

VITA

MARK EARL MENDENHALL

Business Address

J. Burton Frierson Chair of Excellence
in Business Leadership
College of Business Administration
University of Tennessee, Chattanooga
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3604 Gentry Station Drive
Signal Mountain, TN 37377
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EDUCATION

- Ph.D. (1983) Brigham Young University
Area of Study: Social/Organizational Psychology
- B.S. (1980) Brigham Young University
Areas of Study: Psychology
- Dissertation:* "Self-monitoring as a Determinant of Emergent Leadership."

POSITIONS HELD

The J. Burton Frierson Chair of Excellence in Business Leadership.
School of Business, University of Tennessee, Chattanooga.
June 1989 to the present.

Visiting Professor

The Europa Institut, University of Saarland. 1999-2004

Graduiertenkolleg Interkulturelle Kommunikation
Sektion Wirtschaftswissenschaft, University of Saarland
Summer 1999.

The Ludwig Erhard Stiftungsprofessur Chair. 1998.
Foundation of International Management Bayreuth, Rechts- und
Wirtschaftswissenschaftlichen Fakultät, University of Bayreuth.

Assistant Professor of International and Comparative Management
College of Business Administration, Loyola Marymount University
September 1983 to May 1989.

TEACHING EXPERIENCE

Graduate Courses Taught:

Leadership	International Management
Japanese Management	International Human Resource Management
Principles of Management	Human Resource Management
Cross-Cultural Communication	Innovation and Creativity in Business
Cross-Cultural Management	

Undergraduate Courses Taught:

International Management	Japanese Management
Principles of Management	Introduction to Business
International HRM	Innovation and Creativity in Business

PROFESSIONAL AFFILIATIONS

Academy of Management. *Past Chair, International Management Division*
 International Academy for Intercultural Research, *Charter Fellow*.
 Academy of International Business
 Beta Gamma Sigma
 Western Academy of Management

RESEARCH/PUBLICATIONS

Books:

Stahl, G.K., & Mendenhall, M.E. (in press). Managing Culture and Human Resources in Mergers and Acquisitions. Palo Alto: Stanford University Press.

McNett, J. Lane, H.W., Maznevski, M., and Mendenhall, M. (in press) The Blackwell Encyclopedia of Business and Management Volume 6: Encyclopedia of International Management. Oxford, UK: Blackwell Publishing.

Stroh, L., Black, J.S., Mendenhall, M.E., & Gregersen, H. (2005). Global Leaders, Global Assignments: An Integration of Research & Practice. London: Lawrence Erlbaum and Associates, Inc.

Lane, H.W., Maznevski, M., Mendenhall, M.E., & McNett, J. (2004). The Handbook of Global Management: A Guide to Managing Complexity. Oxford, UK: Blackwell Publishing.

Oddou, G., & Mendenhall, M. (Indian reprint, 2002) Cases in International Organizational Behavior. Maya Publishers.

Black, J.S., Gregersen, H., Mendenhall, M., and Stroh, L. (Japanese reprint, 2002) Globalizing People Through International Assignments. Hakuto Shobo Publishers.

Mendenhall, M., Kuhlmann, T., & Stahl, G. (2001) Developing Global Business Leaders: Policies, Processes, and Innovations. Westport, CT: Quorum Books.

Mendenhall, M., & Oddou, G. (2000) Readings and Cases in International Human Resource Management (3rd Edition).

Oddou, G., & Mendenhall, M. (1999) Cases in International Organizational Behavior. Cambridge, Mass.: Blackwell Publishers.

Black, J.S., Gregersen, H., Mendenhall, M., and Stroh, L. (1999) Globalizing People Through International Assignments. New York: Addison-Wesley.

Mendenhall, M., Punnett, B.J., & Ricks, D. (1995) Global Management. Cambridge, Mass.: Blackwell Publishers.

Mendenhall, M., & Oddou, G. (Eds.) (1995) Readings and Cases in International Human Resource Management (2nd Edition). Cincinnati, Ohio: South-Western College Publishing.

Black, J.S., Gregersen, H., & Mendenhall, M. (1992) Global Assignments: Successfully Expatriating and Repatriating Global Managers. San Francisco: Jossey-Bass Publishers.

Mendenhall, M., & Oddou, G. (Eds.) (1991) Readings and Cases in International Human Resource Management. Boston: PWS-Kent

Journal Articles and Peer-Reviewed Scholarly Book Chapters

Mendenhall, M. Deller, J., & Ben-Hur, S. (in press) Nonlinear dynamics and global leadership development." In Günter K. Stahl, Wolfgang Mayrhofer, & Torsten M. Kuhlmann (eds) Innovative Ansätze im internationalen Personal-management. Munich: Oldenbourg.

Engle, A.D., & Mendenhall, M. E. (2004). Transnational Roles, Transnational Rewards: Global Integration in Compensation. Employee Relations, 26(6), 613-625.

Osland, J., Bird, A., Scholz, C., Mazenevski, M., McNett, J., Mendenhall, M., Stein, V., & Weyer, D. (2004). Global Reality with Virtual Teams: Lessons from the Globally Distant Multicultural Team Project. In C. Wankel & R. DeFillippi (eds) The Cutting Edge of International Management Education. Greenwich, CT: Information Age Publishing, pp. 115-142.

Mendenhall, M., Stahl, G.K., Ehnert, I., Oddou, G., Kühlmann, T., & Osland, J. (2004) "Evaluation Studies of Cross-Cultural Training Programs: A Review of the Literature from 1988-2000. In D. Landis, & J. Bennett (eds). The Handbook of Intercultural Training. Thousand Oaks, CA: Sage., 129-144.

Lane, H.W., Maznevski, M.L., & Mendenhall, M.E. (2004). Hercules Meets Buddha. In Lane, H.W., Maznevski, M., Mendenhall, M.E., & McNett, J. (eds). The Handbook of Global Management: A Guide to Managing Complexity. Oxford: Blackwell Publishing, pp. 3-25.

Stahl, G.K., Evans, P., Pucik, V., & Mendenhall, M. (2004). Human resource management in cross-border mergers and acquisitions. In A.W. Harzing & J. Van Ruessyvelde (eds) International Human Resource Management. London: Sage., pp. 89-113.

Mendenhall, M., Jensen, R., Gregersen, H., & Black, J.S. (2003) Seeing the Elephant: HRM Challenges in the Age of Globalization. Organizational Dynamics. (32) 3, 261-274.

