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Education

Ph.D. (January, 1989 to May, 1992)

Department of Management

Louisiana State University

Baton Rouge, Louisiana 70803

Major: Management with emphasis in HRM/OB

Minor: Industrial Psychology

Dissertation: Quality Enhancement Through Goal-Setting: Examining the Effects of Goal Attributes and Feedback on Performance

Master of Business Administration (January, 1988 to December, 1988)

Else School of Management

Millsaps College

Jackson, Mississippi

Bachelor of Business Administration (August, 1985 to December, 1987)

College of Business Administration

Loyola University of the South

New Orleans, Louisiana

Major: Finance/ Secondary Major: German

Academic and Relevant Work Experience

■ *The University of Louisiana at Lafayette* (1991-present)

Assistant Vice President for Institutional Planning and Effectiveness, 2010 to present

Special Assistant to the Provost and Vice President for Academic Affairs, 2007 to 2009

Professor of Management, 1999 to present

Acting Dean, 2005 to 2006

MBA Director/Associate Dean, 2003 to 2005

Graduate faculty (1992 to 2018)

Courses: Labor Relations (Undergraduate; Graduate)

HRM in Health Care (Graduate)

HRM (Graduate)

Leadership (Undergraduate)

Healthcare Policy (Graduate)

Human Resource Management (Undergraduate; Graduate)

Quality Management (Graduate)

Organizational Behavior (Graduate)

Organizational Behavior & Leadership (Graduate)

Quality Management in Health Care (Graduate)

Management and Organizations (Undergraduate)

Principles of Management for Nonbusiness Students (Undergraduate)

Several Independent Studies often leading to publication and/or student certification
(Undergraduate and Graduate)
Numerous Internship Students (Graduate)

Doctoral Student Advising (2006 to present)

Brandi Guidry-Hollier

Aston Business School (Birmingham, UK) Doctor of Business Administration Program
Grenoble Ecole de Management (France)
Dissertation: The Impact of FTTH on Economic and Social Variables

Lise Anne Slatten

Case Western University (Cleveland, OH) Executive Doctorate in Management Program
Content Supervisor
Dissertation: The Antecedents and Consequences of Nonprofit Certification

Julie Falgout

Grenoble Ecole de Management (France)
Second Supervisor
Dissertation Topic: The Impact of Technology on Nonprofit Effectiveness

Select Administrative Accomplishments as Assistant Vice President for Institutional Planning and Effectiveness (2010 to present)

■ Primary responsibilities in the following domains: (1) Strategic planning, implementation, deployment and tracking at the institutional- and unit-levels; (2) Assessment of outcomes and assurance of learning for over 300 units and degree programs across campus; (3) Community outreach in economic development, culture, heritage and arts; (4) physical facilities and space coding issues to optimize funding and efficiencies; (5) member of the Academic Affairs Council responsible for new program development, funding optimization, academic integrity and effectiveness, comprehensive program review, and academic policy development. EXAMPLES of my experiences and accomplishment in these domains are highlighted below.

- Collaborative, transparent, strategic management style marked by strong communication skills, a nimble and decisive approach to planning and problem solving with a demonstrated balanced, campus wide perspective: I have presented in the past three years to external stakeholders on the state of the University at Leadership Lafayette, Leadership Louisiana, the UL System, the Board of Regents and to internal stakeholders (Faculty Senate, Townhall Meetings, Assessment Forums, Departmental Meetings, Department Head Forum, Council of the Deans, College Faculty Meetings, Office of Development, Enrollment Management, the Graduate School and many others) on survey results, general education, assessment, goal-setting and strategic planning. I have also developed and widely shared with internal administrators data, information and reports on grade distributions, workloads, aggregated SEI performance and survey summaries.
- Reputation as an enthusiastic, effective advocate for faculty, staff and students and a gift for forging consensus with both internal and external constituencies and building community throughout the university and beyond: I have served as a key participant in the development of several new degree and certificate programs at the undergraduate and graduate level, been responsible for the automation of SEI and administrative evaluation processes, worked with Academic Affairs to develop and conduct major program review protocol, initiated a facilities coding and space management protocol that has resulted in over 7 million dollars of additional revenue credits based on our formula funding, developed and shared several new data reports, worked closely with economic development allies to recruit and retain major business to Acadiana, implemented several new survey and feedback methodologies increasing student voice, and represented the university on several major regional planning initiatives including the Lafayette Comprehensive Plan and the Downtown Master Plan. Each of these successful

initiatives required significant culture adaptations and community-building skills. I have served as Chair of the Lafayette Economic Development Authority, and Lafayette Consolidated Government's International Center Foundation, and I was just recently reelected as the Chair of the LITE Commission. I have served the Lafayette Chamber, the Community Foundation of Acadiana and the Junior League as a board member or committee chair. I have been a UL representative to the Louisiana Innovation Council, the State of Louisiana Council of Workforce and Economic Development Officers, LUMCOM Board and Strategic Planning Committee, and the Louisiana Workforce Investment Region IV Alliance. I have worked extensively with Louisiana Economic Development and with the Lafayette Parish School System and the Lafayette Education Foundation. I am LEDA's appointee to the legislatively-mandated committee to study the feasibility of a global high school in Lafayette and serve with several Louisiana elected senators and representatives. I have strong, ongoing relationships with each of the major print media outlets in Acadiana, as well as with regional community and technical schools and the administration of several private schools.

- Record of commitment to diversity and the ability to respond to the needs of a diverse student population, including first-generation students: I have worked with TRIO/Special Services on strategic planning, with the Office of Campus Diversity on programming, on Gen Ed issues to make learning more adaptive to varied student needs, with LITE on minority STEM education, and with the Office of International Affairs on recruiting and exchange relationships. I have also served as a McNair mentor and have worked on several initiatives aimed at enhancing the success of underprepared incoming students, including the expansion of our undergraduate research initiatives – a strategic priority for 2013-14. Student exit surveys, off-cycle course analysis, readmit GPA minimum requirements, prediction of student success, analysis of non-returning students, and graduation rate analysis have all been projects on which I have led or worked with significant implications for enhancing student progress and success of varied populations.
- Fluency with emerging trends in technology in the management of data and the delivery of high-quality academic programs online and via other methods: I have been involved in the conceptualization and implementation of several online offerings and programs, yet my primary role has been to ensure that this mechanism for delivery has been robust and has met the needs of the students through careful analytical review of accomplishment on learning outcomes and through ensuring faculty engaged in distance learning are adequately trained. I am currently working with a team from the Office of Distance Learning on examining the feasibility and structure of how UL Lafayette might best offer MOOC-based instruction and education. I developed the initial drafts of the University's Pre-LOI form evaluating the feasibility of new programs as well as the "minor" review form currently implemented to assess the viability and student demand for new and existing minors. In doing so, nontraditional delivery options, mechanics and assessment were carefully considered and incorporated.
- Ability to understand and successfully navigate complex budgetary issues, funding formulas and multi-layered university governance structure: The Academic Affairs Council committed to gaining a thorough understanding of the complex formula funding model from the State of Louisiana, and worked with the Board of Regents and the Board of Supervisors to ensure UL Lafayette was best positioned to maximize revenue. This resulted in a complete overhaul of the manner in which we reported facilities usage, and in two years we have emerged as the model in the state for optimal facilities reporting to the State of Louisiana. We also have developed a mechanism for evaluating the cost efficacy of new and existing programs which guide actions to enhance operational efficiencies without erosion in educational quality. The Board of Regents recently nominated and elected me to serve as their representative on the critical Occupational Forecasting Conference. Along with the Secretaries of Economic Development and Workforce Development, the head of the Louisiana AFL-CIO and the President of the LCTCS system, this conference meets quarterly to develop occupational supply and demand forecasts which are used to direct hundreds of millions of dollars in state incentives. I have also worked closely with analysts at the UL Board of Supervisors to pilot the development of a variety of cost and funding models, benchmark/peer institution selection, and performance metrics.
- Integrated contemporary technology and entrepreneurial strategies while conducting the academic business of higher education: To fully ensure our human expertise and physical assets are being optimally empowered to

support the academic and research core of the institution, entrepreneurialism and intrapreneurialism will be paramount to future success in higher education anywhere. To this end, we have petitioned for differential tuition, course fees, and nontraditional funding options for graduate assistance and fellows. I have worked with auxiliary service, continuing education, research centers and academic units to explore unique cross-enrollment options which can generate SCH funding and private professional development dollars. We have explored and actually landed on-campus tenants that pay leases but that contributes to our academic mission, and implemented synergistic contracts with vendors that engage students and contribute to their learning.

- Coordinated strategic investments that will accelerate the University's rise in national rankings, including the growth of doctoral programs that meet emerging needs in the region and nation, and found ways to assist graduate students interested in pursuing these degrees by identifying sources to fund competitive assistantships and other support mechanisms: I have worked extensively on every new proposed and approved graduate program since 2007. We have vigorously advanced well-developed proposals that resulted in UL Lafayette, despite even a moratorium, gaining approval for more new programs than any other institution in the state, and more than all other institutions in our system combined. As a strategic imperative, I have worked with the Vice President for Research to generate collaborative initiatives that result in the funding. Under my leadership as Acting Dean, Moody College was recognized for the first time ever as a nationally-ranked institution. I am also leading the University's application for achievement of the Carnegie Community Engagement status. And I have extensively engaged with industry to craft mutually-beneficial partnerships to enhance graduate student education at UL. The Dean of the Graduate School and I met, in 2010, with every program on campus currently offering and aspiring to offer graduate programs to develop a list of new offerings we should pursue. That list remains today a viable roadmap for us to strive to achieve a higher Carnegie classification as well as a mechanism to grow our research portfolio.
- Led development of strategic plan collaboratively with faculty, staff and students: In 2008, I led the development and creation of the 2009-2014 UL Lafayette Strategic Plan (including the hosting of many feedback forums both internal and external to the institution) and have worked with several units (including athletics and the RCAF) to create their strategic plans to be consistent with that of the University. I have also working extensively on planning initiatives for the City of Lafayette, several "regional" and global economic development alliances, LUMCON, and dozens of state-wide businesses and NGOs.
- Fostered the integration of research in academics to promote undergraduate research opportunities and support faculty committed to research: I am serving as a member of the Undergraduate Research Initiative taskforce which aims to generate enhanced funding and opportunities for undergraduate students across the campus. Undergraduate research (through REUs and other mechanisms) as well as the implementation whenever feasible of capstone courses remain a priority for this institution as evidenced by benchmarking and student feedback on NSSE and other indicators.
- Promoted an on campus learning environment that enhances student outcomes by further developing academic programs and advising practices that monitor and support their progress from enrollment through graduation and that comply with the legislative mandates: I have been involved in the Louisiana GRAD Act benchmarking, goal-setting, reporting and compliance since the inception of the legislation at UL Lafayette. I am also the campus lead on developing a comprehensive methodology for identifying Carnegie peer benchmark institutions using Board of Supervisors methodological guidelines that may become incorporated into GRAD Act metrics. Dating back to 2006, I was responsible for assessment and assurance of learning campus-wide, including the selection, deployment and population of WEAVEonline data. I also conducted the one and only survey of students who attended UL one Fall (2010) and failed to return the following Fall (2011) to identify common reasons for attrition. This led to the creation of information to students, through the Student Health Center and Academic Success Center about the implications of non-attendance. It also drove modifications in the student financial aid process, and led to initiatives to prevent students from incurring debt that had to be repaid prior to a student's ability to return. I am currently engaged in efforts to mitigate attrition through an early warning system based on student attendance, and presented at the Summer 2013 Retention retreat. As a member of the General Education Committee (re)formed in 2006, learning

outcomes assessments for which I was responsible led to the formation of several “Rapid Action Teams” that resulted in the creation of UNIV 200, a major redesign of CMCN 200/100, changes in Freshman English courses, and improvements in our ability to enable students to become more globally competent.

