

## **RICHARD C. BECHERER**

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### ***ACADEMIC BACKGROUND***

#### **University of Kentucky - August 1971 to August 1974**

Degree: Doctor of Business Administration  
Major: Marketing  
Minor: Organizational Behavior  
Dissertation: An Investigation of the Adoption Process Associated with an Innovative Dental Program

#### **University of Georgia - September 1967 to December 1968**

Degree: Master of Business Administration  
Major: Marketing

#### **Michigan State University - September 1963 to June 1967**

Degree: Bachelor of Science  
Major: Packaging Engineering

### ***EMPLOYMENT EXPERIENCE***

July 1995 to present	The University of Tennessee at Chattanooga, Chattanooga, Tennessee Position: Clarence E. Harris Chair of Excellence in Business and Entrepreneurship Primary role in this position is to create an entrepreneurial curriculum and develop relationships with the business community.
September 1991 to June 1995	Wayne State University, Detroit, Michigan Position: Senior Lecturer, Department of Marketing
August 1987 to August 1993	Director, Managing Partner, and Investor in several real estate and business ventures. These include a marine business with \$2,000,000 annual sales, a plastic injection molding business, industrial park development, and several industrial real estate partnerships.
September 1978 to June 1987 (includes two-year leave of absence)	Wayne State University, Detroit, Michigan Position: Associate Professor of Marketing Primary courses taught included: Introductory Marketing, Marketing Management, Promotional Strategy, Marketing Research, and Business and Society.
August 1976 to December 1985	Independence Health Plan, Inc., Southfield, Michigan Position: Director, Vice-President, and Investor. One of seven original founders of the second for-profit Health Maintenance Organization in the United States. This organization grew to a \$70,000,000 organization in annual sales. The firm became a public company in 1984.

September 1974 to August 1978	Wayne State University, Detroit, Michigan Position: Assistant Professor of Marketing
July 1973 to June 1974	University of Kentucky, Lexington, Kentucky Position: Administrative Assistant to the Vice-President of Academic Affairs, University of Kentucky
August 1971 to May 1973	University of Kentucky, Lexington, Kentucky Position: Research Assistant (Fall 1971, 1972) Teaching Assistant (Spring 1971)
January 1969 to May 1971	Central Missouri State University, Warrensburg, Missouri Position: Instructor of Marketing Additional Duties: Coordinator of Marketing Department

## **BOOKS**

John G. Maurer, Joel M. Shulman, Marcia L. Ruwe and Richard C. Becherer, editors, Encyclopedia of Business, Vol. 1 and 2, Gale Research: Detroit Michigan, 1995.

## **REFEREED JOURNAL ARTICLES**

Donna T. Mayo, Marilyn M. Helms, Richard C. Becherer and J. Howard Finch, "Gender Based Differences In Entrepreneurial Characteristics: A Model of Behavior," Business Journal for Entrepreneurs, Vol. 2003, Issue 2, 2003, forthcoming.

Richard C. Becherer and Diane Halstead, "Characteristics and Internet Marketing Strategies of Online Auction Sellers," International Journal of Internet Marketing and Advertising, Vol. 1, No. 1, 2004.

Michael A. Jones, Valerie A. Taylor, Richard C. Becherer, and Diane Halstead, "The Impact of Instruction Understanding on Satisfaction and Switching Intentions", Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, Volume 16, 2003.

Diane Halstead and Richard C. Becherer, "Internet Auction Sellers: Does Size Really Matter?" Internet Research: Electronic Networking Applications and Policy, Vol. 13, No. 3, 2003, pp 183-194.

Richard C. Becherer, Diane Halstead and Paula Haynes, "Marketing Orientation in SMEs: Effects on the Internal Environment," New England Journal of Entrepreneurship, Vol. 6, No. 1, Spring 2003, pp. 13-22.