Lichtenstein, B., & Mendenhall, M. (2002). Non-linearity and *Response-Ability*: Emergent order in 21st century careers. Human Relations, 55(1), 5-32.

Stephens, G.K., Bird, A., & Mendenhall, M.E. (2002). International careers as repositories of knowledge: A new look at expatriation. D.C. Feldman (ed.) Work Careers: A Developmental Perspective. San Francisco: Jossey-Bass, pp. 294-320.

Mendenhall, M.E., & Stahl, G.K. (2002). The rise and demise of the "Euromanager": Lessons for the development of global leaders. In C. Scholz & J. Zentes (eds.) Strategic Euro-Management. Wiesbaden: Gabler., pp. 305-319.

Bergmann-Lichtenstein, B., Ogilvie, J.R., & Mendenhall, M.E. (2002). Non-linear dynamics in entrepreneurial and management careers. M@n@gement. 5(1):31-47.

Mendenhall, M., Kuhlmann, T., Stahl, G., & Osland, J. (2002). Employee development and expatriate assignments: A review of the expatriate adjustment theory literature. In Gannon, M. & Newman, K. (eds.) Handbook of Cross-Cultural Management. Oxford, U.K.: Blackwell Publishers, pp. 155-183.

Mendenhall, M. (2001) New perspectives on expatriate adjustment and its relationship to global leadership development. In Mendenhall, M., Kuhlmann, T., & Stahl, G. (eds.) Developing Global Business Leaders: Policies, Processes, and Innovations. Westport, CT: Quorum Books, pp. 1-16.

Engle, A., Mendenhall, M.E., Powers, R.L., & Steadham, Y. (2001) Conceptualizing the global competency cube: A transnational model of human resources. Journal of European Industrial Training, 25 (7), 346-353.

Mendenhall, M., Macomber, J., & Cutright, M. (2000) Mary Parker Follett: Prophet of chaos and complexity. Journal of Management History, 6 (4), 191-204.

Mendenhall, M. & Stahl, G.K. (2000) Expatriate training and development: Where do we go from here? Human Resource Management, 39(2 & 3), 251-265.

Oddou, G., Mendenhall, M., & Ritchie, J.B. (2000) Leveraging travel as a tool for global leadership development. Human Resource Management, 39 (2 & 3), 159-172.

Mendenhall, M. (1999) On the need for paradigmatic integration in international human resource management. Management International Review, 39(3), 65-87.

Bird, A., Mendenhall, M., Osland, J., & Scheider, S. (1999) Adapting and adjusting to other cultures: What we know but don't always tell. Journal of Management Inquiry, 8(2), 152-165.

Lichtenstein, B., & Mendenhall, M. (1999) Emergent order in boundaryless careers. In M. Pina e Cunha & C. A. Marques (Eds.), Readings in Organization Science: Organizational Change in a Changing Context. pp. 481-488. Lisboa, Portugal; Instituto Superior de Psicologia Aplicada.

Mendenhall, M., Macomber, J., Gregersen, H., & Cutright, M. (1998) Nonlinear dynamics: A new perspective on international human resource management research and practice in the 21st century. Human Resource Management Review, 8(1), 5-22.

Mendenhall, M. (1997) Goals with no paths: A consideration of how worlds can be bridged, declines reversed, and animals caged. In Nigh, D., & Toyne, B. (Eds.) International Business: An Emerging Vision. University of South Carolina Press, pp. 439-445.

Mendenhall, M., & Macomber, J. (1997) Rethinking the strategic management of expatriates from a nonlinear dynamics perspective. In Aycan, Z. (ed) Expatriate Management: Theory and Research, Vol. 4. Greenwich, CT: JAI Press, 41-61.

Mendenhall, M. (1997). Expatriate assignments; Cultural literacy. In Peters, L., Youngblood, S., & Greer, R (eds.) A Dictionary of Human Resource Management. Oxford, England: Blackwell Publishers, 69; 109-110.

Mendenhall, M. (1996) The foreign teaching assistant as expatriate manager. In Landis, D., & Bhagat, R. (eds.) Handbook of Intercultural Training. Thousand Oaks, CA: Sage Publications, pp. 231-243.

Mendenhall, M., & Wiley, C. (1994) Strangers in a strange land: The relationship between expatriate adjustment and impression management. American Behavioral Scientist, 37(5), 605-620.

- Mendenhall, M., Beaty, D., & Oddou, G. (1993) Where have all the theorists gone? An archival review of the International Management literature. International Journal of Management. 10(2), 146-153.
- Black, J.S., & Mendenhall, M. (1993) Resolving Conflicts with the Japanese: Mission impossible? Sloan Management Review. 34(3), 49-59.
- Black, J.S., Gregersen, H.B., & Mendenhall, M. (1992) Toward a theoretical framework of repatriation adjustment. Journal of International Business Studies, 23(1), 737-760.
- Black, J. S., Gregersen, H. B. & Mendenhall, M. (1992). Evaluating the performance of global managers. Journal of International Compensation and Benefits, 1, 35-40.
- Black, J.S., Mendenhall, M., & Oddou, G. (1991) Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. Academy of Management Review. 16(2), 291-317.
- Black, J.S., & Mendenhall, M. (1991) The U-Curve adjustment hypothesis revisited: A review and theoretical framework. Journal of International Business Studies. 22(2), 225-247.
- Oddou, G., & Mendenhall, M. (1991) Succession planning in the 21st century: How well are we grooming our future business leaders? Business Horizons. January/February, 34(1), 26-34.
- Vance, C.M., Boje, D.M., Mendenhall, M., & Kropp, H.R. (1991) A taxonomy of professional development benefits from external training. Human Resource Development Quarterly. 2(1), 37-54.
- Black, J.S., & Mendenhall, M. (1990). Cross-cultural training effectiveness: A review and a theoretical framework for future research. Academy of Management Review. 15(1), 113-136.
- Black, J.S., & Mendenhall, M. (1990) A practical but theory-based framework for selecting cross-cultural training programs. Human Resource Management. 28(4), 511-539.
- Mendenhall, M. (1989) A painless approach to integrating "International" into OB, HRM and Management courses. Organizational Behavior Teaching Review. 13(3), 23-37. (*Finalist in the Fritz Roethlisberger Memorial Award*).
- Mendenhall, M., & Oddou, G. (1988) The overseas assignment: A practical look. Business Horizons. 31(5), 78-84.
- Mendenhall, M., & Gale, J. (1988) Teaching about Japanese management: A white-feathered arrow. Organizational Behavior Teaching Review. 12(4),1-11.