- Worked with academic administrators and faculty to grow distance and online course delivery opportunities to serve a broader audience locally, regionally, nationally and internationally: I have worked closely and collaboratively with the staff of Distance Learning since its inception, including engagement with external partners through which we offer programs. My primary strategic interest in this domain is developing and growing niche programs based on faculty expertise that is not replicable; deploying the technology when appropriate for dual enrollment; and engagement of the Office of Research and its associated centers to offer certificate and other professional development utilizing appropriate technologies in differentiated “blue ocean” markets.
- Implemented campus wide data management and the implementation of new systems, giving faculty, staff and students the necessary tools to manage information effectively and devise solutions to pressing campus issues: I have championed the implementation of the Scantron System for electronic SEIs (initially motivated by the need to provide distance learning students a mechanism for evaluating courses and then deployed campus-wide to each of the approximately 3,000 sections of courses we teach each semester). Scantron use has recently been expanded for administrative evaluations and will soon be deployed for administrative peer evaluations. I have championed Hobson’s “ApplyYourself” to enhance the experience of not just graduate students but also undergraduate, continuing education and camp applicants. I was responsible for the selection and deployment of WEAVEonline and was a national beta tester for WEAVE Affirm, the product we will be using for SACS accreditation reporting starting in 2013. I designed and implemented the University’s Graduate and Undergraduate Exit Surveys and manage several surveys and survey protocols on my unit’s SurveyMonkey accounts. I also submitted and was awarded a grant to develop one of the nation’s fist assessment labs, a lab that has been used extensively by academic, distance learning, athletic and student service units over the past five years.
- Enhanced UL Lafayette’s niche as a nationally ranked research university with a proven reputation for providing an affordable high quality education to further increase awareness of the University’s attributes and attract students from a broader geographical range: I have worked diligently to create value and promote awareness through many mechanism for which I was responsible for deploying, to include: National Survey of Student Engagement (NSSE) and Beginning Student Satisfaction Survey (BSSE), Noel-Levitz Student Satisfaction Index, ACT Student Opinion Survey, Collegiate Learning Assessment, ETS MAPP and Academic Profile, Chronicle of Higher Education’s Great Places to Work Survey, ACT’s Alumni Survey, College Portrait Graduate Exit Survey, ICT Assessment, and the Voluntary System of Accountability’s reporting portals commonly reported in USAtoday and through other media. I have represented the University and the City of Lafayette at the Congrès Mondial Acadien and at Lafayette SESAME (Sister Cities) international gatherings. I am a member of the Steering Committee of Louisiana Crossroads and worked with the Acadiana Center for the Arts and a small team to develop the pilot television episode of that concert series. I have been engaged in many projects with a global scope with Le Centre International (such as being a co-chair of VerTech, a new global conference on alternative energy) and the Lafayette Convention and Visitors Commission, I have been engaged with several events with the Ambassador of France to the United States as well as with the Canadian Counsel General, and have served as a host for international delegations for LAGCOE and for trade mission from 10 different nations. On campus, I championed and served on the selection committee for the Traditional Music Program and Comeaux Chair, and have worked with that program on establishing a BOR-approved center. I am also currently involved in arrangements to relocate the School of Geoscience’s museum collection to Lafayette Consolidated Government’s downtown Museum of Natural History.
- Other activities that I would appreciate highlighting include my long-term advocacy of service-learning, my multi-year engagement as a member of the UL Lafayette SACS steering committee, my numerous invitations to assist other campuses across the state with a variety of strategic initiatives, my 15-year relationship with the United States Department of Justice as an expert on reorganizing the management and personnel structures of their trustee and judicial units, my work with many professional accreditors such as ABET and AACSB International, and my several

invitations from SACS and other accreditors to serve as an on-site and off-site reviewer. I have also attended many AACSB Programs including successful completion of the "Becoming a Provost" Professional Development Program. Through that multi-year cohort experience, I have developed a network of university Provosts and Presidents throughout the nation that often collaborate on shared challenges, a network I have found to be beneficial in gaining insights and fresh ideas on constraints and opportunities we have all faced.

Administrative Accomplishments as Special Assistant to the Provost/VPAA (2007-2009)

- Responsible for coordinating assessment of general education learning outcomes, as well as for review of all program-level and major learning goals at the graduate and undergraduate levels.
- Responsible for coordinating assessment of student support and services program goals.
- Coordinated and implemented UL participation in the Collegiate Learning Assessment (CLA) administered by the Council for Aid to Education (CAE). Analyzed and reported results as well as recommended remediative action.
- Coordinated and implemented UL participation in the iSkills and iCriticalThinking assessments administered by the Educational Testing Service (ETS) and Certiport. Analyzed and reported results as well as recommended remediative action.
- Coordinated and implemented UL participation in the MAPP administered by ETS. Analyzed and reported results as well as recommended remediative action.
- Coordinated and implemented UL participation in the Collegiate Learning Assessment (CLA) administered by the Council for Aid to Education (CAE). Analyzed and reported results as well as recommended remediative action.
- Coordinated and implemented three course-embedded assessments (Literature, Written Communication, Oral Communication). Analyzed and reported results as well as recommended remediative action.
- Coordinated and implemented undergraduate and graduate student exit surveys. Analyzed and reported results as well as recommended remediative action.
- Responsible for designing and developing assessment protocol for The Cajun Connection First-year Seminar.
- Responsible for analyzing and recommending action based on NSSE and ACT SOS survey results.
- Serve as campus Voluntary System of Accountability (VSA) representative. Responsible for all aspects of UL implementation and participation in that initiative.
- Member of the UL Lafayette General Education Committee
- Delivered numerous presentations to campus stakeholders on assessment, as well as served as a resource to numerous colleges, departments and service units on assessment.
- Conducted three university-wide forums on outcomes of our General Education Assessment program.
- Responsible for authoring SACS narratives for 3.5.1 (Gen Ed) and 3.3.1.3 (Assessment in Student Services and Support).
- Serves as a member of the Assessment Council and as a member of the SACS 5 Steering Committee.

- Serve on Search Committee for the newly created Executive Director of Institutional Planning and Effectiveness position.
- Administers 80-station Assessment Lab.
- Developed and analyzed surveys in the domain of service learning and faculty community involvement.
- Compiled comprehensive database of student internship experiences for SACS.

Administrative Accomplishments as Acting Dean (2005-2006)

Overview

- Appointed as Acting Dean in Summer, 2005. Managed the undergraduate business school of more than 2,600 students in nine majors, 55 continuing faculty, 18 full-time staff, and 30 support/adjunct faculty with an annual operating budget of \$6.3 million and an endowment of nearly \$13 million. Supervised MBA Director with a program of 170 students, who manages 20 graduate assistants and coordinates 30 graduate faculty members. Stepped down from the deanship in June, 2006 due to pregnancy and the birth of a daughter that summer.

Undergraduate and Program Activities

- Numerous strategic and operational initiatives aimed at enhancing learning and improving efficiencies.
- Initiated restructuring of Moody College cornerstone (Freshman) and capstone (Senior) professionalization courses.
- Coordinated college-wide learning assessment activities, including course-embedded assessment (CEA), and online ETS administration policies and logistics.
- President of Beta Gamma Sigma and faculty sponsor of the newly formed Moody College Honors Program Society, the only such society in any college on campus.
- Refocused the MCOBA's globalization efforts through strengthening college participation in Study Abroad, addressing international course curriculum issues, and introducing Francophone and Hispanic language and culture minors.
- Restructured business minor and pre-MBA curriculum.
- Collaborated with industry executives and landmen to strategically improve the Professional Land and Resource Management program.
- Oversaw development and implementation of the MCOBA's first Diversity Plan.
- Host weekly SGA and SGA-SAC meetings and occasional retreats. Worked with SAC (Student Advisory Council) to successfully present a proposal to the President for funding of \$30,000 of landscape and outdoor furniture improvements. The program has since become a major development initiative for the university.
- Restructured Moody College of Business student organizations to ensure relevance and value to students.
- Co-submitter on a STEP grant application to fund final four SMART Classrooms in Moody Hall.
- Served as Internship Director.

- Founded and served as Faculty Advisor for the MCOBA Business Honors Society for students in the Honors Program. Restructured Honors Course offerings.
- Introduced and managed student codes of conduct, ethics, and honor.
- Involved in restructuring curriculum in and outside the college in several majors to maximize learning.

University Administrative Activities

- Hosted and worked with Moody College's Executive Advisory Council on strategic and developmental initiatives.
- Secured final match funding for \$1,000,000 Chair in Regional Business Development, a chair that is based not only on traditional research productivity but also on strategic community outreach efforts.
- Implemented a variety of faculty management processes aimed at enhancing instructional performance and professionalism. These processes served as our "best practices" for AACSB International.
- Hosted focus groups and strategic retreat for the UL Lafayette Athletics Department.
- Presented to incoming freshman and transfer student Town Hall orientation meetings.
- Managed significant budget cuts in the wake of Hurricane Katrina which resulted in a reduction of force of support faculty and a corresponding increase in workload for continuing faculty.
- Conducted numerous print media interviews.
- Reoriented college committee structure to align with strategic imperatives.
- Use of electronic surveying to solicit faculty opinions and input on a variety of strategic and operational issues.
- Involved in process to examine the Petroleum Club as a UL Lafayette Faculty Club.
- Served on the UL Committee for Academic Affairs and Standards.
- Appointed Fellow for the Center of Cultural and Ecotourism, a recognized UL Lafayette Center of Excellence.
- Responsible for the integration of the hospitality management program/major into the Moody College, as well as the use of the Hilton Garden Inn for classrooms and internships.
- Reorganized college website.
- Coordinated advising, placement and additional course offerings for students displaced by Hurricanes Katrina/ Rita.
- Hosted MCOBA Strategy and Planning Council Retreat at Vermilionville.
- Oversaw numerous recruiting and hiring processes for faculty and staff.
- Submitted and had accepted a proposal to alter traditional administration of Professorships by linking awards and tying specific administrative duties as well as research for award. Worked with donors to achieve this outcome.
- Oversaw comprehensive revisions to MCOBA Tenure and Promotion standards, criteria, guidelines and processes.

