCSU

CLASS PURPOSE:

Manage the academic programs and faculty of one or more of the schools of the University to assure the quality and appropriateness of education for the University's students within those schools.

DISTINGUISHING CHARACTERISTICS:

The position serves as the chief academic officer of one or more schools within the University. Positions allocated to the class may also direct such functional areas as admissions and institutional research and planning. Academic programs include subject areas with both baccalaureate and graduate degrees. Some positions include management of continuing education programs in addition to regular degree programs.

SUPERVISION:

Positions in the class report to the Vice President for Academic Affairs of their respective universities. Each directs a group of several chairs of departments, who oversee the work of their respective faculties. In total, incumbents may have accountability for the work of up to 450 faculty and staff, both full-time and part-time.

REPRESENTATIVE DUTIES:

ESSENTIAL DUTIES:

1. Manage the selection, hiring, development and placement of faculty in the school(s) assigned to the position. This includes providing direction and leadership to chairs on such issues as academic standards, required faculty qualifications, proper allocation of faculty to program offerings, and determining most effective use of faculty within budget constraints. Also included is the requirement to direct and review departmental submissions for promotions, tenure and renewals of faculty appointments as well as performing such labor relations activities as hearing faculty grievances, carrying out faculty discipline and taking actions on faculty requests involving application and interpretation of faculty union contracts.

2. Manage course offerings in each department of the school(s). Involved are such actions as reviewing enrollments, timing of course offerings, faculty teaching loads and appropriateness of courses and schedules for degree program objectives. Also included is the management of curricula for the school's departments, involving such actions as overseeing the development of new courses and programs and the revision of existing ones.
3. Oversee the management of departmental budgets. This includes obtaining budget requests and estimates from department chairs, determining how available funds are to be allocated, reviewing expenses compared to budget, reallocating funds as needs and conditions change and soliciting special funds to meet special needs. Both operating expense and equipment budgets are included under the incumbent's management.
4. Review and resolve students' academic concerns. This may include meeting personally with students or parents to hear their concerns about such matters as course schedules, degree objectives or transfer credit problems, researching the issues and providing advice and counsel to them.
5. Incumbents may perform a variety of additional tasks which, while collateral to the central role of the position, are considered essential in terms of the overall accountabilities of the job. These may include such things as directing faculty efforts to obtain grants, grants administration and directing the development and administration of special academic programs such as honors and experimental programs.

QUALIFICATIONS:

Demonstrated ability to develop sound academic programs, curricula and teaching standards in a higher education institution. Demonstrated ability to assess teacher capabilities, to manage quality instruction at the baccalaureate and graduate levels, to develop the instructional competence of faculties and to assign faculty members to educational programs in a way that promotes the academic mission of the institution.

Incumbents normally would obtain these abilities through a combination of education and experience that would include a PhD in a related subject area and five or more years of experience in teaching and managing educational instruction at the college or university level.

David G. Martin, Ph.D.
CPIM (inactive)

EDUCATION

Ph.D. in Business Administration (May, 1991)

Saint Louis University
Saint Louis, MO
Major: Finance
Minor: Decision Science

Dissertation: *The Roles of Administrators and Community Goals in Determining the Capital Structure of Not-For-Profit Hospitals.*

Masters of Business Administration (May, 1981)

Western Illinois University
Macomb, IL

Bachelor of Arts (February, 1974)

C.W. Post Campus, Long Island University
Brookville, NY
Major: History

ACADEMIC HONORS

Certified in Production and Inventory Management
(Non-active)
American Production and Inventory Control Society (1981)

Beta Gamma Sigma
Inducted 2004

Delta Mu Delta (Honorary Member)
Inducted 2003

Omega Rho Honorary Society
Inducted 1987

Alpha Sigma Nu
Jesuit National Honor Society
Inducted 1988

Who's Who in American Colleges and Universities
Inducted 1988

ACADEMIC WORK EXPERIENCE

St. John Fisher College	Rochester, NY 14618
<i>Dean and Professor of Finance</i> <i>Ronald L. Bittner School of Business</i> <i>July, 2010 – Present</i>	
LaSalle University	Philadelphia, PA 19141
<i>Associate Dean, School of Business</i> <i>August, 2008 – June, 2010</i>	
Bloomsburg University of Pennsylvania	Bloomsburg, PA 17815
<i>Dean, College of Business</i> <i>June 12, 2006 – August, 2008</i>	
Alfred University	Alfred, NY 14802
<i>Dean, College of Business</i> <i>Professor of Finance</i> <i>June 1, 2004 – June, 2006</i>	
King's College	Wilkes-Barre, PA 18711
<i>Director of The William G. McGowan School of Business</i> <i>Professor of Finance</i> <i>July 1, 2001 – May 31, 2004</i>	
Bloomsburg University of Pennsylvania	Bloomsburg, PA 17815
<i>Associate Professor of Finance and Business Law (tenured)</i> <i>August, 1992 – June, 2001</i>	
<i>Chair, Department of Finance and Business Law</i> <i>May, 1999 - June, 2001</i>	
<i>MBA Program Coordinator</i> <i>May, 1997 – May, 1999</i>	