Mendenhall, M., Dunbar, E., Oddou, G. (1987) Expatriate selection, training, and career-pathing A review and critique. Human Resource Management. 26(3), 331-345.

Mendenhall, M., & Oddou, G. (1986) Acculturation profiles of expatriate managers: Implications for cross-cultural training programs. Columbia Journal of World Business. 21(4), 73-79.

Mendenhall, M., & Oddou, G. (1986) The cognitive, psychological and social contexts of Japanese management practices. Asia-Pacific Journal of Management, 4(1), 24-37.

Oddou, G., & Mendenhall, M. (1986) Seven questions to ask before sending and employee overseas. Training and Development Journal. 40(5), 24-26.

Mendenhall, M., & Oddou, G. (1985) The dimensions of expatriate acculturation: A review. Academy of Management Review. 10(1), 39-47.

Oddou, G., & Mendenhall, M. (1984) Cross-cultural person perception: A review of cross-cultural and related literature. International Journal of Intercultural Relations, 10(2), 77-96.

Mendenhall M., Oddou, G., & Franck, L. (1984) The trend toward research collaboration in social psychological research. Journal of Social Psychology. 122(2), 101-103.

Mendenhall, M., & Oddou, G. (1983) The integrative approach to OD: McGregor revisited. Group & Organization Studies. 8(4), 291-301.

Mendenhall, M. (1983) Overcoming obstacles in the dissertation requirement: Advice to doctoral candidates. Teaching of Psychology. 10(2), 18s, 185.

Mendenhall, M., & Burr, W.R. (1983) Enlarging the role of the undergraduate teaching assistant. Teaching of Psychology. 10(3), 210-211.

Mendenhall, M., Oddou, G., Stimpson, D.V., & Jackson, D.H. (1982) Enhancing trainee satisfaction with cross-cultural training programs via prior warning. International Journal of Intercultural Relations. 6(4), 369-379.

Mendenhall, M. (1982) Obstacles to graduate student research activity: A review of the literature. JSAS: Catalog of Selected Documents in Psychology. American Psychological Association, 12(2), MS 2479.

Mendenhall, M., & Higbee, K. (1982) Psychology of the scientist series: XLVIII. Recent trends in multiple authorship in Psychology. Psychological Reports. 51(6), 1019-1022.

Franck, L., Lynn, M.L., Mendenhall, M., & Oddou, G. (1982) Seven years of religious conversion: A selected annotated bibliography, 1975-1981. JSAS: Catalog of Selected Documents in Psychology. American Psychological Association, 12(3), 34 (MS 2479).

Cases:

Stahl, G., & Mendenhall, M. "Andreas Weber's Assignment to New York: A Case Study in Expatriate Repatriation and Career Planning. In Mendenhall, M., & Oddou, G. (Eds.) Readings and Cases in International Human Resource Management. Cincinnati, Ohio: South-Western Publishing Company, 1999.

Mendenhall, M. "Mel Stephens Dilemma." In Mendenhall, M., & Oddou, G. (Eds.) Readings and Cases in International Human Resource Management. PWS-Kent, 1991.

Mendenhall, M. "Olivia Francis." In Mendenhall, M., & Oddou, G. (Eds.) Readings and Cases in International Human Resource Management, PWS-Kent, 1991.

Presentations:

Mendenhall, M. Ehnert, I., Kühlmann, T., Oddou, G., Osland, J. & Stahl, G. "Evaluation Studies of Cross-cultural Training Programs: A review of the literature from 1988-2000." *Western Academy of Management Conference*, Aleyska, Alaska, April, 2004.

Engle, A. D., & Mendenhall, M. E. "Transnational Ergonomics: Imagery Supporting a School of Transnational Human Resource Management, or, 'An Selig Aonadharaigh Croga.'" *Conference Proceedings of the 7th Conference on International Human Resource Management* at Limerick University, Limerick, Ireland, June, 2003, CD-Rom Reference no. 501.

Engle, A. D., & Mendenhall, M. E. "Transnational Roles and Transnational Rewards: Global Integration in Executive Compensation." *Conference Proceedings of the 7th Conference on International Human Resource Management* at Limerick University, Limerick, Ireland, June, 2003, CD-Rom Reference no. 53.

Mendenhall, M. "Global Leadership Competencies." Presented at the University of Vienna, School of Business. December 16th, 2002. Vienna, Austria.

Mendenhall, M. "The Relationship between Expatriate Assignments and Global Leadership Competencies. Presented at the Symposium, "Beyond Expatriation: New Themes in Expatriation Research" at the *Academy of Management Meetings*, Denver, Colorado, August 12, 2002.

Mendenhall, M., & Osland, J. "Mapping the Terrain of the Global Leadership Construct." Paper presented at the *Academy of International Business*, San Juan, Puerto Rico, June 29, 2002.

Mendenhall, M., Caligiuri, P., & Tarique, I. "Assessing and Managing Culture in Mergers and Acquisitions." Paper presented at the *Conference on Managing Culture and Human Resources in Mergers and Acquisitions*," at Thurnau Castle, Germany, October 21, 2001.

Mendenhall, M. "The Role of the GDMT Project in Learning Competencies and Skills for Global Virtual Teams." Presented at the Symposium, "Globally Distant Multicultural Teams: Intercultural Teaching in Times of Virtuality" at the *Academy of Management Meetings*, Washington, D.C., August 7, 2001.

Bird, A., Scholz, C., & Mendenhall, M. "An Overview of the GDMT Project." Presented at the "Experiential Teaching and Learning in International Management Workshop" at the *Academy of Management Meetings*, Washington, D.C., August 4, 2001.

Mendenhall, M. "Conceptual Linkages between Expatriate Adjustment and Global Leadership Skills. Presented at the "Global Leadership: A Debate of the Issues and Discussion of the Research Workshop" at the *Academy of Management Meetings*, Washington, D.C., August 4, 2001.

Engle, A. D., Sr., Mendenhall, M. E., Powers, R. L. and Stedham, Y. "Conceptualizing the Global Competency Cube: A Transnational Model of Human Resource," *Conference Proceedings of the Global Human Resource Management Conference*, cosponsored by the Cranfield Network on European & Global HRM and ESADE-Universitat Ramon Llull, Barcelona, Spain, June, 2001, CD-ROM, Track One - Strategic HRM, Ref. # 232.