- Developed specific criteria and review processes for determining initial and ongoing academic and professional qualifications.
- Developed a comprehensive system to utilize all forms of instructional feedback and an intervention process when faculty members failed to meet predetermined levels of acceptability.
- Developed a Code of Professionalism for Faculty Members and a Peer Review Process to intervene when the standards were violated. The process was invoked two times in the AY 2005-06.
- Oversaw modifications of the Information Technology credit exam.
- Coordinated numerous initiatives to enhance donations to the university foundation.

Accreditation

- Complied AACSB International Maintenance of Accreditation Document.
- Hosted Peer Review Team Visit in November of 2005 for MCOBA's ten year maintenance review.
- Initiated entire process of learning assessment, including course-embedded technique, ETS, and survey instruments.
- Attended two SBAA Dean's Conferences.
- Coordinated implementation of Digital Measures Faculty Management Database system.
- Attended AACSB International Annual Meeting in San Francisco in Spring of 2005.
- Attended AACSB International Annual Meeting in Paris in Spring of 2006 to receive our maintenance of accreditation recognition.
- Conducted a series of three preparatory faculty meeting in anticipation of the AACSB International Peer Review Team visit in November of 2005.
- Initiated the process of separate accounting accreditation for the MCOBA and continued to serve on Accounting Department Committee after stepping down as Dean.

Facility Construction and Renovation

- Strategically involved in the planning, design, and construction of Moody Hall. [See article](#)
- Authored, received, and implementing of \$196,000 grant to fund a state-of-the-art learning assessment lab, classroom response systems, and kiosk portals.
- Coordinating process of relocation of faculty offices into Moody Hall using a seniority and performance-based formula.
- Finalized punch list and move-in details in Moody Hall.
- Involved in renovation of F.G Mouton Hall . [See article](#)
- Oversaw completion of implementation of wireless infrastructure in Moody Hall.

- Establishment of after-hours print access and developing after-hours work centers.
- Participating in University of Louisiana System Facilities Usage Project.
- Planned space utilization and layout of F.G. Mouton Hall.

Outreach Efforts

- Initiated and encouraged service learning initiatives, and in the period between 2003 and 2006, 150 regional organizations benefitted from class/student/faculty projects.
- Invited speaker at Governor's conference on the role of business schools in economic development.
- Strategic interventions with Acadiana Council for the Arts.
- Coordinator of large-scale research project to examine visitorship issues at all nine Lafayette museums.
- Co-moderator of strategic retreat for Le Centre International de Lafayette.
- Co-host of Regional Entertainment Cluster forums.
- Developed and updated the Greater Lafayette Chamber of Commerce membership survey.
- Participant in parish elementary school International Education programming activities.
- Co-moderated strategic retreat for Louisiana Folk Roots.
- Member of strategic development team at Acadiana Outreach Center.
- Participant in Louisiana's Cultural Economy Strategic Summit.
- Analyst and author of the quarterly Acadiana Consumer Confidence Index (ACCI) report in [The Independent](#).
- Examined college involvement in Junior Achievement.
- Host of the Senator Vitter Symposium on Women's Issues in the Summer/Fall of 2005.
- Consulted with the Community Foundation of Acadiana on strategic needs.
- Worked with the United Way, the City of Lafayette, Katrina Recovery Coalitions, and the Department of Sociology to design and administer a survey to predict the number of Hurricane evacuees in the parish and to assess their needs.

Administrative Accomplishments as MBA Director/Associate to the Dean (2005 - 2005)

MBA Program Activities

- Revised and developed mission, strategy, and learning objectives for MBA program.
- Implemented community outreach and service learning projects.
- Reconstituted MBA Association.

- Improved process for distant advising, resulting in very high student satisfaction ratings.
- Developed new graduate assistantship application and hiring process.
- Conducted a faculty satisfaction survey regarding graduate assistants.
- Initiated mechanism for non-healthcare administration MBAs to become involved in internships.
- Changed catalog to enhance program flexibility.
- Initiated process of assurance of learning and outcomes assessment at the graduate level.
- Modified and received approval on new, more rigorous admission standards.
- Modified and received approval on new Graduate Faculty criteria.
- Expanded pool of qualified supporting faculty.
- Began study to assess foundation courses.
- Worked with registrar office to allow program secretary override/enrollment maximum change capabilities.
- Developed new protocol to monitor Entree student in core courses.
- Established and furnished graduate assistant offices.
- Compiled demographic statistics for reports/database on MBA students for internal and external entities and surveys.
- Developed new procedures for monitoring conditional admissions.
- Developed an option for accountants who need an extra 25 hours to sit for CPA.
- Worked with graduate school on assessing the feasibility of providing off-shore education.
- Served on the graduate admissions appeals committee.
- Coordinated and prepare graduate class schedules each semester.
- Evaluated supporting faculty's teaching performance.
- Developed criteria of selection of MBA candidates into Beta Gamma Sigma and for university fellowships..
- Sponsored and directed MBA student recognized in 2005 with the university's Service Learning Award for her work with Headstart.
- Significantly expanded MBA elective offerings.
- Initiated comprehensive electronic exiting student survey and used feedback to make program improvements.

University Administrative Activities

- Worked with College of Sciences on developing a program in actuarial sciences. Awarded a \$58,000 State farm Foundation grant to fund this exploration.
- Served on QSN (search) committee for Vice President of Research and Graduate Studies and assisted in coordinating visit agenda.
- Worked with Louisiana Tech and LCRP to offer MBA compressed video courses to under-served populations in central Louisiana.
- Attended University Department Heads monthly forum.
- Served on QSN (search) committee for Dean, College of Engineering.
- Served on the Moody College Diversity Task Force charged with developing the college's first diversity plan.
- Keynote speaker for 2005 Administrative Professionals Day Forum.
- Coordinated MCOBA Inaugural College Caribbean Cruise. We have since been on a second cruise and are planning our third.

Accreditation

- Co-authored 2005 application for AACSB International Maintenance of Accreditation.
- Co-authored initial strategic initiatives plan for the college.
- Participated in long-range planning committee meetings and assisted in facilitating strategic retreats.
- Attended AACSB International meetings in Chicago, New Orleans, St. Louis, Montreal, and Dallas.
- Collaborated on model of selection of peer and comparison schools for AACSB Accreditation.
- Co-designed a new performance management system for evaluation of support faculty teaching.
- Developed new marketing and promotional literature for the MBA program.
- Related with Caen University regarding acceptance of and internship opportunities for exchange students.

Educational Enhancements

- Developed a code of ethics for the MBA program.
- Worked with student leaders to help develop a code of ethics for the undergraduate business program.
- Provided for clinical opportunities in management and marketing for MBA students.
- Assisted in re-involving the college in the University Honors program.
- Participated in campus-wide workshops to enhance student recruitment and retention.
- Began studying the assessment of learning/outcome measurement possibilities.

- Developed a proposal for a actuarial chair with a joint appointment in mathematics and business.
- Worked with graduate school and engineering college towards the development of a PhD program in telecommunications.
- Worked with nursing school towards the development of a MSN/MBA joint degree.
- Coordinate course development between computer sciences and BSAT.
- Developed a new pre-view presentation for potential and incoming students.
- Presented to the Honors College on business administration courses.
- Presented at ASHRM PHR Exam Study Group (on labor relations issues).

Facility Construction and Renovation

- Assisted Dean with management of college issues and needs during the renovation of the current 25,000 square foot classroom and lab facility.
- Assisted with development and management plans for faculty relocation to the new facility.
- Coordinated process with academic department heads to determine departmental space assignments in new facility.

College Advisory Boards

- Served with Dean on fostering and maintaining relationships with members of the College Executive Advisory Council.
- Served with Dean on College Student Advisory Council meetings and retreat.

Technology Enhancements

- Revised MBA website to provide informational needs for the graduate students.
- Assisted with the new website development for the college.
- Began periodic and exit surveying MBA students electronically.
- Participated in the strategic planning for the Acadiana Technology Immersion Center (ATIC/LITE), a new \$18,000,000 visualization facility in the University's research park.

Refereed Journals

Slatten, L. A., Carson, K.D., & Carson, P. P. (accepted 6/26/12). Help wanted: Only proactive workers need apply. *Journal of Practicing Managers*, 2(2).

Guidry, B. N., Carson, P. P., Haon, C. (2012). Economic implications of FTTH networks: A cross-sectional analysis. *Journal of Economic and Social Policy*, 15(5), 1-24.

Slatten, L. A., Carson, K.D., & Carson, P. P. (2011). Compassion fatigue and burnout: What managers should know. *Health Care Manager*, 30(4), 325-333.

Sonnier, B.M., Carson, K.D., Carson, P. P. (2009). An examination of the impact of firm size and age on managerial disclosure of intellectual capital by high-tech companies. *Journal of Business Strategies*, 26(2),167-184.

Knouse, S. B., Carson, P. P., Carson, K. D., & Heady, R. (2009). Improve constantly and forever: The influence of W. Edward Deming into the 21st century. *TOM Journal*, 21(5), 449-461.

Baker, D. 5., Carson, K. D., & Carson, P. P. (2009). An individual-level examination of the impact of cultural values on organizational identification. *Journal of Applied Management & Entrepreneurship*, 14(2),29-43.

Sonnier, B.M., Carson, K.D., Carson, P. P. (2008). Intellectual capital disclosure by traditional U.S. companies: A longitudinal assessment. *Journal of Accounting & Organizational Change*, 4(1), 67-80.

Carson (Phillips), P., & Carson, K. D.(2007). Demystifying demotion: A look at the psychological and economic consequences on the demotee. *Business Horizons*, 50, 455-466. Acceptance Rate: 21%-30% (Editor's e-mail).

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Books

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Carson, K. D., Carson (Phillips), P., Phillips, J. S. (2000). The ABCs of Collaborative Change. Boulder: netLibrary. (Negotiated rights with ALA to digitize the 1997 book).

Carson, K. D., & Carson (Phillips), P. (2000). Defective Bosses: Working for the "Dysfunctional Dozen". Mumbai, India: JAICO Publishing House. (Purchased rights to produce 1998 book for sale in India, Pakistan, Nepal, Myanmar, Bhutan, Bangladesh, & Sri Lanka)

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Carson (Phillips), P., Carson, K. D., & Phillips, J. S. (1995). Deskbook for Library Managers: 102 Expert Solutions to 101 Common Dilemmas. Chicago: American Library Association.

Book Chapters

Carson (Phillips), P., & Carson, K. D. (1997). Commentary on integrating strategy and organizational learning by D. R. Schwandt. In A. Huff & J. Walsh (Eds.) *Advances in Strategic Management*, Vol 14, 361-367.

Carson (Phillips), P., Carson, K. D., & Roe, C. W. (1996). Human resource management and TQM in the medical sector. In S. B. Knouse (Ed.), *Human Resource Management Perspectives on TQM: Concepts and Practices* (pp. 151-183). Milwaukee, WI: ASQC Quality Press.