Donna Mayo, Marilyn Helms, Richard C. Becherer, and Howard Finch, "Influences on Entrepreneurial Awareness: Internal vs. External Motivations," Academy of Entrepreneurship Journal, Vol. 8, No. 2, (January, 2003) pp. 79-94.

Richard C. Becherer, Diane Halstead and John Maurer, "Antecedents of Job Burnout Among Small Company Presidents," Journal of Small Business Strategy, Vol. 11, No. 1, (Spring/Summer, 2000) pp. 26-38.

Paula Haynes, Richard C. Becherer, Marilyn Helms and Michael Jones "The Accidental Entrepreneur: When Dissatisfaction is the Primary Motivation for Entrepreneurship," Journal of Business and Entrepreneurship, October, 1999, Vol. 2, No. 2, pp. 89-103.

Paula Haynes, Marilyn Helms and Richard C. Becherer, "When 'Push' Meets 'Pull': A study of Women's Entrepreneurial Intentions", A Leadership Journal: Women in Leadership – Sharing the Vision, Vol. 3, No. 2, Spring 1999, pp. 31-41.

Richard C. Becherer and John G. Maurer, "The Proactive Personality Disposition and Entrepreneurial Behavior Among Small Company Presidents," Journal of Small Business Management, Vol. 37, No. 1, January 1999, pp. 28-36.

Diane Halstead and Richard C. Becherer, "The Difficult Respondent: Examining Patient Satisfaction Among Disadvantaged Managed Care Customers," Health Care Strategic Management, Vol. 11, No. 16, November 1998, pp. 15-18.

Richard C. Becherer and John G. Maurer, "The Moderating Effect of Environmental Variables on the Entrepreneurial and Marketing Orientation of Entrepreneur-Led Firms," Entrepreneurship Theory and Practice, Vol. 22, No. 1, Fall 1997, pp. 47-58.

Gary M. Fleischman and Richard C. Becherer, "Small Business Home Office Tax Relief is On The Way," American Business Perspectives, Number 210, July/August 1998, pp. 5-8.

J. Howard Finch, Richard C. Becherer, and Richard Casavant, "An Option-Based Approach for Pricing Perishable Services Assets," The Journal of Services Marketing, Vol. 12, No. 6, 1998, pp. 473-483.

Donna T. Mayo, Richard C. Becherer, and Marilyn Helms, "Women's Careers and Career Goals: An Intra-Group Comparison of Managers, Entrepreneurs, and Women with Entrepreneurial Aspirations," Journal of Business and Entrepreneurship, Vol. 10, No. 2, October 1998, pp. 21-35.

Paula J. Haynes, Richard C. Becherer, and Marilyn M. Helms, "Small and Mid-Sized Businesses and Internet Use: Unrealized Potential," Internet Research, Vol. 8, No. 3, 1998, pp. 229-235.

Richard C. Becherer, "Targeting the New Venture-Prone Consumer: The Credibility Issue," Journal of Business and Entrepreneurship, Vol. 6, No. 3, (October 1994), pp. 49-58.

Richard C. Becherer, Fred W. Morgan, and John P. McDonald. "The Dimensionality of the Industrial Sales Job Characteristics," The Journal of Personal Selling and Sales Management, Vol. 3, No. 1, (May 1983), pp. 36-40.

Ishmael P. Akaah and Richard C. Becherer. "Integrating A Consumer Orientation Into the Planning of HMO Programs: An Application of Conjoint Segmentation," Journal of Health Care Marketing, Vol. 3, No. 2, (Spring 1983), pp. 9-18.

Richard C. Becherer, Fred W. Morgan, and Lawrence M. Richard. "The Job Characteristics of Industrial Salespersons: Relationship to Motivation and Satisfaction," Journal of Marketing, Vol. 46, No. 4, (Fall 1982), pp. 125-135.

Richard C. Becherer, Fred W. Morgan, and Lawrence M. Richard. "Informal Group Influence Among Situationally/Dispositionally-Oriented Consumers," Journal of the Academy of Marketing Science, Vol. 10, No. 3, (Summer 1982), pp. 269-280.