St. Bonaventure University

Olean, NY 14760

Assistant Professor of Finance

August, 1988 - August, 1992

Quincy College (now University)

Quincy, IL 62301

Assistant Professor of Business

August, 1982 - August, 1988

SELECTED BUSINESS EXPERIENCE

Cooper Petroleum Equipment Division
Manager-Master Scheduling & Order Entry
Promoted from:

Quincy, IL
June, 1981 - May 1982

Buyer

May, 1979 - June, 1981

Roper Outdoor Products
Buyer

Bradley, IL
May, 1978 - March, 1979

Harris Corporation Broadcast Products Division
Buyer

Quincy, IL
June, 1977 - March, 1978

Litton Industries Electron Tube Division
Buyer

Williamsport, PA
January, 1977 - June, 1977

Colt Industries Firearms Division
Junior Buyer

Hartford, CT
February, 1974 - January, 1977

AACSB INTERNATIONAL ACCREDITATION EXPERIENCE

AACSB International
Member, Initial Accreditation Committee

Tampa, FL
July, 2007 - July 2010 (3 year term)

Montana State University - Billings
Maintenance of Accreditation

Billings, MT
Current (Visit in November, 2014)

Robert Morris University
Maintenance of Accreditation, PRT Chair

Moon Township, PA
Current (visit in February, 2014)

Menlo College
Initial Accreditation PRT Chair

Atherton, CA
Current (visit in October, 2013)

California State University - Stanislaus
Maintenance of Accreditation, PRT Chair

Turlock, CA
February, 2013

Salem State University
Initial Accreditation PRT Chair

Salem, MA
October, 2012

St. Mary's University Maintenance of Accreditation PRT Member	San Antonio, TX October, 2012
Black Hills State College Initial Accreditation, PRT Chair	Spearfish, SD October, 2012
Manchester Metropolitan University Mentor	Manchester, UK February, 2011 - present
Stonehill College Initial Accreditation, PRT Member	Easton, Massachusetts September, 2011
Loyola University of Chicago Maintenance of Accreditation, PRT Chair	Chicago, IL February, 2011
SUNY – New Paltz College of Business Accreditation Mentor	New Paltz, NY Dec, 2006 - 2011
University of Tennessee at Martin Maintenance of Accreditation, PRT Chair	Martin, Tennessee February, 2010
Southern Arkansas University Maintenance of Accreditation, PRT Member	Magnolia, AR October, 2009
Monmouth University Maintenance of Accreditation, PRT Member	Monmouth, NJ February, 2009
St, Bonaventure University Maintenance of Accreditation, PRT Member	Allegany, NY January, 2009
Manhattan College Maintenance of Accreditation, PRT Chair	Bronx, NY September, 2008
Augusta State University Maintenance of Accreditation, PRT Member	Augusta, GA February, 2008
Roger Williams University Gabelli Scholl of Business Team Advisor	Bristol, Rhode Island October, 2004 – October, 2005
University of Maryland – Eastern Shore Accreditation Mentor	Princess Anne, Maryland May 2004 – July, 2008
Skidmore College Accreditation Mentor	Saratoga Springs, NY January, 2006 – May, 2009
Winona State University College of Business Accreditation Mentor	Winona, MN August, 2006 - Present

CONSULTING EXPERIENCE

Concordia University Accreditation and Assessment Consultant	Montreal, QC June, 2013
Weber State University Assessment Consultant	Ogden, Utah May, 2013
Dominican University Assessment Consultant	San Rafael, CA February, 2013
University of Sharjah Assessment consultant	Sharjah, United Arab Emirates December, 2012
Universiti Utara Malaysia Accreditation Consultant	Sintok, Malaysia January, 2012
ESC – Bretagne-Brest Accreditation Consultant	Brest, France Continuing since 2009
Shippensburg University Assessment Consultant	Grove College of Business January, 2011
North Carolina Central University Assessment Consultant	College of Business April, 2011
Missouri State University Assessment Consultant	College of Business November 9, 2009
California State University – Dominquez Hills Assessment Consultant	School of Business March 9, 2009
Missouri Western State University Mock Visit Chair	Craig School Business March 4-6, 2009
Southeastern Oklahoma State University Assessment Consultant	School of Business November, 2008
Central Connecticut State University Assessment Consultant	School of Business September, 2008
Loyola College of Maryland Assessment Consultant	Sellinger School of Business March, 2008
Frostburg State University Assessment Consultant	Frostburg, MD
St. Joseph's University	Haub School of Business