Hom, P. W., Griffeth, R. W., & Carson (Phillips), P. (1995). Turnover of personnel. In J. Rabin, T. Vocino, W. B. Hildreth, & G. J. Miller (Eds.) *Handbook of Public Personnel Administration* (pp. 531-582). New York: Marcel Dekker, Inc.

Other Work Experiences

■ Board Memberships

Community Foundation of Acadiana (2008-2011)

Chair, Community Impact

Lafayette Economic Development Authority (2006 to present)

Vice-Chair of the Board (2010)

Chair of the Board (2011)

LITE Commission

Vice-president (2009-2011)

President (2012-2104)

Centre de la Culture Acadienne et Creole of Lafayette City-Parish Consolidated Government

President (2010-2013)

Vice-President (2008, 2009)

ULL Internship Liaison (2007, 2008, 2009)

Selection Committee for International Business Director (2008, 2009)

SESAME 2008 International Exchange Committee: Leveraging IT for Public and Private Development

Junior League Community Advisory Board (2006-2008)

Style Show Participant at Tinsel and Treasures (2006)

Fellow, Center for Cultural and EcoTourism (CCET)

Ascension Day School Board of Trustees

Member, Student Life Committee (2007-09)

Specialist, Educational Technology

Development of High School Business Curriculum for Acadiana Episcopal School

Search Committee, Founding Upper School Head (2008, 2009)

Faculty Compensation Task Force (2008, 2009)

Founding Member, Friends of Jean Lafitte National Historical Park and Preserve

Vice-President (2007-2008)

Moving Technology Forward in Non-Profit Agencies: A Stuller Family Foundation/MCOBA Partnership

One of four founding members who designed and implemented program (2008, 2009)

■ Invited Presenter at the Lafayette Chamber of Commerce leadership Lafayette Program on the Nonprofit Sector (2009)

■ Invited Presenter at the Louisiana State Association of Nonprofits Annual Conference (2009)

■ Invited Presenter at the Department of Justice's National Advocacy Center (2009)

■ Dissertation committee member at Grenoble Ecole de Management (2009)

■ Collaborator on redevelopment of the Acadiana Funders Council (2009)

■ Represented LEDA and Le Centre on economic development mission to the 2009 Congres Mondial Acadian.

■ Responsible for coordinating and documenting attainment of 2009-2014 UL Lafayette Strategic Plan

■ Consulted with Teche Electric on staffing issues (2009).

■ Collaborated with the Training Source to develop the Performance to Results Executive Leadership Forum, an executive education programs offered to CFOs in partnership with the MCOBA (2007, 2008)

■ Designed, conducted and analyzed The Independent's inaugural media readership survey.

Fall, 2006 and Spring, 2007

- Presentations at the U.S. Department of Justice’s National Advocacy Center (the Office of Legal Education and the National Bankruptcy Training Institute’s training delivery site on the campus of USC in Columbia, South Carolina)
 - Generations at Work to Assistant United States Trustees (April 20, 2007)
 - Benefits Management to Standing Trustees (December 7, 2006)
 - Maintaining the Compensation Systems to Bankruptcy Analysts (June 26, 2007)

- Presenter at inaugural Women’s History Month Celebration at UL.
 - Panel on Women in the Professions. Topic: “Women in Business”
 Spring, 2007 (March 6, 2007 AND March 19, 2008)

- Co-author of College of General Studies learning goals and assessment plan for SACS reaccreditation
Spring, 2007

- Final report Rapporteur for a £100,000+ grant funded under the Economic and Social Research Council
United Kingdom (RES-334-25-0013)
Spring, 2007

- Worked with Ascension Day School and Stuller Foundation on developing a new Episcopal high school in Acadiana.
Consulted on educational facility design, construction, and learning technologies.
Fall, 2006

- Lafayette City-Parish Planning Department
Johnston Street Revitalization Economic Impact Report
Fall, 2006

- Faith House (a domestic abuse center)
Consulted on strategy
Fall, 2006; Spring, 2007

- Greater Lafayette Chamber of Commerce (2005-2006)
Consultation on survey and presentation to executive board on survey results.
Summer, 2006; Fall, 2006

- Presentation at the Louisiana Library Association’s 2006 Annual Meeting
Topic: The Leader as Trailblazer
Fall, 2006

- Greater Lafayette Chamber of Commerce and Lafayette Regional Airport
Air service task force strategy and survey
Presentation to Lafayette Regional Airport Commission
2005; Fall, 2006; Spring, 2007

- Panel participant for the University’s presentation at the Greater Lafayette Chamber of Commerce Eggs and Issues
Breakfast
Fall, 2006

- Department of Justice Executive Office of the Unites States Trustee
Invited speaker to present on employee benefits
Fall, 2006

■ Phi Kappa Phi Honor Society Induction Ceremony Keynote Speaker
Spring, 2006

■ Teche Electric Supply
Consultation on Compensation
Fall, 2006; Spring, 2007; Fall, 2008

■ Acadiana Society for Human Resource Management
Prepared certification exam study materials for Labor Relations
Fall, 2006

■ U.S. `Chapter 13' Bankruptcy Trustee (3 offices in Wisconsin)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (4 offices in Pennsylvania)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (3 offices in New Jersey)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (1 office in Delaware)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (1 office in North Carolina)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (1 office in Hawaii)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (4 offices in Louisiana)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (1 office in Mississippi)
Consultation on Compensation
Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Michigan)
Consultation on Compensation
Summer, 2006; Summer, 2007

■ U.S. `Chapter 13' Bankruptcy Trustee (7 offices in Indiana)
Consultation on Compensation
Summer, 2006

- U.S. `Chapter 13' Bankruptcy Trustee (5 offices in Illinois)
Consultation on Compensation
Summer, 2006; Summer, 2007

- Consultation on Compensation, Lafayette Regional Airport
Summer, 2006

- U.S. `Chapter 13' Bankruptcy Trustee (5 offices in Texas)
Consultation on Compensation
Spring, 2005; Summer, 2005; Summer, 2007

- U.S. `Chapter 13' Bankruptcy Trustee (4 offices in New York)
Consultation on Compensation
Spring, 2005; Summer, 2005; Summer, 2007

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Georgia)
Consultation on Compensation
Spring, 2005

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Tennessee)
Consultation on Compensation
Spring, 2005

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Kansas)
Consultation on Compensation
Summer, 2005; Summer, 2007

- Longview Regional Medical Center, Texas
Consultation on Wage & Salary Issues
Spring, 2002; Summer, 2002; Spring, 2005; Summer, 2005

- U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Nevada)
Consultation on Compensation
Summer, 2003; Summer 2005

- U.S. `Chapter 13' Bankruptcy Trustee (2 offices in San Diego, California)
Consultation on Compensation
Fall, 1999; Summer, 2005

- Roggwiller Tannery of Louisiana
Consultation on Operations Manual and Employee Handbook
Summer, 2004; Fall, 2004

- Wireline International
Consultation on Compensation
Spring, 2004

- Louisiana Support Staff Association of Libraries
General Session Presentation on Leadership
Fall, 2004

- Lafayette Public Library
 Consultation on Compensation
 Summer, 2004

- Acadian Technology Immersion Center
 Consultation on Strategy
 Spring, 2004

- Lafayette Chamber of Commerce
 Surveying Business Community for Membership Retention and Attraction
 Summer, 2004

- Schumacher Group
 Consultation on Healthcare Marketing Plan
 Spring, 2004

- VermilionVille
 Consultation on HR Issues
 Spring, 2004

- Kaplan Telephone Company
 Consultation on Human Resource Management
 Spring, 1999, Summer, 1999; Fall, 1999; Spring 2000, Spring 2004

- Air Logistics, Inc.
 Consultation on Compensation Implementation
 Spring, 2004

- Acadian Symphony Orchestra
 MBA Strategic Plan
 Fall, 2004

- St. Martin Parish Sheriff's Department
 Press Conference
 Summer, 2004

- St. Martin Parish Sheriff's Department
 MBA Strategic Plan
 Fall, 2004

- Performing Arts Society of Acadiana
 MBA Strategic Plan
 Spring, 2004

- Lafayette Museum Consortium
 Consultation on Surveying for Assessment and Promotion
 Fall, 2003; Spring, 2004; Summer, 2004

- Vermilion Parish Economic Development District
 Presentation of Strategic Plan to Civic Groups

Summer, 2004

■Vermilion Parish Economic Development District
Consultation on SWOT Analysis and Strategic Plan
Fall, 2003; Spring, 2004

■Acadiana Outreach Center
Consultation on Strategy Issues
Spring, 2004

■City of St. Martinville
Consultation on Compensation
Spring, 2000, Summer, 2000; Spring, 2004

■U.S. Chapter 13 Trustees (NACTT)
Consultation on Benefits
Summer, 2004

■KourCo Environmental Services
Consultation on Compensation
Fall, 2003; Spring, 2004

■Teche Electric Supply, Inc
Consultation on Executive Compensation
Fall 2002, Summer 2004

■Frank's Casing Crew & Rental Tools
HR Consultation
Spring, 2004

■Acadian Ambulance Service and Air Med
Consultation on Employee Surveying, Compensation, and Performance Appraisal Fall, 1998; Spring, 1999;
Summer, 1999; Fall, 1999; Spring 2000; Summer 2000; Fall 2000; Spring 2001; Summer 2001; Fall, 2001; Fall, 2002; Spring,
2004

■U.S. `Chapter 13' Bankruptcy Trustee (6 offices in Ohio)
Consultation on Compensation
Spring, 2004, Summer, 2004; Summer, 2007

■U.S. `Chapter 13' Bankruptcy Trustee (3 offices in Ohio)
Consultation on Performance Appraisal
Summer, 2004; Fall, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Florida)
Consultation on Compensation
Spring, 2004; Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Texas)
Consultation on Compensation
Spring, 2004; Fall, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in New Mexico)

Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Utah)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Alabama)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in New York)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (North Texas Region)
Performance Appraisal Training
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Michigan)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Wisconsin)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Montana)
Consultation on Compensation
Summer, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Kentucky)
Consultation on Compensation
Fall, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Texas)
Consultation on Compensation
Fall, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Atlanta, Georgia)
Consultation on Compensation
Fall, 2003

■City of St. Martinville, LA
Consultation on Mayor's Salary
Summer 2003

■Ascension Day School
Facilitation of Strategic Retreat
Summer 2003

■Teche Electric Supply, Inc

Consultation on Salary Structure

Summer 2003

■Acadiana Outreach Center

Consultation on HR & Design Issues

Spring, Summer, Fall 2003

■VermilionVille

Consultation on Strategic Plan

Spring 2003

■Delta Financial Services

Consultation on Employee Satisfaction Survey

Spring 2003

■Cypress Bayou Casino

Consultation on HR Training

Spring 2003

■U.S. `Chapter 13' Bankruptcy Trustee (3 offices in Ohio)