Richard C. Becherer, Edward A. Riordan, James B. Wiley, and Lawrence M. Richard. "Integrating Empirical Research Into the Public Policy Process: An Illustration," Decision Sciences, Vol. 12, No. 4, (October 1981), pp. 633-644.

Richard C. Becherer, Fred W. Morgan, and Lawrence M. Richard. "Person-Situation Interaction Within a Consumer Behavior Context," The Journal of Psychology, Vol. 102 (1979), pp. 235-242.

Richard C. Becherer and Lawrence M. Richard. "The Evolving Role of Marketing Technology in an Innovative Health Care Delivery System: A Comparative Analysis," Journal of Medical and Pharmaceutical Marketing, Vol. 7, No. 2, (January 1979), p. 159-162.

Richard C. Becherer and Lawrence M. Richard. "Self Monitoring as a Moderating Variable in Consumer Behavior," Journal of Consumer Research, Vol. 5, No. 3, (December 1978), pp. 159-162.

Richard C. Becherer, Lawrence M. Richard, and James B. Wiley. "Predicting Market Behavior: Are Psychographics Really Better?" Journal of the Academy of Marketing Science, Vol. 5, No. 1, (Spring 1977), pp. 75-84.

Richard C. Becherer and Lawrence M. Richard. "Changing Forms in Health Care Delivery Systems," Personnel Journal, (November 1975), pp. 580-583.

### ***REFEREED MEETING PAPERS (PROCEEDINGS)***

Richard C. Becherer, Diane Halstead, and Paula Haynes, "An Investigation of the Role of Marketing Orientation in Small Business and Mid-sized Firms," presented and published in the Proceedings of the UIC/AMA Symposium on the Interface of Marketing and Entrepreneurship, Chicago, 2000.

Richard C. Becherer, Diane Halstead, and Edward A. Riordan, "The Proactivity Disposition of Entrepreneurs and the Marketing and Entrepreneurial Orientation of Their Firms," Proceedings of the 1998 UIC/AMA Research Symposium on Marketing and Entrepreneurship, Hong Kong, China, (July 1998).

Richard C. Becherer and Edward A. Riordan. "Establishing New Business Venture Credibility With Advertising Cues: The Moderating Influence of Personal Consumer Traits," Proceedings of the 1996 UIC/AMA Research Symposium on Marketing and Entrepreneurship, Washington, D.C., (August 1995).

Richard C. Becherer and Edward A. Riordan. "Advertising Cues and the Determinants of New Business Venture Credibility," Proceedings of the 1993 UIC/AMA Research Symposium on Marketing and Entrepreneurship, Boston, Massachusetts, (August 1993).

Richard C. Becherer. "New Business Credibility and the New Venture Prone Consumer," Preparing the Entrepreneur for 2000 and Beyond: The Proceedings of the United States Association for Small Business and Entrepreneurship, (October 1993).

Richard C. Becherer. "New Business Venture Credibility: Relevant Dimensions," Proceedings of the 1992 UIC/AMA Research Symposium on Marketing and Entrepreneurship, Chicago, Illinois, (August 1992).

J. Patrick Kelly, William R. George, and Richard C. Becherer. "The Retailing of Health Care Services: Patient or Customer," Proceedings of the Fifth Annual American Association for Advances in Health Care Research, Snowbird, Utah, (April 1986).

Richard C. Becherer. "Using Marketing Segmentation to Develop Effective HMO Marketing Strategy: An Application," Proceedings of the 1985 Southern Marketing Association Conference, Orlando, Florida, (November 1985).

Richard C. Becherer and Fred W. Morgan. "Relating Salesperson Traits to Performance Outcomes: A Cross-Cultural Investigation," Proceedings of the Southern Marketing Association Conference, (November 1982).