Mock Accreditation Team Member	November, 2007
Concordia University Assessment Workshop	John Molson School of Business May 16, 2007
University of Louisiana at Monroe Assessment Consultant	College of Business Administration May 6-7, 2007
University of Alaska – Anchorage Accreditation Consultant	Anchorage, Alaska April, 2007
Bilkent University Assessment Workshop Assessment Seminar	Ankara, Turkey September, 2, 2006 September 1, 2007
University of Northern Michigan Assessment Workshop	Marquette, MI March, 2006
University of Akron College of Business Assessment Workshop	Akron, OH January, 2006
Winona State University College of Business Accreditation Consultant	Winona, MN December, 2005
C.W Post Campus/Long Island University College of Business Assessment Consultant	Brookville, NY November 4, 2005 Anticipated
Iona College Hagan School of Business Quinquennial Reviewer	New Rochelle, NY March, 2005
Roger Williams University Gabelli Scholl of Business AACSB International Accreditation Team Advisor	Bristol, Rhode Island October, 2004 - Present
Winona State University Department of Economics and Finance Department External Reviewer	Winona, MN April, 2003
Williamsport Area School District Financial Consultant	Williamsport, PA August, 2000
Penn State Wilkes-Barre Division of Continuing Studies CPIM Certification Review Instructor Materials Requirements Planning	Lake Lehman, PA April, 1999 – May, 1999

Lozier Corporation
MRP II Instructor

McClure, PA
February, 1999 – March, 1999

Penn State Wilkes-Barre
Division of Continuing Studies
CPIM Certification Review Instructor
Just-in-Time
Penn State Wilkes-Barre
Division of Continuing Studies
CPIM Certification Review Instructor
Master Planning

Lake Lehman, PA
October, 1998 – November, 1998

Lake Lehman, PA
April, 1998 – May, 1998

Furman Foods
CPIM Certification Review Lecturer

Northumberland, PA
July, 1996 – August, 1996

PUBLICATIONS

David Martin, "Assessment Is Hell—or Not!", *Decision Line*, January, 2012, Vol. 43, Issue 1

Zandi, Faramak, Madjid Tavana and David G. Martin, "A Fuzzy group ELECTRE Method for electronic supply chain management framework selection." *Journal of Supply Chain Management*, Vol. 14, No. 1, February, 2011, 35-60.

Rao Korukonda and David G. Martin, "From digital divide to digital provide: The confluence of technology, market efficiency, and social equity," *Global CEO*, July 2008, Vol. VIII, Issue 7, pps.23-28.

David G. Martin, "The Future of U.S. Business Education: Some Not-So Random Thoughts", *Decision Line*, May, 2007, Vol. 38, Issue 2.

David G. Martin, "A National Dialogue: The Secretary of Education's Commission on the Future of Higher Education" *Off the Shelf*, AACSB International website, http://www.aacsb.edu/resource_centers/assessment/default.asp, February, 2007 (non-peer reviewed).

David G. Martin, Thomas K. Ross and Fevzi Akinci, "Analyzing the Efficacy of Physician Practice Acquisition Using Real Option Theory", *Journal of Health Care Finance*, New York: Summer 2006, Vol. 32, No. 4. pps 46-55.

David G. Martin, Fevzi Akinci and Thomas Ross, "Real Option Theory and Health Care Providers: A Conceptual Framework", *Proceedings of the Third International Conference on Healthcare Systems*, Charleston, WV, October, 2004.

David G. Martin, "Finance and Accounting Issues in Health Care, II: Financial Statements, Cash Flow and Budgeting," Chapter in, *Understanding Health Care*, Dan F. Kopen and Bernard J. Healey, editors, Padakami Press, 2002.

Kwon, Ik-Whan G., Phillip A Stocberl, David G. Martin and Muean Bae, "Determinants of Hospital Bad Debt: Multivariate Statistical Analysis," *Health Service Management Research*, Volume 12, 1999, 15-24.