Consultation on Compensation

Summer & Fall, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (8 offices in California)

Consultation on Compensation

Summer, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Texas)

Consultation on Compensation

Summer, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Utah)

Consultation on Compensation

Summer, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Atlanta, Georgia)

Consultation on Compensation

Summer, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices Florida)

Consultation on Compensation

Spring & Fall, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Vancouver, Washington)

Consultation on Compensation

Spring, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (9 offices in Indiana)

Consultation on Compensation

Spring, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (7 offices in Illinois)

Consultation on Compensation
Spring & Summer, 2003

■Gulf Coast Medical Center, Wharton, Texas
Consultation on Wage & Salary Issues
Spring, 2003

■HR Certification Institute
Test Question Writer, SPHR & PHR Exams
Fall 2002, Spring 2003

■Ascension School
Facilitation of a Strategic Plan
Fall, 2002

■ Routledge Books, U.K.
Reviewer for Book Proposal, Management: Key Concepts
Fall, 2002

■Acadian Ambulance Service and Air Med
Consultation on Customer Surveying
Fall, 2002

■Sonnier & Summers, Attorneys at Law
Expert Witness in Human Resource Management
Summer, 2002; Fall, 2002; Spring, 2003

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Milwaukee, Wisconsin)
Consultation on Compensation
Fall, 2002

■Teche Electric Supply, Inc
Consultation on Performance Management
Spring, 2002; Summer, 2002; Fall 2002

■U.S. Trustee and Chapter 13 Standing Trustees (8 offices in Pennsylvania, New Jersey, & Delaware)
Consultation on Compensation and Management Practices
Spring, 2002; Summer, 2002

■U.S. Trustee and Chapter 13 Standing Trustee (3 Chicago offices)
Consultation on Compensation
Spring, 2002

■Frank's Casing Crew & Rental Tools
Training Assessment for Supervisors
Summer, 2001; Fall, 2001

■Teche Electric Supply, Inc
Consultation on Direct and Indirect Compensation
Summer, 2001; Fall, 2001; Spring, 2004

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Charlotte, North Carolina)

Consultation on Compensation & Performance Appraisal
Fall, 2001; Spring, 2002

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Oklahoma City)
Consultation on Compensation & Performance Appraisal
Fall, 2001; Spring, 2002

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Utah)
Consultation on Compensation
Summer, 2001

■Petroleum Helicopters, Inc. & Offshore Logistics, Inc.
Compensation Survey & Report
Fall, 2000; Spring, 2001, Spring, 2002

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Michigan)
Consultation on Compensation
Summer, 2001

■U.S. `Chapter 13' Bankruptcy Trustee (3 offices in Western Michigan)
Consultation on Compensation
Fall, 2001; Spring, 2002

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Texas)
Consultation on Compensation & Performance Appraisal
Summer, 2001

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in California)
Consultation on Compensation
Summer, 2001

■Law Office of J. Leonard
Expert Witness in HR Case
Summer, 2001; Fall, 2001

■Ascension Church and School
Surveying of Stakeholders
Fall, 1998; Spring, 1999; Fall, 1999; Spring 2000; Summer 2000; Fall 2000; Spring 2001

■U.S. Trustee and Chapter 13 Standing Trustee (Chicago)
Consultation on Organizational Design
Spring, 2001; Summer, 2001

■U.S. Trustee and Chapter 13 Standing Trustees (Louisiana & Mississippi)
Consultation on Direct and Indirect Compensation
Spring, 2001; Summer, 2001

■U.S. Trustee and Chapter 13 Standing Trustees (3 offices in Detroit)
Consultation on Direct and Indirect Compensation
Spring, 2001; Summer 2001

■St. Martinville Police Department

Consultation on Compensation

Fall, 2000, Spring 2001

- U.S. Trustee and Chapter 13 Standing Trustees (11 offices in Louisiana & Mississippi)

Presentation on Direct and Indirect Compensation

Fall, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (4 offices in eastern North Carolina)

Consultation on Compensation & Performance Appraisal

Fall, 2000; Spring, 2001; Summer, 2001

- Law Office of E. C. Stevens, Jr.

Expert Witness in ADA Case

Summer, 2000; Fall 2000

- Fixturestore.com, E-Business Start-up

Management Consultation

Spring, 2000; Summer, 2000; Fall, 2000; Spring, 2001

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Honolulu, Hawaii)

Consultation on Compensation & Performance Appraisal

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in San Juan, Puerto Rico)

Consultation on Compensation & Performance Appraisal

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Michigan)

Consultation on Compensation, Performance Appraisal, & Employee Handbooks

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Sacramento, California)

Consultation on Compensation

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Utah)

Arbitration

Spring, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Dallas-Fort Worth, Texas)

Consultation on Compensation

Summer, 2000; Summer, 2001

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in El Paso, Texas)

Consultation on Staffing

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (5 offices in Northern Texas)

Consultation on Performance Appraisal

Summer, 2000

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Fort Lauderdale, Florida)

Consultation on Compensation
Summer, 2000

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Tyler, Texas)
Consultation on Compensation & Performance Appraisal
Spring, 1999; Fall, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Santa Rosa, California)
Consultation on Compensation
Fall, 1999; Summer, 2000

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Sacramento, California)
Consultation on Employee Handbook
Fall, 1999; Spring, 2000

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in Arizona)
Consultation on Performance Appraisal
Spring, 2000

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Lexington, Kentucky)
Consultation on Compensation and Performance Appraisal
Fall, 1999

■McIlhenny Company (Manufacturer of Tabasco)
Consultation on Human Resource Management
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Grand Rapids, Michigan)
Consultation on Compensation
Fall, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Oklahoma)
Consultation on Employee Handbook
Fall, 1999; Spring 2000

■U.S. `Chapter 13' Bankruptcy Trustee (1 offices in Miami, Florida)
Consultation on Compensation
Spring, 2000

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Connecticut)
Consultation on Compensation and Performance Appraisal
Fall, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Alabama)
Consultation on Compensation and Performance Appraisal
Summer, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (2 offices in California)
Consultation on Performance-Based Pay, Seniority, and Indirect Compensation Systems.
Summer, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (8 offices in Louisiana and Mississippi)

Consultation on Benefits/Indirect Compensation

Spring, 1999

- U.S. `Chapter 13' Bankruptcy Trustee (8 offices in Central/South Texas)

Consultation on Direct and Indirect Compensation

Spring, 1999

- U.S. Department of Justice `Chapter 13' Bankruptcy Trustee

Consultation on Salary Benchmark

Fall, 1998; Spring, 1999

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Iowa)

Consultation on Direct and Indirect Compensation

Fall, 1998

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Minnesota)

Consultation on Direct and Indirect Compensation

Fall, 1998

- U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Utah)

Consultation on Direct and Indirect Compensation and Performance Appraisal

Fall, 1998; Summer, 2001

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in New Mexico)

Consultation on Direct and Indirect Compensation and Performance Appraisal

Fall, 1998

- U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Oklahoma)

Consultation on Direct and Indirect Compensation and Performance Appraisal

Fall, 1998

- U.S. `Chapter 12/13' Bankruptcy Trustees (4 offices in Wisconsin)

Consultation on Direct and Indirect Compensation

Summer, 1998

Consultation on Performance Appraisal

Summer, 1999

- U.S. `Chapter 13' Bankruptcy Trustees (3 offices in Illinois)

Consultation on Direct and Indirect Compensation

Summer, 1998

Consultation on Performance Appraisal

Summer, 1999

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Delaware)

Consultation on Direct and Indirect Compensation

Fall, 1998

Consultation on Performance Appraisal

Spring, 1999

- U.S. `Chapter 13' Bankruptcy Trustees (4 offices in Pennsylvania)

Consultation on Direct and Indirect Compensation

Summer, 1998

Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustees (3 offices in New Jersey)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustees (5 offices in Texas)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Spring, 2000

■U.S. `Chapter 13' Bankruptcy Trustees (4 offices in Florida)
Consultation on Direct/Indirect Compensation and Performance Appraisal
Summer, 1998

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Colorado)
Consultation on Direct/Indirect Compensation and Performance Appraisal
Summer, 1998

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Wyoming)
Consultation on Direct/Indirect Compensation and Performance Appraisal
Summer, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (8 offices in California)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Nevada)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Fall, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Maine)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in New Hampshire)
Consultation on Direct and Indirect Compensation
Summer, 1998
Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustees (3 offices in Massachusetts)

Consultation on Direct and Indirect Compensation
Summer, 1998

Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Georgia)
Consultation on Direct and Indirect Compensation
Summer, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (3 offices in Arizona)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (3 offices in Michigan)
Consultation on Direct and Indirect Compensation
Spring, 1998; Fall, 2001
Consultation on Performance Appraisal (1 office)
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Kentucky)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Spring, 1999

■U.S. `Chapter 13' Bankruptcy Trustees (4 offices in Washington)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (2 offices in Oregon)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustees (4 offices in Idaho)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Fall, 1998

■U.S. `Chapter 13' Bankruptcy Trustee (1 office in Montana)
Consultation on Direct and Indirect Compensation
Spring, 1998
Consultation on Performance Appraisal
Fall, 1998

- U.S. `Chapter 13' Bankruptcy Trustee (1 office in Alaska)
 Consultation on Direct and Indirect Compensation
 Spring, 1998
 Consultation on Performance Appraisal
 Fall, 1998

- U.S. `Chapter 13' Bankruptcy Trustees (5 offices in Ohio)
 Consultation on Direct and Indirect Compensation
 Spring, 1998
 Consultation on Performance Appraisal (1 office)
 Spring, 1999

- U.S. `Chapter 13' Bankruptcy Trustees (5 offices in Tennessee)
 Consultation on Direct and Indirect Compensation
 Spring, 1998
 Consultation on Performance Appraisal
 Spring, 1999

- Business and Alumni Lifetime Learning Seminar Series
 Presentation on Contemporary Human Resource Management
 Spring, 1998

- U.S. Trustee and Chapter 13 Standing Trustees (California & Nevada)
 Presentation on Direct and Indirect Compensation
 Fall, 1997

- U.S. `Chapter 13' Bankruptcy Trustees (4 offices in Louisiana)
 Consultation on Direct and Indirect Compensation
 Fall, 1996; Spring, 1997
 Consultation on Performance Appraisals
 Fall, 1997; Spring, 1998

- U.S. `Chapter 13' Bankruptcy Trustees (3 offices in Mississippi)
 Consultation on Direct and Indirect Compensation
 Fall, 1996; Spring, 1997
 Consultation on Performance Appraisals
 Fall, 1997; Spring, 1998

- U.S. Department of Justice Administration/Trustees
 Presentation on Direct and Indirect Compensation
 Fall, 1997

- Acadiana Medical Professionals
 Speech on Human Resource Management
 Fall, 1997