Richard C. Becherer, Karl A. Boedecker, and Fred W. Morgan. "The Role of Marketing in Preventing Product Overuse," Proceedings of the Southern Marketing Association Conference, (November, 1981).

Fred W. Morgan and Richard C. Becherer. "Effect of Students' Background and Experience on Their Use as Research Subjects," Proceedings of the Southern Marketing Association Conference, (November, 1980).

Richard C. Becherer, Fred W. Morgan, and Lawrence M. Richard. "A Comparison of Informal Group Influence Among Situationally-Oriented and Dispositionally-Oriented Consumers," Proceedings of the Southwestern Marketing Association, (March 1980).

Fred W. Morgan, Richard C. Becherer, and Lawrence M. Richard. "Product Trial and Product Usage: Basis for a Strategic Segmentation Framework," Proceedings of the Academy of Marketing Science Conference, (March 1979).

Richard C. Becherer, Fred W. Morgan, and Lawrence M. Richard. "Social Comparison and Informal Group Influence Across Product Categories," Proceedings of the Southwestern Marketing Association, (March 1979).

Richard Becherer, Lawrence Richard, and William George. "The Evolving Role of Marketing in Innovative Health Care Delivery Systems: A Comparative Analysis," Proceedings of the American Marketing Association's Educators' Conference, Hartford, Connecticut, (August 1977).

Richard Becherer and Lawrence Richard. "The Role of Research in Effective Social Marketing: The Case of Blue Cross/Blue Shield of Michigan," Proceedings of the American Institute of Decision Sciences, San Francisco, California, (November 1976).

Richard Becherer, Lawrence Richard, and Edward Riordan. "Market Research and Public Policy Formulation: A National Health Insurance Application," Proceedings of the Southern Marketing Association Annual Convention, Atlanta, Georgia, (November, 1976).

Lawrence Richard, Richard Becherer, and William George. "The Development of Marketing Technology in a Health Care Setting: The Health Maintenance Organization Experience," Proceedings of the American Marketing Association Educators' Conference, Memphis, Tennessee, (August 1976).

Lawrence M. Richard, Richard C. Becherer, and James B. Wiley. "Predicting Usage Patterns for Bank Cash Dispensing Machines: Psychographics vs. Demographics," Proceedings of the 1975 Southern Marketing Association Conference, New Orleans, Louisiana, (November 1975).

Donald Eckrich, John Burnett, and Richard C. Becherer. "Personality and Perceived User Congruence: An Empirical Evaluation of a Market Segmentation Strategy," Proceedings of the 1975 Southern Marketing Association Conference, New Orleans, Louisiana, (November 1975).

Richard C. Becherer and Michael J. Ryan. "A Multivariate Test of CAD Instrument Construct Validity," Proceedings of the 1975 Association for Consumer Research, (October 1975).

James Wiley, Lawrence Richard, and Richard Becherer. "On Direct Comparison of Multi-Attribute Models: Do Distributions Make Any Difference?" Proceedings of the American Marketing Association's Educators' Conference, Rochester, New York, (August 1975).

Richard C. Becherer, Jon F. Bibb, and Edward A. Riordan. "Spousal Perceptions of Household Purchasing Influence: A Multiperson-Multiscale Validation," Proceedings of the 1973 American Marketing Association Conference, Washington, D.C., (August 1973).

### ***REFEREED PAPERS PRESENTED AT NATIONAL/REGIONAL MEETINGS***

Lawrence M. Richard and Richard C. Becherer. "Motivation and Performance in Industrial Selling: A Suggested Approach," presented at the Midwest Business Association Conference, Chicago, Illinois, (1978).

Richard C. Becherer and Michael J. Etzel. "An Investigation of Employee Adoption of Dental Fringe Benefit Options," presented at the American Public Health Association Conference, Chicago, Illinois, (November 1975).

Richard C. Becherer and Louis Capella. "An Empirical Investigation of Factors Associated with the Adoption of an Innovative Business Course," presented at the Midwest Business Administration Association Conference, Chicago, Illinois, (April 1975).