- Ik-Whan Kwon, Neil Moldafsky and David G. Martin, "Economic Theory of Gift Giving in the Healthcare Industry: A Case of Charity Care," International Association of Management Journal, Volume 9, No.2, August, 1997: 4-15.
- Martin, David G. and Ik-Whan Kwon, "Wealth Shifting and Capital Structure Choice in Not-for-Profit Hospitals: An Agency Approach," International Association of Management Journal, Volume 8, No.2, January 1996: 20-28.
- Martin, David G., Nancy Coulmas, and David R. Grimmer, "Systems Contracting, JIT, and Cost Accounting", Journal of the Association of Pennsylvania Business and Economics, Volume 4, no. 1, Fall 1995: 21-26.
- Martin, David G. and Ik-Whan Kwon, "Wealth Shifting and Capital Structure Choice in Not-for-Profit Hospitals: An Agency Approach," REVISED, Proceedings of the Association of Management, Volume 12, No. 1, 1994: 179-184.
- David G. Martin, Nancy A. Coulmas and David R. Grimmer. "Extending JIT to Come Full Circle with Systems Contracting Beyond the Factory Floor", APUBEF Proceedings, January, 1994.
- David G. Martin, Ik-Whan Kwon and Neil E. Seitz, "Incentive-Signalling, Agency Theory and Capital Structure Choice: An Empirical Synthesis." Proceedings of the Western Decision Science Institute, March 25, 1992.
- David G. Martin, "A Term Project for Principles of Corporation Finance." Proceedings of the Midsouth Academy of Economics and Finance, 1992.
- Kwon, Ik-Whan, Scott Safranski, David G. Martin and William Walker, "Causes of Financial Difficulty in Catholic Hospitals." Health Care Management Review (Winter 1988): 29-37.
- Martin David G., Test Bank: Introduction to Management Science, West Publishing, December, 1990.

EDITORSHIPS

Editor, Pennsylvania Journal of Business and Economics, Volume 6

Assistant Editor, Pennsylvania Journal of Business and Economics, Volume 5

PROFESSIONAL PRESENTATIONS AND PARTICIPATION

David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL June, 2013

David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Phoenix, AZ, March, 2013

- David G. Martin and Frank Navritil, "Are AACSB Accredited Business Schools Academically Adrift?", AACSB International Assessment Conference, March, 2012.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Houston, TX, March, 2012
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, January, 2012
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, June, 2011
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Atlanta, GA March, 2011
- David G. Martin, "The Importance of Closing the Loop with Mission", AACSB Assessment Conference Presentation, March 2011
- David G. Martin, Program Committee Member, AACSB Assessment Conference, March 2010, 2011, 2012.
- David G. Martin, Panel Moderator: "Lessons from Accreditation Visits", Plenary Session III, AACSB International Assessment Conference, March 9, 2010.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Arlington, VA, October 8-9, 2009
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, February 27-28, 2009
- David G. Martin and Elizabeth Fletcher Anderson, "The Assessment End Game: A Gedankenexperiment", AACSB Assessment Conference, Dallas, TX, December 5, 2008
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Dallas, TX, December 4-5, 2008
- David G. Martin and Karen A Tarnoff, "AACSB Special Session on Assessment and Accreditation", Society for Marketing Advances Annual Conference, St. Petersburg, FL, November 5, 2008
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, November 10-11, 2008
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, February 28-29, 2008.
- David G. Martin and Liz Anderson Fletcher, "Gedankenexperiment: Designing an AOL System without Constraints or: is Assessment Camelot Possible?" AACSB International Associate Dean's Conference, December 14, 2007

- David G. Martin, "Gedankenexperiment: Designing an AOL System without Constraints or: is Assessment Camelot Possible?" Small School Network, AACSB Continuous Improvement Conference, September 16, 2007, Workshop.
- David G. Martin, "Assessment: The Dean's Perspective." Association of Northeast Business Deans, September 28, 2007, Invited Presentation.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, October 11-12, 2007.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, June 4-5, 2007.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Orlando, FL, January 14-16, 2007.
- David G. Martin, "Issues in Assessment" Continuous Improvement Conference, AACSB International, September 20, 2006.
- David G. Martin, *The Future of US Business Education*, presentation to the faculty of the School of Engineering, Kagoshima University, Kagoshima, Japan, May 31, 2006.
- David G. Martin, Donna T. Mottilla and Gregory Bruce, *AACSB International and China Management Education Development*, The Fifth Wuhan International Conference On E-Business, May 27, 2006 at Chinese University of Geoscience.
- David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, March 6-7, 2006.
- David G. Martin, Douglas Eder and Susan Wolcott, "Beyond the Cutting Edge of Assessment", Panel Presentation, AACSB International Dean's Conference, San Diego, CA, February 6, 2006.
- Diane Hoadley, Linda Garceau and David G. Martin, "Making the Most of Your Student Advisory Board", Southern Business Administration Association, Atlanta, GA, November 6, 2005.
- David G. Martin, "Strategies for a Successful AACSB-International Accreditation Visit", Southern Business Administration Association, July, 2004.
- David G. Martin, "A Conceptual Framework for Modeling the Efficacy of the Use of PowerPoint Presentations in Introduction to Corporate Finance," International Conference on Computer Modelling and Scientific Computing, August 2-4, 1999, Chicago, IL.
- Ik-Whan Kwon, Phillip A. Stoerbel, David G. Martin and Muen Bae, "Determinants of Hospital Bad Debt: A Statistical Analysis," International Association of Management 1996 Annual Convention, August 8, 1998, Chicago, IL.
- Ik-Whan Kwon, Neil Moldafsky and David G. Martin, "Economic Theory of Gift Giving in the Healthcare Industry: A Case of Charity Care," International Association of