- Lafayette Advertiser
 Interview on Labor Shortages
 Summer, 1997

- American Legion Hospital

Consultation on Staff Relations
Spring, 1997

■Subsurface Consultants and Associates, Inc.
Consultation on Strategic Initiatives
Spring, 1996; Fall, 1996; Spring, 1997; Fall, 1997

■Medical Center Southwest Louisiana
Consultation on Wage & Salary Issues
Spring, 1996

■Medical Center Southwest Louisiana
Consultation on Wage & Salary Issues
Spring, 1997; Summer, 1997

■Doctor's Hospital of Opelousas
Consultation on Wage & Salary Issues
Spring, 1997; Summer, 1997

■Dauterive Hospital of New Iberia
Consultation on Wage & Salary Issues
Spring, 1997; Summer, 1997

■Women and Children's Hospital
Consultation on Wage & Salary Issues
Spring, 1997; Summer, 1997

■Sonnier & Hebert Law Corporation
Expert Witness in Compensation
Fall, 1996

■Lafayette General Medical Center
Consultation on Executive Compensation
Spring, 1996; Fall, 1996

■Lourdes Hospital, Lafayette, LA
Consultation on Compensation System
Spring, 1996; Fall, 1996

■Louisiana Quality Foundation
Examiner for Louisiana Quality Award
Fall, 1996

■Mississippi Library Executives
Presentation on Human Resource Management
Fall, 1996

■Lafayette Economic Development Authority
Consultation on Policy Manual
Spring, 1996

■Louisiana Institute for Medical Practice Management

Seminar on Human Resource Management
Spring, 1996

■ Louisiana Institute for Medical Practice Management
Seminars on Leadership and Motivation
Fall, 1996

■ Louisiana Medical Group Managers Association, Baton Rouge Chapter
Presentation on Human Resource Management
Fall, 1996

■ Sonnier & Trahan, Attorneys-at-Law
Expert Witness, Louisiana Wildlife & Fisheries Department
Fall, 1995; Spring, 1996

■ Teurlings School Board
Consultation on Organizational Structure
Fall, 1995; Spring, 1996

■ Louisiana Institute for Medical Practice Management
Board-of-Directors
Fall, 1995; Spring, 1996; Fall, 1996

■ Medical Center of Southwest Louisiana
Essentials of Management Seminar
Fall, 1995

■ Acadiana Chapter for Quality
Presentation on Service Recovery
Fall, 1995

■ Lafayette Advertiser
Interview on the Healthcare Industry
Fall, 1995

■ *Texas A&M University--Corpus Christi (1994-1995)*

Assistant Professor, Management

Courses: Human Resource Management (Undergraduate)
 Arbitration in Collective Bargaining (Undergraduate)
 Employee Relations (Undergraduate)
 Management (Graduate)
 Personnel Administration (Graduate)
 Labor Relations (Graduate)

■ Corpus Christi Caller-Times
Interview on the Healthcare Industry
Spring, 1995

■ *The University of Southwestern Louisiana (1991 - 1994)*

Assistant Professor

Courses: Personnel/Human Resource Management (Undergraduate)
 Employee Relations (Undergraduate)
 Personnel Administration (Graduate)

Labor Relations (Graduate)
Quality Management (Graduate)
Orientation Seminar (Freshman)

- Louisiana Medical Group Managers Association
Seminar on Human Resource Management
Summer, 1994
- Lourdes Hospital, Lafayette, LA
Presentation on Service Quality
Spring, 1994
- Enterprise Center of Acadiana
Job Description for CEO
Spring, 1994
- Pi Sigma Epsilon Regional Meeting
Presentation on Time Management
Fall, 1993
- Nova University
Dissertation Reader
Fall, 1993
- Acadiana Medical Business Management Association
Luncheon Speaker on Time Management
Fall, 1993
- Lafayette City Police Department
Consultation on Compensation Structure
Spring, 1993
- Lafayette City Fire Department
Consultation on Compensation Structure
Spring, 1993
- University of Southwestern Louisiana - BITS/Continuing Ed.
Certified Medical Office Management Program
Spring, 1992; Spring 1993
- Goodwill Industries of Southwest Louisiana
Consultation on Employee Personnel Manual and Handbook
Fall, 1992
- Acadiana Medical Business Management Association
Luncheon Speaker on Americans with Disabilities Act
Fall, 1992
- University of Southwestern Louisiana
Business and Industry Training Programs
Legal Aspects of Human Resource Management Series
Fall, 1992

■St. Martin Parish Sheriff's Office
Consultation/Presentation on Human Resource Management
Fall, 1992

■Pelican Country Club Managers Association
Lafayette, Louisiana
Seminar on Organizational Communication
Spring, 1992

■Freshman Orientation Instructor, USL
Fall, 1992

■Louisiana State University (1991)
Graduate Assistant
Courses: Organizational Behavior
Principles of Management

■Louisiana State University - Alexandria (1990 - 1991)
Graduate Assistant
Courses: Personnel/Human Resource Management
Organizational Behavior

■Louisiana State University
Office of Independent Study
Grader of Correspondence Course in Management
Redesigned Principles of Management Course
Fall, 1990

■Millsaps College (1988)
Graduate Assistantship, Finance
Courses: Principles of Finance

■University of Southern Mississippi, Jackson Campus (1988)
Instructor
Courses: Economics for Managers and Risk Management

■Olson & Associates Consulting Group
Jackson, Mississippi
(January, 1988 to December, 1988)

■Reidenbach, Grubbs, & Associates
Management and Marketing Consultants
Jackson, Mississippi
(January, 1988 to December, 1988)

■Southern Farm Bureau Life Insurance Company
Investments Department
Jackson, Mississippi
(May, 1988 to September, 1988)

Committee Involvement and Service

University of Louisiana at Lafayette

Author, The University of Louisiana 2009-2014 Strategic Plan (input incorporated from consultation groups and advisory teams as well as numerous stakeholders including faculty members, department heads, research center directors, deans, vice presidents, service/support directors, and student leaders; 2008)

Co-facilitator on Strategic Planning, Ragin' Cajun Athletics Board (2007-2008)

Serve as a member of the SACS 5 University Steering Committee (2007-2010)

Served on the Presidential Transition Team examining economic development issues (2008)

Reviewed UL Lafayette Guidelines for Professorship (2008)

Selection Committee for UL Lafayette Distinguished Professor Award (2007-present)

Chair, University Ad Hoc Hearing Committee charged with conducting four parallel cases for Revocation of Tenure and Dismissal for Cause and Imposition of Major Sanctions.

Serve on SACS QEP Committee (2008-2009)

Participated in Noel-Levitz Information Gathering Session on Student Retention and Success (2008)

Delivered talk to the Moody Honors Business Society (2008)

Developed service expectations document for MCOBA (2008)

MCOBA Senior Exit Survey Quality Control Auditor and Disseminator (2008)

Worked with the Dean of Community Service to develop a Service Learning Assessment Survey (2007)

Analyzed and reported results on our inaugural MBA ETS assessment (2007)

Presentation to BADM 100 on the Management major (2007)

Strategy consultant to the newly formed Ragin' Cajun Athletic Foundation Board (2007-2008)

Professorship Reviewer (2007)

Moody College Business Honors Society Advisor (2006-07)

Course-embedded assessment Co-coordinator in the Department of Management (2007-present)

Author of AACSB International Annual Maintenance Report (2005-06)

BADM 100 presenter to college freshmen (2006)

Member, SACS Accreditation College Committee (06-07)

Presentation at MCOBA Spring 2007 meeting on SACS versus AACSB International

Member, MBA Program Committee (06-08)

Co-authored revised learning goal and assessment plan for SACS

Member, College Planning & Strategy Council (06-07-08)

Member, College Tenure and Promotion Committee (06-09)

Member (07-08) and charged with assessing AACSB International Impact Expectations

Chair, MBA Program Committee (03-04, 04-05)

Member, College Planning Committee (03-04, 04-05)

Member, College International Programs Team (04-05)

Member, College Professorship Award Committee (04)

Presenter, Department Head Roles and Responsibilities at University Deans, Dept. Heads, & Directors Retreat (04)

Volunteer for College, Louisiana Open (04)

Presenter, Adjunct Faculty Orientation (04)

Chair, SACS Strategic Self-Study Steering Committee on Economic Development and Diversity (98-00)

Responsible for authoring of 50 page report summarizing the entire university's economic initiatives.

Member, College Accreditation Committee (02-03)

Co-Chair, College Accreditation Committee-Participants (02-03)

Member, College Accreditation Committee-Intellectual Contributions (00-02)

Member, Department Promotion & Tenure Committee (03)

Faculty Mentor for Ronald E. McNair Research Participant (02-03)

Member, 2002 Gachassin Law Firm Scholarship in Health Care Selection Committee

Guest Lecture on Labor Unions for the College of Human Resources, 2002

Member, College Strategy Team (99-00)

Member, MBA Team (99-00)
Convener, Workload Team (99-00)
Member, College Dean Search Committee (98-99)
USL Foundation Task Force (96-97; 97-98)
Chair, College Tenure and Promotion Review Committee (97-98; 98-99)
Reviewer, Graduate School BOR Proposals (1998)
College Tenure and Promotion Review Committee (96-97)
Department Tenure and Promotion Committee (96-97)
Faculty Mentor for Ronald E. McNair Research Participants (96-97)
Chapter Member of Beta Gamma Sigma (96-97)
Independent Studies for 3 Students (96)
Student Internship in Healthcare (96)
Special Projects Committee (Chair, 93-94; 95-96)
Student Communications Committee (95-96)
Insurance and Risk Management Committee - College (95-96)
Student Recruitment and Promotion Committee (91-92; 92-93; 93-94)
 Development of Departmental Brochure
 Development of Exit Interview Instrument
Faculty Recruitment Committee (91-92; 92-93; 93-94)
Library Committee - College (91-92; 92-93; 93-94)
Assistant to the Dean Selection Committee (92-93)
Leadership Institute Committee (92-93)
Management Conference Ad Hoc Committee (Chair, 92-93)
Department Head's Advisory Council (92-93; 93-94)
Social Committee - University (92-93; 93-94)
MBA Health Care Management Concentration Committee - College (92)
TQM Coordinator - College (93-94)
Outcomes Assessment - College (Chair, 93-94)
College AACSB Committee on Intellectual Contributions (Co-Coordinator, 93-94)

Texas A&M University--Corpus Christi

College AACSB Committee on Instructional and Responsibilities (94-95)

Published Presentations

Derise, L. D., Carson, P. P., Carson, K. D., & Gale, L. R. (July, 2003). What is a demotion? An empirical assessment of intraorganizational movements. IAAM Conference, New Orleans, LA.

Carson, P. P., Carson, K. D., Lewis, R. G., & Toma, A. G. (October, 2002). Towards a theoretical model of demotion based on public-sector employee interviews. International Business & Economics Research Conference.

Carson, P. P. & Carson, K. D. (October, 2002). Business history: Its importance to management and other stakeholders. International Business & Economics Research Conference.