Engle, A.D. & Mendenhall, M. E. "Spinning the Global Competency Cube: Toward a Transnational Human Resource Decision Support System." *Conference Proceedings of the Global Human Resource Management Conference*, cosponsored by the Cranfield Network on European & Global HRM and ESADE-Universitat Ramon Llull, Barcelona, Spain, June, 2001, CD-ROM, Track Two - Core Functions of HRM, Ref # 233.

Mendenhall, M. "Developing Global Leaders through Expatriate Assignments." The Cranfield Conference on Expatriation." Cranfield Business School. Cranfield, U.K. June 14-16, 2001.

Mendenhall, M. "Nonlinear Dynamics: Implications for Global Leadership Development Strategies in MNCs." Paper presented at the *Academy of Management meetings*, Toronto, Canada: August 2000.

Mendenhall, M. " Diversity and Expatriate Training Programs: What They Can Learn From Each Other. *Academy of Management Showcase Session: "Managing Multicultural Organizations: A Meeting of the Minds*. Toronto, Canada: August 2000.

Mendenhall, M. Keynote Presentation: "Mapping the Terrain of IHRM: A Call for Ongoing Dialog." *European Institute for Advanced Studies in Management*, March 30 2000, INSEAD, Fontainebleau, France.

Mendenhall, M. "Career Issues for International HRM Scholars." Presented at the HR Doctoral Consortium at the *Academy of Management* meetings, Chicago, IL, August 7, 1999.

Mendenhall, M. "The Implication of Nonlinear Dynamics on Social Science Research in International Human Resource Management." Presented at the HR Doctoral Consortium at the *Academy of Management* meetings, San Diego, August 8, 1998.

Mendenhall, M. Using Expatriation as a Strategic Tool for Global Leadership Development: New Perspectives on a Traditional Practice. Paper presented at the *Symposium on Cutting Edge Issues in International HRM: Global Leadership Development*. July 6, 1998, Thurnau, Germany.

Mendenhall, M. Keynote Paper: New Perspectives on Developing Global Leaders through Expatriation. Paper presented at the *Sixth Conference on International Human Resource Management*, Paderborn, Germany. June 25, 1998.

Mendenhall, M., Macomber, J., & Cutright, M. Mary Parker Follett: Prophet of Complexity and Chaos. Paper presented at the *Academy of Management* meetings, Boston, MA., August 13, 1997.

Lichtenstein, B., Mendenhall, M. & Macomber, J. Nonlinearity and responsibility: Emergent order in boundaryless careers. Paper presented at the *Academy of Management* meetings, Boston, MA., August 11, 1997.

Mendenhall, M. Non-linear dynamics of careers: Learning from chaos and complexity. Careers Division Pre-Conference Workshop, *Academy of Management*, Cincinnati, Ohio; August 10, 1996.

Mendenhall, M. Rethinking the strategic management of expatriates from a non-linear perspective. *Academy of Management*, Cincinnati, Ohio; August 1996.

Barnett, S., Toyne, B., & Mendenhall, M. A three dimensional classificational schema for the study of international human resources. *Academy of Management*. Las Vegas, August 10, 1992.

Mendenhall, M., & Black, J.S. The Contextual Nature of U.S. /Japanese Negotiations. *Western Academy of Management*. Santa Barbara, March 22, 1991.

Black, J.S., & Mendenhall, M. Toward a model of repatriation adjustment. *Western Academy of Management*, Santa Barbara, March 23, 1991. Outstanding Paper Award.

Beatty, M., & Mendenhall, M. Theory-building in International Management: An archival review and recommendations for future research. Paper presented at the 1990 annual meeting of the *Academy of Management*, San Francisco, California. August 12-15.

Mendenhall, M. A contextual approach to understanding conflict management in U.S./Japanese joint ventures. Paper presented at the *Western Academy of Management/Shizuoka International Management Conference*. Shizuoka, Japan. June 18-June 21, 1990.

Mendenhall, M. The career impact of an overseas assignment. Paper presented at the "Career Issues in International Assignments" Symposium at the 1989 annual meeting of the *Academy of Management*, August 15, Washington, D.C.

Mendenhall, M., & Oddou, G. A cognitive/attributional model of expatriate perception. Paper accepted to be presented at the Academy of International Business, November 1988, San Diego, California.

Mendenhall, M. Expatriation: Career-promoting? A look at expatriate utilization upon return. Paper presented at the jointly sponsored symposium (Career and International Divisions), entitled: Expatriation and an Executive's career: Special issues. Annual meeting of the Academy of Management, Anaheim, August 10, 1988.

Krell, T., Mendenhall, M., & Sendry, J. A prelude to research on organizational politics. Paper presented at the annual meeting of the Academy of Management, Anaheim, August 9, 1988.

Mendenhall, M. Retooling painlessly in the international dimension of organizational behavior. Paper presented at the 15th annual meeting of the Organizational Behavior Teaching Conference, Los Angeles, June 17, 1988.

Mendenhall, M. Issues in teaching abroad. Paper presented at the 15th annual meeting of the Organizational Behavior Teaching Conference, in a workshop, entitled: "Preparing to Teach in Developing Nations." Los Angeles, June 15, 1988. (Panelists: David Hunt, Robert Spich and David Beatty).

Mendenhall, M. The degree of involvement of the Western Academy Management membership in international teaching, research and academic activity: report from the International Committee. Presented at the Western Academy Management meetings, in the Workshop, entitled: Internationalizing WAM, Mark Mendenhall, Chair. Participants: Nancy Adler, Carolyn Dexter, Richard Peterson, and Robert Spich. Big Sky, Montana, March 1988.

Oddou, G., & Mendenhall, M. The role of The international assignment in an executive's career: A career stages perspective. Paper to be presented at the annual meeting of the Western Academy of Management, Big Sky, Montana, March 1988.

Mendenhall, M., & Gale, J. Teaching Japanese management: A guide for The novice. Paper presented at The annual meeting of the Academy of Management, New Orleans, August 1987.

Mendenhall, M. Issues in teaching international and Japanese management. Paper given at The inaugural meeting of the Western Region of The Academy of International Business, Los Angeles, California, May 29, 1987.

Mendenhall, M., Dunbar E., and Oddou, G. Recommendations for the improvement of overseas relocation programs in U.S. multinational corporations.. Paper presented at The annual meeting of The Western Academy of Management, Los Angeles, April 1987.

Mallinger, M., & Mendenhall, M. A typology of stress reduction strategies for expatriate managers. Paper presented at The annual meeting of The Western Academy of Management, Los Angeles, April, 1987.

