



# THE CONNECTICUT STATE UNIVERSITY

P.O. Box 2008 • New Britain, Connecticut 06050 • (203) 827-7700

RESOLUTION

concerning

APPOINTMENT OF

DR. LARRY E. SHORT

as

DEAN OF THE SCHOOL OF BUSINESS

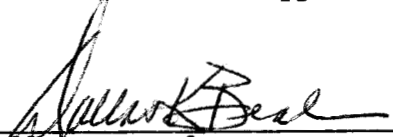
at

CENTRAL CONNECTICUT STATE UNIVERSITY

JUNE 6, 1986

- WHEREAS, Central Connecticut State University has conducted a search to fill the position, Dean of the School of Business, and
- WHEREAS, The President of Central Connecticut State University, after due consultation with the faculty, has recommended the appointment of Dr. Larry E. Short, and
- WHEREAS, President Beal concurs in this recommendation, now therefore, be it
- RESOLVED, That effective August 4, 1986, under the terms and conditions of the Trustees' "Personnel Policies for Management Personnel and Confidential Professional Personnel," Dr. Larry E. Short be and hereby is appointed Dean of the School of Business at Central Connecticut State University, at an annual salary of \$64,500.

A Certified True Copy:

  
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 Dallas K. Beal  
 President

LARRY E. SHORT

College of Business  
Drake University  
Des Moines, Iowa 50311  
(515) 271-2187

4700 Cody Drive  
W. Des Moines, Iowa 50265  
(515) 225-0873

**EDUCATION**

Doctor of Business Administration, University of Colorado, 1971  
Primary Field: Manpower Management  
Secondary Field: Business Strategy and Policy

Master of Business Administration, Texas Tech University, 1960

Bachelor of Business Administration, Texas Tech University, 1958

**MANAGERIAL AND ADMINISTRATIVE EXPERIENCE**

MBA Director, College of Business Administration, Drake University, 1983 to present. The MBA Director plans and administers an MBA program for over 300 graduate students. Duties include recruiting, admitting and advising graduate students, scheduling classes, maintaining student records, and assisting the graduate committee with curriculum matters. In addition, I manage the budget for about 16 Graduate Research Assistantships. I also helped guide the MBA program through recent (1984) AACSB reaccreditation.

Chair, Management Department, College of Business Administration, Drake University, May 1984 to present; January 1980 through August 1980 (Acting chair during sabbatical leave of regular chair), The management department consists of eight faculty members. Major responsibilities include review of management curriculum, scheduling of management classes, recruiting of new faculty, and planning for a new business building.

MBA Director, College of Business Administration, Drake University, 1976-79. Duties were essentially the same as stated above. During this period, however, I implemented two MBA outreach programs. I worked through the chamber of commerce and community college in Marshalltown and three local colleges in Dubuque in setting up and administering the two MBA programs in out of town locations.

Personnel Director, US Government, 1967-69. Served as personnel director in two organizations, one employing 1000 persons and the other employing 7000 persons. Responsible for the budgeting and supervision of a staff of 75 people organized into four major departments, performing the full range of personnel responsibilities including employment and staffing, salary and wage administration, training and development, and collective bargaining.

Chief, Employment and Employee Relations, US Government, 1966-67. Supervised an office of 50 people providing recruitment, examination, placement, promotion, disciplinary, incentive awards, and other related services for an organization of over 12,000 employees. In addition to these line responsibilities, I served as the chief staff advisor in employment and employee relations which resulted in (1) rewriting a 200 page Personnel Policies and Procedures Manual for the organization and (2) conducting a study resulting in the decentralization of the personnel function into three smaller personnel offices.

Employee Development Specialist, US Government, 1963-66. Assessed training needs for an organization of over 12,000 employees, planned programs to meet these needs, and evaluated training efforts to ensure training needs were met. Responsible for planning and conducting training and development activities for all executive, middle management, and supervisory personnel within the organization.

Employment and Employee Relations Specialist, US Government, 1960-63. Conducted recruitment, employment, and promotion functions in organizations ranging in size from 2000 to 5000 employees.