Management 1996 Annual Convention, August 4, 1996, Toronto, Ontario, Canada.

David G. Martin, "Why Market Based Reforms are the Only Solution to Our Health Care Crises," Third Annual Health Sciences Symposium, Bloomsburg University, April 22, 1994.

David G. Martin and Ik-Whan Kwon, "Wealth Shifting and Capital Structure Choice in Not-For-Profit Hospitals: An Agency Approach." Presentation to the Decision Science Institute National Conference, November 22, 1992.

David G. Martin, Ik-Whan Kwon and Neil E. Seitz, "Factors Affecting Not-For-Profit Hospitals Capital Structure." Presentation to the Midwest Finance Association, March 26, 1992.

David G. Martin and Neil E. Seitz, "The Roles of Administrators and Community Goals in Determining the Capital Structure of Not-For-Profit Hospitals." Midwest Finance Association, April 5, 1991.

David G. Martin and N. K. Kwak, "A Goal Programming Approach to Faculty Retrenchment." ORSA/TIMS Conference, May, 1987.

REVIEWED AND DISCUSSED

Books

Corporate Finance, Lawrence J. Gitman and William L. Megginson, Various chapters at various times, various times from 1998 through 1999.

International Corporate Finance, Mark Eaker, Frank Fabozzi and Dwight Grant, The Dryden Press, Chapters 1-7, October, 1994.

Commercial Bank Management, 2nd edition. Peter S. Rose, Irwin, March, 1994.

Capital Budgeting and Long Term Financing Decisions, 2nd ed., Neil Seitz and Mitch Ellison, The Dryden Press, Chapters 1-7, October, 1993.

Fundamentals of Corporate Finance, 2nd ed., S. Ross, R Westerfield and B. Jordan, Richard D. Irwin, Inc., May, 1993.

Microcomputer Models for Management Decision Making 3rd ed., T. Dennis and L. Dennis, West Publishing, January, 1993.
Reviewer for Midwest Finance Association's 1993 Annual Conference, October 1992.

Microcomputer Models for Management Decision Making 2nd ed., T. Dennis and L. Dennis, West Publishing, April, 1992.

Introduction to Management Science, Revised and additional chapters, T. Dennis and L. Dennis, West Publishing, October, 1989.

Introduction to Management Science, T. Dennis and L. Dennis, West Publishing, April, 1989.

Articles

"Operationalizing Strategic Cost Management: The John Deere Experience," article reviewed for the Production and Inventory Journal, September, 1998.

"Impact of JIT on Organizational Capabilities," article reviewed for the Production and Inventory Journal, January, 1997.

"Empowerment Costing," article reviewed for the Production and Inventory Journal, June, 1996.

"Application of Activity-Based Costing to Higher Education," article reviewed for the Production and Inventory Journal, April, 1996.

"Just-in-Time: The Evolution of a Philosophy," article reviewed for the Production and Inventory Journal, July 1995.

"The Cost of Quality," article reviewed for the Production and Inventory Management Journal, August, 1994.

"Full-Cost Pricing: A Pricing Strategy for a Job Shop," article reviewed for the Production and Inventory Management Journal, June, 1994.

"Inventory Management Performance Evaluation: Measure Cash Flow & Return on Inventory Investment," article reviewed for the Production and Inventory Management Journal, January, 1994.

"Adjusting Cost Management Systems to Lean Manufacturing Environments," article reviewed for the Production and Inventory Management Journal, October, 1993.

"Principles of Point-of-Use-Storage," article reviewed for the Production and Inventory Management Journal, September, 1992.

Discussant

Discussant, "Stock Splits and Stock Dividends: An Analysis of Trends and Characteristics of Distributing Firms." Eastern Finance Association Annual Meeting, April 20, 1996.

Discussant, "The Effect of Change in Ownership structure on Performance: Evidence from the Thrift Industry," Financial Management Association Annual Conference, October 20, 1995.