Oddou, G., Mendenhall, M. What are we doing with our foreign-born workers? Presented at The 1986 Council of Employee Responsibilities and Rights Meeting, Virginia Beach, Virginia, October 15-17, 1986.

Mendenhall, M., & Oddou, G. Acculturation styles of expatriate managers: A taxonomy. Paper presented at The annual meeting of The Academy of Management, Chicago, Illinois, August 1986.

Mendenhall, M. Moral issues in multinational business. Paper presented at the Western Academy of Management, Reno, Nevada, March 22-24, 1986.

Mendenhall, M. Personal and professional adjustment challenges of Japanese expatriate managers. Paper presented at The Century of The Pacific Conference, Los Angeles, November 1985.

Mendenhall, M. The psychological terrain of Japanese management: A reply to Keys and Miller. Paper presented at the annual meeting of the National Academy of Management, San Diego, California, August 1985.

Mendenhall, M. Personnel selection of expatriate managers. In a symposium, entitled: "Selecting, training, and supporting expatriate managers: New approaches to old problems. Presented at the annual meeting of the Western Academy of Management, San Diego, California, April 1985.

Mendenhall, M., & Oddou, G. Toward a model of expatriate acculturation. Paper presented at the annual meeting of the Academy of Management, Boston, August 1984.

Mendenhall, M., and Oddou, G. Principles of acculturation for expatriate managers. Paper presented at the annual meeting of the Western Academy of Management, Vancouver, B.C., April 1984.

Mendenhall, M. & Oddou, G. The cultural antecedents of Japanese management. Paper presented at the annual meeting of the Western Academy of Management, Vancouver, B.C., April 1984.

Mendenhall, M., & Stage, H.D. Overcoming orthodoxy in management education: Internationalizing MBA curricula. Paper presented at the annual meeting of the Western Academy of Management, Vancouver, B.C., April 1984.

Oddou, G., & Mendenhall, M. The trend toward research collaboration in organizational behavior. Paper presented at the annual meeting of the Western Academy of Management, Vancouver, B.C., April 1984.

Mendenhall, M. The psychological dimensions of Japanese management practices. Paper presented at the annual meeting of the Association for Asian Studies, Pacific Coast Region, Los Angeles (Little Tokyo), June 1984.

Mendenhall, M., & Oddou, G. The integrative approach to OD. Paper presented at the annual meeting of the Western Academy of Management. Santa Barbara, California, April 1983.

Mendenhall, M., & Oddou, G. Automation: Monster or Messiah? A review of the controversy. Paper presented at the annual meeting of the Western Academy of Management, Santa Barbara, California, April 1983.

Mendenhall, M., Oddou, G., & Williams, R.N. The Multidimensionality of acculturation: Implications for expatriate training programs. Paper presented at the annual meeting of the Rocky Mountain Psychological Association, Salt Lake City, Utah, April 1983.

Mendenhall, M., & Oddou G. The A-R-C approach to expatriate training. Workshop presented at the annual meeting of the Rocky Mountain Psychological Association, Albuquerque, New Mexico, April 1982.

Mendenhall M., Oddou, G., & Sampson, D.V. Enhancing trainee satisfaction via prior warning. Paper presented at the annual meeting of the Rocky Mountain Psychological Association, Albuquerque, New Mexico, April 1982.

Oddou, G., & Mendenhall, M. Perceived success characteristics according to organization commitment in the socialization process. Paper presented at the Western Psychological Association, Sacramento, April 1982.

Consulting, Seminars, and Speeches

Some of the companies represented in the following seminars include: IBM-Japan, IBMAsia Pacific, NASA, Boeing, Eveready, Whirlpool, Magic Chef, American Heart Association, Dixie Yarns, Mitsui Manufacturer's Bank, Toyota, U.S. Air Force, L.L. Bean, Genesco Industries, the

State of Tennessee, Nysey, and the Tennessee Conference on Social Welfare. Also, my newspaper column, “Mendenhall On Management” has appeared as a weekly column in the Chattanooga Times since 1990 to 1999.

Speaker: “Key Skills of Effective Leaders.” East Tennessee Student Government Conference. Middle Valley, Tennessee. October 21st, 2004.

Presenter: “What is Leadership?” Leadership Chattanooga class, hosted by Leadership Chattanooga. January 6, 2004.

Speaker: “Leadership.” East Brainerd Rotary Club. December

Keynote presenter: Global Leadership Development, Tokyo, Japan. May 27, 2003. Sponsored by Toyo Keizai Shimbun (Japan’s top business newspaper). Executives from the following companies attended:

Nippon Express, Goldman Sachs, Goldman Sachs Realty, Hitachi, Pfizer Consumer, Inc., Ricoh, Sony Ericsson, Sony, AIG, NEC University, Mitsubishi Chemical, JVC, Canon, Sumitomo Shoji, Mitsubishi Electric, J-Phone, Toray, Agilent Technologies, Nissan, JTB, Olympus, Japan Airlines Corporate Academy, Toshiba, Nippon Swisan, Dentsu, Yokohama Rubber, Pioneer, Fujii Denki, Fuji Heavy Industries, Mitsubishi Motors, Cable & Wireless IDC, Toprei, PTC Japan, Baxter, Seicom, Aishin AW, Daiichi Seiyaku.

Presenter, Tennessee Association of Community Leadership. Leadership Conference. October 23, 2003. Hosted by Leadership Chattanooga.

Presenter: Winter Leadership Institute, Public Education Foundation. February 1, 2003. Franklin, Tennessee.

Presenter: “Keys of Leadership.” Leading Edge Seminar. Local companies in attendance: J&J Enterprises, US Xpress, Blue Cross Blue Shield, Memorial Hospital, Tennessee Valley Credit Union, Duracell, New Horizons, Right Management. October 15, 2002.

Speaker: “Key Principles of Leadership.” Soddy-Daisy High School.

Pro Bono Consultant, Public Education Foundation. March 27, 2002.

Television Special, WTCI Series, "Business on the Cutting Edge." 30 minute featured interview on the topic: "Leadership in the New Economy." November 30, 2001.

Speech, University of Tennessee, Chattanooga. Forum: University-wide Mission Statement Review Process. This speech was given by invitation of the Chancellor. Topic: "An Overview of Common Pitfalls in the Mission Statement Creation Process." September 26, 2001.

Speech, American Society of Training and Development. Topic: "Why Change Initiatives Fail." Renaissance Commons, Chattanooga, Tennessee. September 13, 2001.

Speech, "Using Virtual Teams in the Classroom." UTC Faculty Teaching Excellence Panel on Teams in the Classroom and Workplace. University Center, University of Tennessee, Chattanooga. February 13, 2001.