Derise, L. L., Carson, P. P., & Carson, K. D. (October, 2002). Corporate hospitality: A primer on event planning. International Business & Economics Research Conference.

Carson (Phillips), P., Carson, K. D., & Birkenmeier, B. J. (November, 2001). Assessing the impact of univocal versus dual allegiance amongst unionized police officers. Southern Management Association.

Carson, K. D., Carson, P. P., Lanier, P. A., & Judice, R. (November, 2000). Exploring three psychogenic arguments and their influence on management fad adoption. Southern Management Proceedings.

Birkenmeier, B. J., Carson, Phillips), P., & Carson, K. D. (November, 2000). Jean Monnet: A classic example of a servant leader. Southern Management Proceedings

Carson (Phillips), P., & Carson, K. D. (August, 2000). Amnesia, aspirations, and anecdotes: An exploration of the importance of history to managers. National Academy of Management (symposium).

Lanier, P. A., Carson (Phillips), P., Carson, K. D., Hamilton, J. B., & Birkenmeier, B. (August, 2000). And all who jumped died: An examination of the triangle shirtwaist factory fire and its legacy. National Academy of Management (abstract).

Yallapragada, R., Carson, K. D., Carson (Phillips), P., & Roe, C. W. (March, 2000). Across-team versus within-team cooperation among nursing employees: Is current research going down the wrong path? Business and Health Administration.

Carson (Phillips), P., Carson, K. D. & Lanier, P. (February, 2000). The stainless steel career: Exploring resilience in the workplace. American Society of Business and Behavioral Sciences.

Carson (Phillips), P., Lanier, P. Carson, K. D. & Guidry, B. (1999). Clearing a path through the management fashion jungle: Some preliminary trailblazing. National Academy of Management (abstract).

Birkenmeier, B. J., Carson, K. D., & Carson (Phillips), P. (1999). The corporate university and its history. National Academy of Management (abstract).

Carson, K. D., & Carson (Phillips), P. (1998). The value of academic tenure. Graduate School Colloquium (presentation).

Carson (Phillips), P., Carson, K. D., Lanier, P. A., & O'Brien, A. (1999). Pay equity through stakeholder collaboration. Symposium submitted to the American Association of Community Colleges Annual Convention (presentation).

Carson (Phillips), P., Lanier, P. A., Carson, K. D., & Birkenmeier, B. J. (1998). An historical perspective on fad adoption and abandonment. Proceedings of the National Academy of Management (abstract).

Carson, P. (Phillips), Carson, K. D., & Roe, C. W. (March, 1998). An empirical test of theoretical models of distributive and procedural justice: A look into the justice-performance linkage. Southwest Academy of Management.

Carson (Phillips), P., Yallapragada, R., Carson, K. D., & Roe, C. W. (March, 1998). When the grass just seems greener: Nursing supervisors' overestimation of employee attitude positivity. Midwest Business and Health Administration Association

Carson (Phillips), P., Carson, K. D., & Roe, C. W. (November, 1997). Development and validation of a point method job evaluation instrument in a not-for-profit hospital setting. Southern Management Association.

Carson, K. D., Lanier, P. A., & Carson (Phillips) P. (November, 1997). Does degree of professionalism make a difference? A within-industry examination of career and organizational attitudes. Southern Management Association.

Carson (Phillips), P., Lanier, P. A., & Carson, K. D. (August, 1997). The "consecrated labor" of the Shakers: Early "believers" in total quality management. Proceedings of the National Academy of Management (abstract).

Carson, K. D., Carson (Phillips), P., & Roe, C. W. (August, 1997). An investigation into continuance organizational commitment: Dimensional analysis and suggested improvements of the measure. Proceedings of the National Academy of Management (abstract).

Campbell, L. S., Authement, J., Yallapragada, R., Carson (Phillips), P., & Roe, C. W., (March, 1997). Problems with the ERISA plans. Midwest Business and Health Administration Association.

Lanier, P. Carson, K. D., & Carson (Phillips), P. (November, 1996). The tie than "binds:" An examination of the factors that keep information scientists in the books. Southern Management Association.

Phillips, J. S., Carson, K. D., & Carson (Phillips), P. (July, 1996). An examination of the joint effects of job satisfaction and economic commitment on librarians' attitudes toward their work and careers. American Library Association (Poster Session).

Carson (Phillips), P., Carson, K. D., & Roe, C. W. (April, 1996). Medical patients' perceptions of quality: Towards a theoretical clarification of conflictual findings. National Academy of Business Administration.

Carson, K. D., Carson (Phillips), P., Roe, C. W., & Phillips, J. S. (April, 1996). Empowerment, service recovery, and work-related attitudes: An empirical examination of four career profiles. National Academy of Business Administration.

Yallapragada, R., Carson, K. D., Carson (Phillips), P., Langford, H., & Roe, C. W. (March, 1996). Emergency medical technicians and their vocation: Is career satisfaction within their control? Midwest Business and Health Administration Association.

Authement, J., Carson, (Phillips), P., Carson, K. D., Roe, C. W., & Yallapragada, R. (March, 1996). Tension in the triad: Competing theoretical perspectives on the JCAHO/healthcare provider/public relationship. Midwest Business and Health Administration Association.

Authement, J., Wimberly, J., Yallapragada, R. R., Carson, (Phillips), P., & Carson, K. D. (March, 1996). Materials management in hospitals: Stockless inventory and consignments. Midwest Business and Health Administration Association.

Carson, K. D., Carson (Phillips), P., & Roe, C. W. (March, 1996). Service recovery or else! Does this tactic work with medical information specialists? Proceedings of the Southwest Academy of Management.

Carson (Phillips), P., Carson, K. D., Hanebury, J., & Phillips, J. S. (November, 1995). The empowerment of medical librarians: An empirical investigation of job satisfaction, organizational commitment, and career attitudes. Southern Management Association.

Carson (Phillips), P. (November, 1995). Accountability in academia. Southern Management Association (Panel Presentation).

Carson (Phillips), P., Carson, K. D., Eden, W., & Roe, C. W. (November, 1995). Empowerment and service recovery: An examination from the provider's perspective. Southern Management Association.

Carson (Phillips), P., & Carson, K. D. (August, 1995). Towards understanding management history as a form of knowledge. Proceedings of the National Academy of Management (Abstract).

Phillips, J. S., Carson (Phillips), P., & Carson, K. D. (June, 1995). An investigation of the effects of empowerment on librarians' attitudes toward work. American Library Association (Poster Session).

Yallapragada, R., Roe, C. W., Carson, K. D., & Carson (Phillips), P. (March, 1995). Adaptive and maladaptive alcohol use: A theoretical model of healthcare employee performance and promotability. Midwest Business and Health Administration Association Proceedings.

- Carson (Phillips), P., Carson, K. D., & Irwin, C. (February, 1995). Enhancing training effectiveness for workers of Mexican descent. National Academy of Business Administration Proceedings.
- Carson (Phillips), P., Carson, K. D., Langford, H., & Roe, C. (February, 1995). An examination of the effects of organization-based self-esteem: The case of emergency medical technicians. National Academy of Business Administration Proceedings.
- Carson (Phillips), P., Carson, K. D., Knight, E. L., & Roe, C. (December, 1994). Clarifying the "power" in "empowerment": Social power viewed from a total quality management perspective. International Academy of Business Administration Readings Book.
- Carson, K. D., Carson (Phillips), P., Roe, C. W., & Phillips, J. (November, 1994). An examination of the main and interactive effects of career entrenchment and career satisfaction. Proceedings of the Southern Management Association.
- Smith, M., Heady, R., Hamilton, B., & Carson (Phillips), P. (November, 1994). SWIFT. Proceedings of the Southern Management Association.
- Authement, J., Yallapragada, R., Carson, K. D., Carson (Phillips), P., & Roe, C. W. (March, 1994). For-profit, not-for-profit, and public organizations in health care: Strategic options derived from SWOT analyses. Midwest Business and Health Administration Association Proceedings.
- Yallapragada, R., Authement, J., Carson, K. D., Carson (Phillips), P., & Roe, C. W. (March, 1994). Evolution from missionary institutions to total quality organizations: Implications for mental health centers. Midwest Business and Health Administration Association Proceedings.
- Phillips, J. S., Carson (Phillips), P., & Carson, K. D. (February, 1994). Were the good old days really that good? A study of librarian attitudes across career stages. Business Trends for the 21st Century.
- Carson, K. D., Carson (Phillips), P., Authement, J., & Roe, W. C. (February, 1994). The aging process and escalating commitment: Further development of a career entrenchment construct. Business Trends for the 21st Century.
- Carson, K. D., Carson (Phillips), P., & Roe, C. W. (1993). Quality in the service triangle: An application of balance theory. Proceedings of the Southern Management Association.
- Roe, C. W., Carson, K. Carson (Phillips), P., Yallapragada, R., & Authement, J. (March, 1993). Autonomy and commitment of healthcare managers. Midwest Business and Health Administration Association Proceedings.
- Carson, K. D., & Carson (Phillips), P. (November, 1992). A theoretical model of career entrapment. Proceedings of the Southern Management Association.
- Carson (Phillips), P., & Carson, K. D. (August, 1992). Deming versus historical management theorists on the importance of goal setting: Can both be right? Proceedings of the National Academy of Management. (Manuscript received John F. Mee Paper Award, Management History Division).
- Carson (Phillips), P., & Carson, K.D. (August, 1992). Interrelationships of social power bases: An examination of competing models using meta-analysis and structural equations modelling. Proceedings of the National Academy of Management (Abstract).
- Phillips, P. L., & Carson, K. D. (March, 1992). The effects of feedback on quality performance following goal-setting. Proceedings of the Southwest Academy of Management.