Discussant, "Corporate Liability, Director/Officer Actions and the Agency Issue," Eastern Finance Association Annual Meeting, April 27, 1995.

Discussant, "On the Differential Market Reaction to Dividend Initiations," Eastern Finance Association Annual Meeting, April 27, 1995.

Discussant, "The Signaling Effects of Bank Loan-Loss Reserve Additions," Eastern Finance Association Annual Meeting, April 27, 1995.

Discussant, "The Difference in Capital Structure Between Multinational and Domestic Firms," Eastern Finance Association Thirtieth Annual Meeting, Boston, MA, April 13-16, 1994.

"The Use of Spreadsheets to Teach the Master Budget", by Ronald Kettering at MidSouth Academy of Economics and Finance 22, 1992.

Session Chair, "Board Composition, Compensation & Liability Exposure," Eastern Finance Association's 1995 Annual Conference, April 27, 1995.

Reviewer

Reviewer for Midwest Finance Association's 1996 Annual Conference,
October 1995.

Reviewer for Decision Sciences Institute's 1996 Annual Conference,
June, 1996.

Reviewer for Decision Sciences Institute's 1995 Annual Conference,
June, 1995.

Reviewer for Eastern Finance Association's 1995 Annual Conference,
October 1994.

Reviewer for Decision Sciences Institute's 1994 Annual Conference,
June, 1994.

Reviewer for Midwest Finance Association's 1995 Annual Conference,
October 1994.

Reviewer for Midwest Finance Association's 1994 Annual Conference,
October 1993.

Reviewer for Midwest Finance Association's 1993 Annual Conference,
October 1992.

Reviewer for Midwest Finance Association's 1992 Annual Conference,
October 1991.

PROFESSIONAL ASSOCIATIONS

President, NEPA Chapter of APICS - 1994, 1995, 1996
VP of Programs, NEPA Chapter of APICS - 1993
President, PENNYORK Chapter APICS - 1988, 1989
VP of Membership of PENNYORK Chapter of APICS - 1990, 1991
Financial Management Association
Eastern Finance Association
Midwest Finance Association
American Production and Inventory Control Society

UNIVERSITY CONTRIBUTIONS

St. John Fisher College

Member of Strategic Planning Committee (2011/2012)

Alfred University

Chair, University Assessment Committee – AY (05-06)
Alfred University Strategic Planning Committee (AY (04-05, 05-06)

King's College

Admissions Committee (AY 01-02, 02-03)
Chair, Faculty, Administration, Staff Committee of the Annual Fund (AY 02-03 –
exceeded target by 25%)

Bloomsburg University

Department: Chair of the Search and Screen Committee (AY 92-93, 93-94, 94-95, 95-96)
Advisor Student Financial Association (AY 93-94, 94-95, 95-96, 96-97, 97-98,
98-99)

College: Chair, Department of Finance and Business Law, (AY 99-00)
MBA Program Coordinator¹, (AY 97-98, AY 98-99)
Member of the Technology Committee (AY 92-93, 93-94, 94-95, 95-96)
Member of the Scholarly Growth Committee (1996)
Honors Independent Study Director for Margaret O'Donnell,
June 1994 (the first honors project completed in the College of Business)
Member of the Acting Dean Search Committee (1994)

University:

Chair, University Budget Subcommittee, AY 99, 00
University Promotion Committee, AY 99,00
University Planning and Budget Committee, AY 99, 00
University Master Planning Advisory Committee, 1997 - 2000
Honors and Scholars Director Search Committee, Fall, 1996
Scholars Advisory Committee (AY 93-94, 94-95), Chair (95-96, 96-97)
Honorary Degree Committee (AY 94-95, 95-96)
Advisor, Alpha Sigma Alpha Sorority (AY 93-94, 94-95, 95-96, 96-97)
Middle States Periodic Review Committee (AY 93-94)

St. Bonaventure University:

Dean Search Coordinating Committee - 1991
Moderator, Model United Nations -1990, 1991
Sponsored Executive Visit - Mr. Warren Spitz, Prudential
Equity Management Associates - 1991
Panel Discussant - "Recycling and the Environment", Delta Mu Delta
Induction Ceremony - 1990
Marshall - Graduation Ceremony - 1990
Member, WSJ Award Selection Committee - 1990,1991

¹ Increased enrollment by 100% in two years and revised the MBA curriculum, by eliminating undergraduate prerequisites and creating new graduate level courses, in one year.