Michael J. Ryan and Richard C. Becherer. "A Multivariate Approach to Instrument Construct Validity," presented at the Southwest Marketing Association Conference, Houston, Texas, (March 1975).

### ***AWARDS AND DISTINCTIONS***

- 2000 Inducted into the Alpha Society honorary at the University of Tennessee at Chattanooga.
- 1999 Received the "Outstanding Reviewer Award" presented by the Journal of Marketing Theory and Practice.
- 1998 Received the Edwin M. Appel Prize presented each year at the Price/Babson College Fellows Program, an award signifying contribution to entrepreneurship education.
- 1998 Inducted into the Beta Gamma Sigma honorary at the University of Tennessee at Chattanooga.
- 1995 Received the "Excellence in Undergraduate Teaching Award," one of two annual awards presented by the School of Business at Wayne State University.
- 1993 Co-winner of the "Best Entrepreneurship Research Paper" awarded by the Coleman Foundation for the 1992 UIC/AMA Research Symposium on Marketing and Entrepreneurship.
- 1983 Awarded "Presidents Award for Excellence in Teaching," one of six such awards at Wayne State University.
- 1977 Awarded "Outstanding Business School Faculty" by the Association of Black Business Students at Wayne State University.
- 1972 American Marketing Association Doctoral Consortium Fellow.

### ***PROFESSIONAL SERVICE/ ACTIVITY***

- September 2003 Ad Hoc reviewer for the Journal of Small Business Management.
- April 2001 Acted as a faculty sponsor for an MBA team that competed in an international business plan competition at the Linguist Center for Entrepreneurship at the University of Oregon, in Portland, Oregon. The team were finalists, but not in the top three.
- December 1995 to present Editorial Review Board of the Journal of Marketing Theory and Practice.
- February 1995 and February 1998 Reviewer for the American Marketing Association Summer Educators Conference.

May 1993 to present	Reviewer for the UIC/AMA Research Symposium on Marketing and Entrepreneurship.
May 1993, 1995, 1998, 2002	Invited speaker in the Babson College REFLECT Conferences.
May 1992	Invited participant in the Babson College Eighth Annual Symposium for Entrepreneurship Educators (SEE-8).
August 1974 to September 1984	Editorial staff of the "Marketing Abstracts" section of the <u>Journal of Marketing</u> . Responsibility was to review health related articles.
December 1980 to February 1981	Served as paper referee for the 1981 American Marketing Association Educators Conference.
May 1976	Registration Co-Chairman for the 1976 Midwest American Institute of Decision Sciences Conference.
November 1975	Discussant at the Southern Marketing Association Meeting, Atlanta, Georgia.
April 1975	Served as chairman and organizer of the "Innovations in Business Administration Education" session at the Midwest Business Administration Association Meeting, Chicago, Illinois.

### **COMMUNITY OUTREACH**

September 2002 to Present	Participated in a UTC College of Business Administration team that did an assessment of the marketing efforts of the Chattanooga Visitors and Convention Bureau.
May 2002 To June 2002	Participated in a UTC College of Business Administration team that prepared a marketing audit and a strategic marketing plan for EPB Telecommunications.
May 2001	Participated in a UTC College of Business Administration team that did a customer satisfaction survey for EPB Telecommunications.
April 2001	Participated in a UTC College of Business Administration team that did a study for EPB Telecommunications to quantify market potential in the Chattanooga metropolitan area.
April 2000	Presented a session on "Strategic Business Planning in the Erlanger Hospital Mini MBA Program.
March 1998 to June 1998	Participated in a UTC College of Business Administration team that did a customer satisfaction survey for Blue Cross-Blue Shield of Tennessee's TennCare population.
October 1995 to November 1995	Speaker at two sessions of "Healthcare in the 21 <sup>st</sup> Century: Capitation or Decapitation," a program at Erlanger Medical Center, Chattanooga, Tennessee.
May 1994 to June 1995	Session Leader - K-Mart Advanced Leadership Conference.
October 1978	Session Leader - Chrysler Contemporary Executive Program.