#### **TEACHING EXPERIENCE**

Professor of Management, College of Business Administration, Drake University, 1979 to present. Primary teaching responsibilities in graduate and undergraduate courses in business policy and strategic management and graduate courses in organization and management theory.

Associate Professor of Management, College of Business Administration, Drake University, 1974 to 1979. Primary teaching responsibilities in graduate courses in business policy and organization and management theory and undergraduate courses in business policy, personnel administration, and supervision.

Assistant Professor of Management, College of Business Administration, Drake University, 1971 to 1974. Primary teaching responsibilities in graduate courses in organization and management theory and undergraduate courses in personnel administration, organization theory, and principles of management.

Instructor of Management, (Part-time), University of Maryland, FED, 1963-66. Taught courses in personnel management and introduction to business.

Teaching Fellow, Texas Tech University. 1958-60.

Teaching Quality. Each semester students in the College of Business Administration at Drake University complete a teaching evaluation instrument which consists of sixteen items measured on 5-point scales (with 5 being high). These items are grouped into four areas. My last year teaching evaluations averaged as follows. Organization and Presentation: 4.4; Testing and Grading: 4.2; Interest and Concern for Students: 4.4; and Attitude Displayed: 4.7.

## **MANAGEMENT CONSULTING EXPERIENCE**

Designed and implemented a comprehensive program to introduce a goal setting philosophy into a multi-state organization. The program, which took two years to plan and implement, was designed to integrate the concept of management by objectives into the long-range planning system of the organization and to develop top management to administer the new program.

Developed and conducted managerial and supervisory training programs. Clients included organizations such as American Can Company, Lennox Industries, Maytag Company, Equitable Life Assurance, American Republic Insurance, United Federal Savings Bank, and Veterans Medical Center. Programs were often individually designed for a particular group (e.g., office supervisors, nurse supervisors, production supervisors, middle and top level managers) and ranged from one to five days in length.

Prepared a two day workshop on planning and implementing a productivity improvement program and conducted the workshop in Ames, Omaha, Dallas, New Orleans, and Des Moines.

Participated extensively in the design and conduct of many first line supervisory and women in supervision training programs sponsored by Drake University.

Provided numerous short (one to four hour), management oriented presentations to many business organizations and professional associations (e.g., Iowa Power, FLMI Society, American Society for Training and Development, National Association of College Food Service Directors, American Legion Convention, Midwestern Saving and Loan Association, American Red Cross, American Society of Personnel Administrators, American Institute of Industrial Engineers, International Management Council, Associations for System Management).

## **COMMUNITY AND UNIVERSITY SERVICE**

### University Service

Served as chair of University Research Committee (1974-76, 81-82), College Graduate Committee (1976-79), and College Teaching Effectiveness Study Committee (1973-75). Served as member of University Research Committee (1973-74, 76-78), University Affirmative Action Committee (1975-76), University Graduate Council (1973-74, 76-77, 83-85), University Public Affairs Reorganization Study Ad Hoc Committee (1983-84), Director of Drake Research Institute Search Committee (1984), Dean of College of Continuing Education Search Committee (1984), College Curriculum Committee (1982-83), College Promotion and Tenure Committee (1979-80), College Graduate Committee (1973-75, 83-85), College Long Range Planning Committee (1983-85), Downtown Center Planning Committee (1985), and College Marshal (1985)

## Community Service

Served as a member of the Governor's Task Force for the Reorganization of Iowa State Government (1983), a member of a review team for the American Council on Education (1983), and a member of the Board of Directors for the Iowa Chapter, Society for Advancement of Management (1975-78). Served as a research advisor for the Iowa Commission on the Status of Women (1975-77), an advisor for the Governor's Conference on Affirmative Action (1975), and an appeal examiner for the Iowa State Regents Appeals Board (1972-74).

## **RESEARCH GRANTS AND PROJECTS**

Productivity Project. An intensive study of the managerial behaviors affecting productivity of office workers. The sample included over 540 employees and 90 supervisors in the headquarters offices of six insurance companies in Des Moines and over 460 FLMI members in over 100 companies in eleven midwestern states. This project included a Dean's summer research grant and two six months sabbatical leaves, one for each of the researchers - Short and Ferratt. Publication efforts from this project continues. 1980 to present.