Quincy College:

Budget and Finance Committee - 1984, 1985, 1986, 1987
Select Presidential Task Forces on Finances, 1984
Faculty Development Committee - 1982

Saint Louis University:

Graduate Council, Student Representative - 1987

COMMUNITY SERVICE

Bloomsburg Rotary (2008/2009)
The Northeastern Philharmonic Board Member (7/1/03 – 7/1/04)
Bloomsburg Theatre Ensemble, President of the Board (1999-2001)
Treasurer and Member of the Board of Directors, Masonic 32nd Degree Bloomsburg Learning Center (2000, 2001, 2002, 2003)
Bloomsburg Theatre Ensemble, Vice-President of the Board (1998, 1999)
Bloomsburg Theatre Ensemble, Treasurer of the Board (1995, 1996, 1997)
Guest Speaker on Financial Topics to New Choices - Bridges (a program designed to integrate long-term welfare recipients into the workforce).
Bloomsburg Theater Ensemble Finance Committee (1994, 1995)
Volunteer Consultant, Geisinger "Migraines Outcomes" Study,
November - December, 1993

Chair, Stewardship Committee of Christ United Methodist Church - 1990

Grants:

Faculty Research Grant
St. Bonaventure University (1991)

Faculty Research Grant
Bloomsburg University (2000)

Academic Leadership Accomplishments Overview

The accomplishments listed below happened under my direction. I worked with many capable people to make these events happen.

St. John Fisher College

- ⇒ Revamped Strategic Plan (2010) – process of revision started December, 2012 w/expected completion in Fall, 2013
- ⇒ In conjunction with Institutional Research, started the first School “Dashboard” of critical strategic data
- ⇒ Revamped Assurance of Learning System to simplify the goals and objectives while introducing appropriate measurement devices such as rubrics and external devices such as COMP XM and ILIAD.
- ⇒ Acquired SEDONA Faculty Management system to manage faculty information related to course loads, intellectual contributions, and AACSB International performance metrics. This has led to compliance for AACSB International standards 9 and 10.
- ⇒ With my support and encouragement, Faculty developed two new majors in Marketing and Human Resource Management
- ⇒ Created a joint Pharm.d./MBA program receiving state approval in May, 2012.
- ⇒ With my support and encouragement, Faculty redesigned the Finance major creating separate tracks in Corporate and in Financial Planning
- ⇒ MBA credit hour production significantly increased with economic impact over \$800,000 academic year 2012/2013
- ⇒ Terminated the MS in Organization Leadership/Human Resource Development effective May, 2013 – this program was a non-business program that had less than 12 students and no full-time faculty associated with the program
- ⇒ Increased Bittner engagement with Beta Gamma Sigma and earned Premier Chapter Status for the first time. The Dean and Assistant Dean tap students in classes which has increased student participation along with other activities
- ⇒ For the last two years, we have sent a Beta Gamma Sigma member to the BGS Student Leadership Forum.
- ⇒ Initiated the first Beta Gamma Sigma Induction Ceremony at St. John Fisher in 2012
- ⇒ Initiated the first Commencement Celebration for the Bittner School in 2012
- ⇒ Nominated the first three Beta Gamma Sigma Chapter Honorees ever in Bittner history
- ⇒ Nominated Victor E. Salerno as a Beta Gamma Sigma Business Achievement Award who received the award in Spring, 2012
- ⇒ Awarded the first female for the Dean’s Medal at our Excellence in Management Award in spring, 2012
- ⇒ Launched the first College wide travel study-tour beginning Spring, 2013. The tour is for senior accounting and MBA students and will go to Brussels and London over 10 days
- ⇒ Currently negotiating a semester long program with the Waterford Institute of Technology in Waterford, Ireland which is a sister institution

- ⇒ Have begun the process to establish a Management/Marketing Alumni Affinity Group – target date is Spring, 2014 (Accounting Alumni Affinity Group is in place) – the chair of the group has been identified
- ⇒ Established the MBA Student Advisory Board
- ⇒ Revamped the Dean's Advisory Council to engage them in the operations of the school. For example, the Council just approved a process for the new Strategic Plan where members of the Council will serve with faculty to create Thematic Goals and Objectives for the next 5 years
- ⇒ Have overseen the building of a new facility to house the School of Business with responsibility in interior design of the building as well as furniture selection

LaSalle University

- ⇒ Fully implemented Sedona Faculty Management System to monitor School of Business compliance with AACSB faculty sufficiency standards
- ⇒ Supervised introduction of a new full-time MBA curriculum including coordination of the marketing plan
- ⇒ Initiated bi-weekly staff meetings with MBA Directors to create a shared culture - the MBA Directors had little communication prior to my joining LaSalle
- ⇒ Appointed to a Blue Ribbon Committee to assess School of Business enrollments – the BRC is composed of all University VP's, all School of Business Department Chairs, and six members of the Board of Trustees including the Chair of the Board
- ⇒ Supervised all scheduling for the MBA program which entails three separate campuses and with student enrollment of 550 students in both part-time and full-time programs.
- ⇒ Created the Fifth Year Maintenance of Accreditation Report.
- ⇒ Created a forecasting model for projecting enrollments in MBA courses.
- ⇒ Maintained Membership on AACSB International Initial Accreditation Committee.