to May 1979

### **COMMUNITY SERVICE**

1996 to Present	Held the annual Clarence E. Harris Entrepreneurial Forum bringing students, faculty, and entrepreneurs together for a half-day program.
1999 to Present	Established the UTC College of Business Administration Entrepreneurship Hall of Fame and inducted four classes of entrepreneurs into the Hall at the annual induction dinner.
2002 to 2003	Served on the "Small Business and Entrepreneurship" committee of the Chattanooga Area Chamber of Commerce.
2002 to Present	Participant in the Chattanooga Executive Exchange, a networking organization for high growth entrepreneurial firms.
February 2002	Appeared as a guest on Dean Casavant's "Business at the Cutting Edge" television program.
November 1999 and March 2001	Appeared as a guest on Joseph Decosimo's "Family Business" television program.
January 2001 To February 2001	Served on the Chattanooga Area Chamber of Commerce Innovation Award selection Committee.
November 2000	Featured speaker in the W. Thomas Howard Lecture Series at Florida Gulf Coast University.
November 2000	Appeared on "In Focus", a Florida public television program focusing on investor fraud.
January 2000	Invited speaker in the UT Martin Honors Program Lecture Series.
May 1999	Featured speaker at the Chattanooga Board of Realtors Annual Program.
March 1999	Featured speaker at the Jane Cosby Henderson Athena Award Luncheon.
February 1998	Spoke at the downtown Chattanooga Rotary Club on "Trends in Entrepreneurship Education".
July 1978 to July 1987	Member of the Board of Directors of Independence Health Plan of Southeastern Michigan.
September 1981 to August 1983	Served on the Technical Advisory Committee for Cancer Information Service of Michigan, an activity of the Comprehensive Cancer Center of Metropolitan Detroit.
January 1975 to September 1980	Provided free consulting assistance to the Upper Livernois Redevelopment Corporation, in their efforts to revive their shopping district.

### **UNIVERSITY SERVICE**

1996 to 2003	Member of the Marketing Department Promotion and Tenure Committee.
1997 to 2003	Member of the COBA Graduate Curriculum Committee.
1998 to 2003	Served as Chapter Advisor for the CEO student club.
1998 to 2002	Member of the COBA Recruiting Committee .
1999 to 2002	Member of the Provost's Recruitment and Retention Committee.
2001 to 2002	Chair of the COBA Strategic Plan Committee—wrote a 10 year Strategic Plan for College of Business Administration.
2001 to 2002	Member of the COBA Selection Committee for Professorships.
2001 to 2002	Member of the Chancellor's Facilities Task Force.
1996 to 2001	Chair of the COBA Entrepreneurial Interest Group.
1997 to 2001	Member of the COBA Alumni Relations Committee.
1998 to 2001	Chair of the COBA Ad Hoc Entrepreneurship Curriculum Committee - Developed an Entrepreneurship Concentration and Minor.
2000 to 2001	Member of the Associate Provost Search Committee.
2001	Participated in the University Mission Statement Symposium with the other UTC Chairs of Excellence.
1998 to 2001	Member of the University Instructional Excellence Committee.
1999 to 2000	Chair of the Vice Chancellor for Development Search Committee.
1997 to 1999	Member of the University Speaker and Special Events Committee.

### ***GRANTS AND CONTRACTS***

June 1997	Awarded \$19,300 by the Coleman Foundation for an "Entrepreneurship Awareness and Education Grant," with Marilyn Helms.
September 1994	Awarded \$22,250 by Michigan Small Business Development Corporation to support entrepreneurship curriculum development and research at Wayne State University.

### ***PROFESSIONAL AFFILIATIONS***

United States Association for Small Business and Entrepreneurship  
American Marketing Association  
Academy of Management