Speech, Rotary Youth Program. Topic: Key Factors of Success in Leadership. Cookeville, Tennessee. September 11, 1999.

Seminar, Church Educational System. Topic: "How to Use Councils Effectively." Franklin, TN, March 3, 2000

Seminar, ISO/QS 9000 INTERFACE Meeting. Topic: "The Role of Leadership in Organizational Change." Local participants were from the following companies: Wheland Foundry, Advanced Vehicle Systems, JIT Terminal Inc., Cleveland Tubing, and NSF-ISR. February 2000.

Seminar, Doctoral Workshop. Graduiertenkolleg Interkulturelle Kommunikation. University of Saarland. Topic: Nonlinear Dynamics and Intercultural Communication Research Issues. University of Saarland. Saarbrücken, Germany. June 17 & 21, 1999.

Instructor, Global Leadership Development Class. MBA Program. Europa Institut, University of Saarland. Saarbrücken, Germany. June 7-June 11, 1999.

Speech, Lee University. Topic: "What it Takes to be a Successful Leader." Cleveland, TN, April 15, 1999.

Speech, Downtown Rotary Club. Topic: "The Key Principles of Successful Leadership." Read House, Chattanooga, February 4, 1999.

Speech, APICS. Topic: "Principles of Leadership." October 15, 1998.

Speech, University of Chemnitz. Topic: "Global Leadership Development: The Emerging Challenge of Human Resource Management." July 15, 1998, Chemnitz, Germany.

Seminar, "Andere Lander-Andere Sitten: Das Seminar uber Interkulturelle Kommunikation: Nordamerika." Topic: "Understanding North American Management Processes. Association Internationale des Etudiants en Sciences Equonomique et Commerciales at the University of Bayreuth, June 28, 1998.

Speech, The Bayreuth Research Institute for Small and Mid-Sized Companies. Topic: "Management Problems Mid-Sized Companies Face during Globalization." June 25, 1998, Bayreuth, Germany.

Speech, University of Hohenheim. Topic: "Global Leadership Development: A Nonlinear Perspective." June 17, 1998, Stuttgart, Germany.

Speech, University of Bayreuth. Topic: "Developing Global Leaders: What We Know and What We Don't Know." June 8, 1998, Bayreuth, Germany.

Speech, Moccasin Bend Mental Health Institute. Topic: "Remotivation in the Workplace." April 24, 1998, Chattanooga, Tennessee.

Speech, Small Business Council. Topic: "Keys to Leadership Success." January 14, 1998, Chattanooga, Tennessee.

Speech, American Society for Training and Development (ASTD). Topic: "The New Era of Management Knowledge: Implications for Training and Development." January 8, 1998, Chattanooga, Tennessee.

Seminar, Integrated Resources Group--Expatriate Roundtable/Repatriate Forum Executive Development Group. Topic: "Cross-Cultural Training for Expatriate Executives." Abilene, Texas, December 18, 1997.

Seminar: Oregon State University Information Services Division. Topic: "Managing Change in Environmental Turbulence." Corvallis, Oregon, August 5, 1997.

Seminar: Association of Computing Machinery. Topic: "Managing in Turbulent Environments." St. Louis, March 21, 1997.

Seminar: "Systems Thinking in Organizations." February 28, 1997. University of Tennessee, Chattanooga. Managers from the following companies attended: Dixie-Yarns, McKee Foods, Decosimo Management Consulting, Velsicol Chemical Company, Social Security Administration, Nuclear Regulatory Agency, Tennessee Valley Authority, Wheland Foundry, Federal Aviation Administration, River Valley Partners, Combustion Engineering, Hutcheson Medical Center, Walker Technical Institute, Walker County Department of Family and Children Services, Siskin Hospital for Physical Rehabilitation, Moccasin Bend Mental Health Institute, Bradley Memorial Hospital, NHC Home Care, Circle Recycling, Trinity Lutheran Church, Greater Chattanooga Christian Services and Children's Home, and Bradley County Sheriff's Office.

Seminar, Tennessee Exemplary Faculty Advanced Technology Education Program. Topic: "Team Leadership and Team Productivity" Nashville, Tennessee.

Speech, Tennessee Business Education Association. Topic: "What Will They Remember? Teaching Deep Order Concepts in International Business." September 20, 1996, Chattanooga, Tennessee.

Facilitator, University of Tennessee, Chattanooga. School of Business Entrepreneurship Forum. "Challenges of the Future for Entrepreneurs." 1996.

Speech, Suburban Manufacturing Company. Topic: "The Key to Teamwork." April 4, 1996, Dayton, TN

Seminar, McKee Foods Corporation "A Better Way" Forum. Seminar Topic: "The Core Principles of Productive Management." February 28, 1996. Collegedale, TN.

Speaker, First Citizens Bancorp. Management Leadership Conference, 1996. January 13, 1996. Topic: "What is Leadership?"

Financial Executives Institute. Topic: "The Elements of Leadership." January 9, 1996. Mountain City Club, Chattanooga.

American Production and Inventory Control Society (APICS). Topic: "Thorny Issues in Global Trade Relations: Implications for Manufacturing." November 16, 1995.

Quality Forum XI, University of Tennessee, Chattanooga. Seminar Topic: "The Core Principles of Managerial Productivity. Seminar participants came from the following local companies: Stewart Inc., Suburban Manufacturing, McKee Foods, Alco Chemical, Shaw Industries, ATS Staffing Services, Church of the Good Shepard, and Joseph Decosimo and Company. October 26, 1995.

Annual Conference for the Society of Municipal Arborists and the Tennessee Urban Forestry Council. Topic: "Motivation and Teamwork." Chattanooga Choo Choo. September 27, 1995.

Seminar Series on Managerial Productivity. June 20-29. Little Theatre, Chattanooga, TN. Seminar attendees came from the following local companies: Bowater, ResCare Inc., Aladdin Mills, Beaulieu of America-- Nylon Division, Chattanooga Housing Authority, Geologic and Environmental Services (GES), Central Heat & Air Company, Harrison Direct, Inc., Candlewick Yarns, Velsicol Chemical Corporation, Tennessee Valley Authority, T.J. Snow Company, Inc., The Enterprise Group, Tennessee Department of Employment Security, Fortwood Center, Mental Health Association of Greater Chattanooga, Inc., World Trade Center Chattanooga, First Capital Mortgage Corporation, Family and Children's Services of Chattanooga, Inc., Hospice of Chattanooga, Electric Power Board, Suburban Manufacturing Company, Environmental Site Assessment Inc., Bradley County Sheriff's Department, AmSouth Bank of Tennessee, Blue Cross/Blue Shield, DuPont, American Forum Inc., Marsh Tennessee Company, Southern Centrifugal, Memorial Hospital, Provident Life & Accident Insurance Co., Family and Children's Services, Conagra, Superior/Columbia Home Care, Coors Electronic Packaging Company, Vega Corporation of Tennessee, First Citizens Bancorp, Woodbridge Foam, Dobbins Air Force Base, ABB Combustion Engineering, and Alco Chemical.