Bloomsburg University

- ⇒ Recruited first Frederick Douglas Scholar for Bloomsburg University
 - This is a one-year appointment for an African-American teacher-scholar
- ⇒ Generated "friend-raising to fundraising" plan
- ⇒ Directed significant revision of Assurance of Learning plan
- ⇒ Filled 100% of faculty vacancies in spite of a restrictive Union contract (terms of dollars)
- ⇒ Created a Student Advisory Board
- ⇒ Revitalized Business Advisory Board
 - Created Committees to engage members in governance
- ⇒ Revised significantly the MBA program curriculum with virtually 100% per cent support
- ⇒ Initiated a satellite program in Williamsport that doubled the enrollment of the MBA program
- ⇒ Led state mandated five-year academic programmatic review
- ⇒ Created a unique approach to increasing class sizes (mandated by State Authorities) while maintaining lower enrollment in majors classes
- ⇒ Responsible for AACSB International accreditation efforts of the College

- ⇒ Responsible for scheduling courses
- ⇒ Created the first Course Offerings Matrix for the MBA Program

Alfred University

- ⇒ Raised funding for Finance Trading Room (\$100,000) – built August, 2006
- ⇒ Initiated effort to endow a faculty chair in Finance (\$1,500,000)
- ⇒ Led final efforts to remove College of Business from Continuing Review (accomplished Dec, 2004)
- ⇒ Named to Assurance of Learning II Seminar Committee (June, 2005)¹
- ⇒ Named to Lead University's Committee on Assessment (to plan and implement assessment activities throughout the University)
- ⇒ Member of Planning Committee for the Alfred University Board of Trustees Strategic Planning Retreat
- ⇒ Revitalized Business Advisory Board (renaming it the Dean's Executive Advisory Council)
- ⇒ Started the Dean's Advisory Council of Student Leaders and tasked it to develop a student advising survey and to participate in revision of the freshmen curriculum.
- ⇒ Developed and Implemented a new Marketing Major
- ⇒ Developed and Implemented a new Finance Major
- ⇒ Led effort to create a new vision statement and strategic plan (annual process of implementation and review established)
- ⇒ Created an academic course for the Student Managed Investment Fund
- ⇒ Implemented Sedona Faculty Management System
- ⇒ Managed + \$1,800,000 annual operating budget
- ⇒ Created "Profiles in Leadership" course which brought friends of the University in to teach students about their leadership experiences
- ⇒ Started implementation of Assurance of Learning Assessment Standards
- ⇒ Resolved staff conflicts through the creation a shared vision

King's College

- ⇒ Earned initial accreditation from AACSB International in December, 2003
- ⇒ Revised and implemented a new Mission Statement
- ⇒ Implemented a Business Foundation Common Curriculum (none was in place)
 - Created Project Teams to manage the curriculum and assessment of Business Foundation Courses
 - Project teams composed of faculty from differing disciplines, students, and members of the Director's Leadership Group
- ⇒ Initiated a Faculty Review major programs for currency which lead to changes in required hours for most programs
- ⇒ Terminated two low enrolled majors and transferred one major program to Liberal Arts
- ⇒ Added a Career Planning Component to Business Curriculum
- ⇒ Led AACSB International Accreditation Efforts

¹ This committee will develop and present seminars for AACSB International on Assurance of Learning issues.

- Replaced our Peer Review Team
- Supervised the writing of our Self-Evaluation Report
- Created an Intellectual Contributions Plan to foster a climate of intellectual contribution
- Raised funds for and created the Mark Leffler Scholar of the Year Award
 - \$1,000 cash grant for the faculty member deemed the best scholar over the last five years
- ⇒ Increased Stakeholder Involvement
 - Created the Director's Leadership Group
 - Approved the revised Mission Statement
 - Made significant recommendations regarding the Business Foundation curriculum
 - Approved the concept of Business Foundation Project Teams
 - Approved a pilot student mentoring program to become active in the Fall of 2001
 - Created the Student Advisory Group
 - Created a Advising Survey to assess the effectiveness of student advisement within the business school
 - Increased participation of non business faculty on selected committees
- ⇒ Reorganized the departments of the School of Business to maximize the leadership potential of faculty
- ⇒ Reduced faculty overloads
- ⇒ Reduced faculty preparations to two per semester maximum