Affirmative Action Program. A federally funded program to develop and pilot test an affirmative action training program for state and community governmental employees. The program was adopted for state wide use by the Iowa Civil Rights Commission. 1978-79.

Employment Project. A study sponsored by the Iowa Commission on the Status of Women to determine the underemployment and underutilization of women in business and industry in the state of Iowa. About 6000 employees from over 250 companies participated in the study. (Co-researchers: Riche-Warren, Jackson, and McKensie.) 1975-76.

Achievement Motivational Development Program. A Dean's summer research grant to determine the effect of motivational training on academically disadvantaged students. 1974.

Teachings Effectiveness Study. Development of a system for evaluation of teaching effectiveness by students in the College of Business Administration. The project included the design and testing of an evaluation instrument, development of program administration and feedback procedures, and pilot testing the entire system. 1974-75.

Achievement Motivational Development Project. A federally funded research project to determine the affect of increasing the achievement motivation of women and minority persons has upon employment opportunities. 1972-73.

## ACADEMIC HONORS

Earned membership in Sigma Iota Epsilon, Beta Gamma Sigma, and Phi Kappa Phi.

## PUBLICATIONS AND PAPERS

"Work Unit Environments of Information and Non-Information Systems People: Implications for End-User Computing and Distributed Processing" (with Thomase W. Ferratt). Proceedings, 21st Annual ACM CPR/BDP Conference, May 1985.

"Work Unit Culture: Strategic Starting Point in Building Organization Change" (with Thomas W. Ferratt). Management Review, August 1984.

"Targeting Supervisory Styles Increases Productivity" (with Thomas W. Ferratt). Resource, July - August 1984.

"Relevant Behaviors of Work Unit Managers" (with Thomas W. Ferratt). Proceedings of the Midwest Division, Academy of Management, April 1984.

"Managerial Patterns in Insurance; How FLMI's Compare" (with Thomas W. Ferratt). Resource, July - August 1983.

"Participation: The Key Ingredient in Developing Acceptable Student Rating Instruments," The Journal of Staff, Program and Organization Development, Summer 1983.

Productivity and New Management Systems, A Training Workbook (With Thomas W. Ferratt) Published by Drake University, 1981.

"How to be a More Effective Leader," SAE Technical Paper Series # 800673, Annual Earthmoving Industry Conference, April 1980.

"Vietnam and the Personnel Office," Case Study, Intercollegiate Case Clearing House, 1979.

"Now You Can Micro-Computerize Your Personnel System," Personnel Journal, March 1979.

"Factors Discriminating Between Women With Aspirations for High and Low Status Occupations" (with Thomas W. Ferratt). Proceedings of the Midwest Division Conference, Academy of Management, April 1979.

"Sex Differences in Job Satisfaction: Further Empirical Analysis" (with Thomas W. Ferratt). Proceedings of the Annual Conference, Academy of Management, August 1979.

"Monte Carlo Simulation in Personnel Management Training" (with John A. Miller). Presentation at the Association for Business Simulation and Experimental Learning Annual Conference, April 1977.

A Study of Underemployment and Underutilization of Women  
(with Mary Riche-Warren, Cindy Jackson, and Abigail McKenzie).  
Published by the Iowa Commission of the Status of Women, 1976.

"The Evaluation of Teaching Effectiveness," Presentation at  
the Midwest Business Administration Association Annual  
Conference, Spring 1976.

"Train Supervisors to Train," Training and Development  
Journal, February 1974.

"Planned Organization Change," MSU Business Topics, Autumn  
1973.

"Are Nondiscrimination Policies Effective?" Personnel  
Journal, September 1973.

"Structural Approach to Planned Change" (with Don  
Hellriegel). Proceedings of the Eastern Division Conference,  
Academy of Management, May 1973.

"Equal Employment as Perceived by Government Officials,"  
Public Personnel Management, March - April 1973.

"Equal Employment Opportunity in the Federal Government: A  
Comparative Analysis" (with Don Hellriegel). Public  
Administration Review, November - December 1972.

Equal Employment Opportunity in the United States Federal  
Government, Doctoral dissertation, University of Colorado, 1971.

"The Junior College - A New Dimension in Training,"  
Training and Development Journal, June 1971.