MBA in Medical Management Program. Topic: "Understanding/Facilitating Change Part 2." April 26, 1995. Erlanger Hospital, Chattanooga.

Beta Alpha Psi. April 21, 1995. Topic: "Becoming a Manager." The Loft, Chattanooga.

MBA in Medical Management Program. Topic: "Understanding/Facilitating Change Part 1." April 19, 1995. Erlanger Hospital, Chattanooga.

Seminar, Erlanger MBA in Medical Management Program; Topic: "Leadership." February 15, 1995.

Speaker, Northwest Georgia Chamber of Commerce. Topic: "Leadership." Rossville, Georgia, November 10, 1994.

Speaker, Tennessee Cooperative Education Association. Topic: "Organizational Change Processes: Why Don't They Work?" Comfort Inn, Chattanooga, Tennessee, October 19, 1994.

Proposal Review, Organizational Change Proposal, Bowater Inc.--Southern Division. September 12-13, 1994.

Speaker, Association for Quality and Participation. Topic: Trust in Organizations. July 19, 1994, Wyndham Midtown Atlanta Hotel, Atlanta, Georgia.

Speaker, Commencement Address for the General Educational Development Graduation Program. Chattanooga State Technical Community College, Chattanooga, Tennessee, June 23, 1994.

Speaker, Maytag Management Club. Topic: Leadership. Maytag Customer Service Center (Maycor), Cleveland, Tennessee, April 18, 1994.

Seminar, "1993 Dartmouth Institute: Understanding Japanese Business and Culture." Dartmouth College, Hanover, NH. June 20-25, 1993.

Moderator, "Health Care Reform Seminar." June 7, 1993. Marriott Convention and Trade Center, Chattanooga, TN.

Speaker, "Principles of Leadership." Bradley County School School Principals, Englewood School. May 6, 1993.

Speaker, "Leadership and Strategic Vision." Dixie-Yarns, Inc., Senior Management Retreat. Tennessee Aquarium, Chattanooga, TN. April 27, 1993.

Speaker, "On Becoming a Leader." Hixson Chamber of Commerce. April 21, 1993. Bethel Bible Village, Hixson, TN.

Seminar, "Leadership in Student Government." Student Government Association of University Center, University of Tennessee, Chattanooga, April 17, 1993.

Speaker, "Power and Leadership." Chattanooga Kiwanis Club. February 5, 1993.

Invited Speaker, Blue Ridge Conference on Leadership, Inc., July 14-17, 1992. Black Mountain, NC. "Lessons on Leadership from Robert E. Lee."

Seminar, IBM-Japan and IBM-Asia-Pacific, July 6-13, 1992. "Doing Business in Japan." Tokyo, Japan. Participants: Senior Directors of IBM-Japan and IBM-AsiaPacific.

Invited Speaker, 23rd Annual Supervisory Management Seminar, Middle Tennessee State University, Murfreesboro, May 7, 1992. "What Followers Expect From Leaders."

Seminar, "Leadership in the Workplace," Division of Continuing Education, UTC, February 21, 1992.

Invited Speaker, World Trade Council of Chattanooga. February 13, 1992. "Negotiating with the Japanese." Civic Forum, Chattanooga, Tennessee.

Invited Speaker, Hamilton Place Rotary Club. February 12, 1992. "Business Ethics." Chattanooga, Tennessee.

Invited Speaker, United Methodist Church, McCallie & Oak Street, Chattanooga, Topic: "The Culture of Japan."

Invited Speaker, Chattanooga Chapter of Financial Executives Institute. January 14, 1992. "Leadership Challenges in the 1990's." Mountain City Club, Chattanooga, Tennessee.

Invited Speaker, Chattanooga Rotary Club. December 26, 1991. "Business Ethics: What can Managers do about it?" Radisson Read House, Chattanooga Tennessee.

Seminar, IBM-Japan and IBM-Asia-Pacific, October 12-19, 1991. "Doing Business in Japan." Tokyo, Japan. Participants: Senior Directors of IBM-Japan and IBM-AsiaPacific.

Seminar, The American Heart Association of Tennessee, Annual Strategic Planning Meetings. Topics: "The Reality of Leadership." July 29, 1991. Nashville, Tennessee.

Invited Speaker, College of Business Administration, Utah State University. Topics: "The Current State of Theory in International Business," "Internationalizing the OB/HRM Curriculum," and "Current Research on Expatriate Managers." Logan, Utah, July 15-17, 1991.

Seminar, College of Business, University of South Carolina, Faculty Development in International Business Program. Columbia, South Carolina, June 24-29, 1991. Topic: "Internationalizing the OB/HRM Course."

Invited Speaker, Cleveland Rotary Club. "The Art of Leadership." June 11, 1991, Cleveland, Tennessee.

Invited Speaker, The Association of Government Accountants. "Is there a Leadership Crisis in Government?" June 3, 1991. Hamilton County Convention and Trade Center, Chattanooga, Tennessee.

Invited Presenter, TIMS/ORSA Conference, College of Organizations Sub-group: "Theory-building in International Management." Other session presenters included: Graham Astley, Richard Rosenzweig, Richard Brahm. May 14, 1991. Nashville, Tennessee.

Invited Speaker, Magic Chef and Whirlpool Corporation. "Managerial Innovation." Cleveland, TN. April 15, 1991.

Invited Speaker, Tennessee Conference on Social Welfare. "Effective Management for Public Service Organizations." Nashville, Tennessee, March 20, 1991.

Invited Panelist, Western Academy of Management Invited Symposium: "What is the Utility of Organization Science in a Global Context?" March 22, 1991, Santa Barbara. Other Panelists: Richard Steers, Richard Brahm, Nakiye Boyacigiller, Jacques Delacroix, Robert Spich.

Invited Speaker, American Production and Inventory Control Society on "Leadership and Management in the 1990's." Chattanooga, Tennessee, October 18, 1990.

Seminar, NASA-Boeing Joint Seminar on "Doing Business with the Japanese." Huntsville, Alabama, August 15-18, 1990. Seminar sponsored by Dartmouth College.

Seminar, University of South Carolina. Faculty Development in International Business, Columbia, South Carolina, June 24-29, 1990. Topic: "Internationalizing the OB/HRM Course."

Speech, 1990 Chairs of Excellence Forum (April 24, 1990). Invited Speaker/Panelist; Topic: Thoughts on Schweitzer's, "Out of My Life and Thought."

Speaker, University of Tennessee, Chattanooga. Student Leadership Program. September 30, 1989. Seminar entitled: "What is Leadership?"

Invited Speaker, University of Hohenheim-Stuttgart, Graduate School of Business, Human Resource Institute. Speech entitled: "Recent Advances in International Human Resource Management." December 4, 1987.

Invited presenter, the Doctoral Consortium of the International Division of the Academy of Management, August 8-9, 1987. (Chair: Hans Schollhammer; other consortium presenters: Richard Peterson, Stephen Kobrin, Christopher Bartlett, Bruce Kogut, Klaus Macharzina).

Invited speaker, the American Society of Training and Development's Training Faire, Session entitled: The impact of the Pacific Rim: Opportunities for Training and Development Professionals. Speech entitled: Key Cross-cultural skills Managers need to know to be Successful Overseas and in Working with the Japanese. Los Angeles, June 18, 1987.

Invited Speaker, University of Utah (Executive MBA Program), Graduate School of Business, April 24, 1987. Speech entitled: "The Nature of Overseas Assignments in U.S. MNCs." Also, presented an in-class seminar, entitled: "The cultural context of Japanese management practices."

Invited Speaker, University of Utah, Graduate School of Business (Masters Degree Program in Human Resource Management), December 13, 1986. Seminar entitled: "Japanese Human Resource Management Practices: Myths vs. Reality."

PROFESSIONAL/PUBLIC SERVICE

Positions Held in Professional Organizations

- Executive Board Member, International Organizations Network, 1997-present.
- Consulting Editor, Xanadu.com, 2000-present.
- Research Associate, Centre for Research into the Management of Expatriates. Cranfield University/Organization Resources Counselors, Inc. 1999-present.
- Visiting Professor, The Europa Institut, 1998-present.
- Fellow, International Academy for Intercultural Research, 1997-present.
- Chair, Junior Faculty Consortium, International Management Division of the Academy of Management, 1997.
- Chair, International Management Division of the Academy of Management, 1992-1993.
- Chair-Elect, International Management Division of the Academy of Management, 1991-1990.
- Program Chair, International Management Division of the Academy of Management, 1990.
- Academy of Management International Programs Committee, 1990-1991; 1992-1993.
- Membership Chair, International Division of the Academy of Management. 1989-1990.
- Diversity in the Workplace Committee, Academy of Management, 1990-1991.
- Program Committee, International Division of the Academy of Management, 1989.
- Advisory Committee for the Western Academy of Management International Conferences, 1989-1990, 1991-1992.
- Conference Program Committee, Western Academy of Management, 1987.
- Chair, International Management Task Force, Western Academy of Management, 1986-1987.

- Conference Program Committee, 1986: Organizational Behavior Teaching Conference.

Editorial Memberships

- Editor, International Journal of Cross-Cultural Management (2000-present)
- Management International Review (1990-present)
- Journal of International Management (1993-1997)
- Journal of International Business Studies (1990-1994)
- Human Resource Planning (1990-1994)

Service Activities at the University of Tennessee, Chattanooga.

- University of Tennessee Research Advisory Board, 1997-present.
- Chair, Intellectual Contributions Reaccreditation Committee, College of Business, 2001-present.
- Chair, College of Business Administration Professorships Committee, 2000-present.
- College of Business Administration Recruiting Committee, 1998-present.
- College of Business Administration Graduate Petitions Committee, 1996-present.
- Management Department Reaccreditation Committee, 1999-present
- SunTrust Chair of Excellence Search Committee, 1998-1999.
- Management Department Faculty Search Committee, 1994-present
- College of Business Administration Dean's Search Committee, 1999-2000.
- College of Business Administration Dean's Advisory Committee, 1994-2000
- SACS Subcommittee on Institutional Design, 1999-2001.
- Dalton Roberts Professorship Search Committee, 1999-2000.
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- Chair of the Committee of Chairs of Excellence, 1999-2000.
- University General Education Implementation Committee, 1998-1999
- University General Education Committee, 1995-1998.
- Co-Director (with Marilyn Helms), International Business Education Grant, U.S. Department of Education, 1992-1996.
- MBA Curriculum Revision Committee, 1995-1999.
- Research Committee, 1992-1993.
- Ethics Committee, 1992-1993.
- Scott Probasco Chair of Free Enterprise Search Committee, 1992-1993.
- Clarence Harris Chair of Excellence Search Committee, 1992.
- Chair, School of Business Strategic Planning Taskforce, 1991-1992.
- School of Business Building Renovation Committee, 1991-1992.
- Co-Sponsor of the Division of Continuing Education's program: "The New Clean Air Act...Achieving Compliance. Other sponsors: Oak Ridge Associated Universities, Miller Chair of Excellence in Management and Technology. May 3G31, 1991.
- Public Service and University Relations Committee of the Board of Trustees, 1990-1991.
- Dean's Search Committee, School of Business, 1990-1991.
- Chair, Liberal Arts/School of Business Interface Committee, 1990
- Mission Committee, School of Business, 1990-1991, 1991-1992.

- 1991 Bill of Rights Colloquium Steering Committee Member. Funding of guest speaker to speak about affirmative action.
- Development of university-wide Ethics Symposium with the West Chair of Excellence, the Honors Program, and the Probasco Chair. Invited nationally recognized experts in the areas of leadership and business ethics in South Africa to speak to UTC and local business leaders.
- The Japan Project. Development of Proposal for a Minor in Japanese Studies. Strategic Planning and linkage with professional organizations, 1989.
- Development of Seminar series for Continuing Education on "Doing Business with the Japanese."
- Development of a Seminar for the Greater Chattanooga business community on "Developing business relationships with Japanese Ventures in Tennessee" with Partners for Economic Progress, the Tennessee Department of Economic and Community Development, the Chattanooga Area Chamber of Commerce, and Chattanooga State--The Japan Connection.
- Task Force member, Teikyo University Exchange Program 1989.