- Carson, K. D., & Phillips, P. L. (November, 1991). Determinants of goal commitment: A test of an expectancy theory model. Proceedings of the Southern Management Association.
- Phillips, P. L. (August, 1991). Cecil Alec Mace: The life and times of the original goal setting experimenter. Proceedings of the National Academy of Management. (Manuscript received Best Paper Award, Management History Division).
- Phillips, P. L., & Farh, J. L. (August, 1991). An investigation of two boundary conditions in goal-setting: Examining quantity and quality performance following single and multiple goal assignments. Proceedings of the National Academy of Management (Abstract).
- Phillips, P. L., Carson, K. D., Bennett, N., & Blum, T. C. (March, 1991). Differences among traditional and atypical workers: Empirical analysis and theoretical development. Proceedings of Southwest Academy of Management.
- Phillips, P. L., Griffeth, R. W., & Steel, R. P. (November, 1990). Organizational advancement and employee turnover: A critical review and meta-analysis of the literature. Proceedings of the Southern Management Association.
- Griffeth, R. W., Phillips, P. L., Hom, P. W., & Steel, R. P. (November, 1990). Affective and cognitive variables discriminating between functional and dysfunctional stayers and leavers: An alternative methodological approach in a health care setting. Proceedings of the Southern Management Association. (Manuscript nominated for best paper award)
- Carson, K. D., & Phillips, P. L. (August, 1990). Affective and performance outcomes: Exploring the moderating effects of negative affectivity. Proceedings of the National Academy of Management (Abstract).
- Phillips, P. L., & Farh, J. L. (August, 1990). Assessing performance following goal setting: The sacrificing of quality when quantity goals are set. Proceedings of the National Academy of Management (Abstract).
- Carson, K. D., & Phillips, P. L. (August, 1990). Affective and performance outcomes: Exploring the moderating effects of negative affectivity. Proceedings of the National Academy of Management (Abstract).
- Carson, K. D., Phillips, P. L., & Griffeth, R. W. (March, 1990). Moderating effects of growth need strength: A longitudinal field experiment with part-time employees. Proceedings of Southwest Academy of Management.
- Phillips, P. L. (March, 1990). Inferential decision-making: The use and misuse of the availability heuristic in the selection process. Proceedings of the Southwest Decision Sciences Institute.
- Phillips, P. L., Griffeth, R. W., Griffin, M., Johnston, M. W., Hom, P. W., & Steel, R. P. (November, 1989). Turnover functionality reborn: Personal and work-related factors that differentiate among high and low performing quitters and stayers. Proceedings of the Southern Management Association.
- Griffin, M., Phillips, P. L., Johnston, M. W., & Griffeth, R. W. (November, 1989). Work related factors discriminating between functional and dysfunctional turnover. Proceedings of the Southern Marketing Association.
- Grubbs, M. R., & Phillips, P. L. (November, 1988). Mississippi Educational Television. Proceedings of the North American Case Research Association (Abstract).
- Olson, S. F., & Phillips, P. L. (November, 1988). Caring is Giving Blood Service. Proceedings of the North American Case Research Association (Abstract).

Book Reviews

Carson (Phillips), P. (2003). "The power of minds at work: Organizational intelligence in action" by K. Albrecht. *Journal of Applied Management and Entrepreneurship*, 8(2), 116-119.

Carson (Phillips), P. (2002). "The forward-focused organization: Visionary thinking and breakthrough leadership to create your company's future" by S. C. Harper. *Journal of Leadership Studies*.

Carson (Phillips), P. (2002). "The forward-focused organization: Visionary thinking and breakthrough leadership to create your company's future" by S. C. Harper. *Journal of Applied Management and Entrepreneurship*, 7(2), 1078-109.

Carson (Phillips), P. (2001). "Gig" by Bowe, Bowe, & Streeter. *Journal of Applied Management and Entrepreneurship*, 6(1), 156-158.

Carson (Phillips), P. (2001). "Rewarding excellence" by E. E. Lawler, III. *Organizational Dynamics*, 29(3), 228-229.

Carson (Phillips), P. (2001). "Systemic leadership: Enriching the meaning of our work" by K. E. Allen & C. Cherrey. *Journal of Leadership Studies*, 7(4), 100-102.

Carson (Phillips), P. (December, 2000). "Exploring the American model: The postwar transformation of European business" by M.L. Djelic. *Administrative Science Quarterly*.

Carson (Phillips), P. (2000). "When sparks fly: Igniting creativity in groups" by D. A. Leonard & W. C. Swap. *Organizational Dynamics*, 28(3), 93-94.

Carson (Phillips), P. (1999). "The ultimate book of business gurus" by S. Crainer. *Journal of Leadership Studies*.

Carson (Phillips), P. (1998). "High flyers: Developing the next generation of leaders" by M. W. McCall, Jr. *Journal of Leadership Studies*, 5(1), 171-173.

NonRefereed Publications

Carson (Phillips), P. (2005-06). ACCI Reports. [The Independent](#).

Gale, L & Carson (Phillips) P. (2004-05). ACCI Reports. [The Independent](#).

Carson (Phillips), P. (2001). Book review editor comments. *Journal of Applied Management and Entrepreneurship*, 6(1), 155.

Carson (Phillips), P. (2000). SMA survey results 2000. *Southern Management Association Newsletter*, 4-6.

Carson (Phillips), P. (2000). Member surveying. *Southern Management Association Newsletter*, 2.

Carson (Phillips), P. (1999). Member surveying. *Southern Management Association Newsletter*.

Carson (Phillips), P. (1998). What is management history? *Historically Speaking*, 2(2).

Carson (Phillips), P. (1998). Management history goes regional. *Historically Speaking*, 2(2).

Carson (Phillips), P., & Carson, K. D. (1998). Dealing with the dysfunctional boss, *USL Business Assets*, 1(2), 5.

Carson (Phillips), P. (1998). Management history mission statement. *Historically Speaking*, 2(1), 10.

- Carson (Phillips), P. (1998). Best management history papers invited. *Historically Speaking*, 2(1), 15.
- Carson (Phillips), P. (1997). The Academy of Management News, Management history division, 27(4).
- Carson (Phillips), P., & Carson, K. D. (1997). Management history division. *The Academy of Management News*, 27(3), 30.
- Carson (Phillips), P. (1997). The MHD domain statement: A work in progress. *Historically Speaking*, 1(2), 8.
- Carson (Phillips), P. (1997). Reflections from an outgoing chair. *Historically Speaking*, 1(1), 3.
- Carson (Phillips), P., & Carson, K. D. (in press). Lessons for today's managers. *Louisiana Medical Group Managers Association Newsletter*, 8(5), 9.
- Carson (Phillips), P., & Carson, K. D. (in press). Avoiding the fate of the dinosaur. *Louisiana Medical Group Managers Association Newsletter*, 8(4), 7.
- Carson (Phillips), P., & Carson, K. D. (in press). Boning up on high performance. *Louisiana Medical Group Managers Association Newsletter*, 8(3), 8.
- Carson (Phillips), P., & Carson, K. D. (1997). The change quagmire. *Louisiana Medical Group Managers Association Newsletter*, 8(2), 11.
- Carson (Phillips), P., & Carson, K. D. (1996). The ecstasy and agony of change. *Louisiana Medical Group Managers Association Newsletter*, 7(5), 4.
- Carson (Phillips), P., & Carson, K. D. (1996). Change and axe-battle, 7(4), 4. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1996). The authoritarian boss, 7(3), 4-5. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1996). The passive aggressive boss, 7(2), 4-5. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1996). The obsessive-compulsive boss, 7(1), 4-5. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1995). The sociopathic boss, 6(6), 4-5. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1995). The paranoid boss, 6(5), 4-5. *Louisiana Medical Group Managers Association Newsletter*.
- Carson (Phillips), P., & Carson, K. D. (1995). The narcissistic boss. *Louisiana Medical Group Managers Association Newsletter*, 6(4), 4-5.
- Carson (Phillips), P., & Carson, K. D. (1995). Caution: Work may be dangerous. *Louisiana Medical Group Managers Association Newsletter*, 6(3), 6.

- Carson (Phillips), P., & Carson, K. D. (1995). Sexual harassment. Louisiana Medical Group Managers Association Newsletter, 6(2), 3.
- Carson (Phillips), P., & Carson, K. D. (1995). Marching to different drummers. Louisiana Medical Group Managers Association Newsletter, 6(1), 11.
- Carson (Phillips), P., & Carson, K. D. (1994). But I needed a sick day for my mental health. Louisiana Medical Group Managers Association Newsletter, 5(6), 2.
- Carson (Phillips), P., & Carson, K. D. (1994). Aids and occupational safety. Louisiana Medical Group Managers Association Newsletter, 5(5), 10.
- Carson (Phillips), P., & Carson, K. D. (1994). The wrong prescription. Louisiana Medical Group Managers Association Newsletter, 5(4), 2.
- Carson (Phillips), P., & Carson, K. D. (1994) 14 points, quality trilogy, or zero defects: What's a manager to do? Louisiana Medical Group Managers Association Newsletter, 5(3), 5.
- Carson (Phillips), P., & Carson, K. D. (1994). Deming's philosophy on quality: A management approach or a religion? Louisiana Medical Group Managers Association Newsletter, 5(2), 3.
- Carson (Phillips), P., & Carson, K. D. (1994). Bash bureaucracy: Boost staff and patient power. Louisiana Medical Group Managers Association Newsletter, 5(1), 2.
- Carson (Phillips), P., & Carson, K. D. (1993). Doctor, This is our new patient... Louisiana Medical Group Managers Association Newsletter, 4(5), 4.
- Carson (Phillips), P., & Carson, K. D. (1993). Quality assurance, Where are you??? Louisiana Medical Group Managers Association Newsletter, 4(4), 3.
- Carson (Phillips), P., & Carson, K. D. (1993). Quality is in the eye of the beholder. Louisiana Medical Group Managers Association Newsletter, 4(3), 6.
- Carson (Phillips), P., & Carson, K. D., Eds., (October, 1993). Chronicles, Newsletter of the Academy of Management History Division.
- Carson (Phillips), P., & Carson, K. D., Eds., (April, 1993). Chronicles, Newsletter of the Academy of Management History Division.
- Carson (Phillips), P., & Carson, K. D., Eds., (October, 1992). Chronicles, Newsletter of the Academy of Management History Division.

Personal Development

- Numerous Webinars on Assessment (2008).
- AASCU Provost Conference on VSA in Phoenix (2008)
- SACS Summer Institute in Orlando (2008)
- ASHRM Legal Update on ADAAA and FMLA (2009)
- Webinars on CLA, NSSE, CAPSIM and AASCU Assessment (2007).
- Two advising workshops (2007, 2008)
- MCOBA Teaching and Learning Goals Seminar (2007)
- Import/Export Seminar at Le Centre International de Lafayette (Fall, 2006)

- Four advising seminars (Fall, 2006)
- Podcasting seminar (Fall, 2006)
- Seminars/Webinars on MAPP, video instruction, Moodle, charter schools, LITE and LONI (2006)
- Regional Economic Data for Policy & Planning Seminar by BEA, U.S. Department of Commerce (Summer, 2006)
- Economic & Fiscal Impact Analysis for Non-economist Seminar by ACCRA, Council for Community and Economic Research (Summer, 2006)
- WorldatWork Compensation Workshops, formerly American Compensation Association (Spring, 2002; Summer, 2002; Fall, 2002; Spring, 2003; Fall, 2003; Fall, 2004, Summer, 2005, Fall, 2005. Fall, 2006)
- AACSB International Conferences (Spring, 2002; Fall, 2003; Spring, 2004; Fall, 2004)
- Southern Business Deans' Conference (Spring, 2004)
- Louisiana Board of Regents Meeting on Distance Learning (Spring, 2004)
- NACTT Annual Conference (Summer, 1998; Summer, 1999; Summer, 2000)
- Faculty Study Abroad, Antwerp (Spring, 1998)
- Internationalizing Business Education Symposium (Spring, 1997)
- Internet Training Seminar (Fall, 1996)
- Sigma Iota Epsilon Orientation (Summer, 1996)
- Examiner Training, Louisiana Quality Foundation (Spring, 1996)
- Carrillo Teaching Minorities (Fall, 1994)
- Brightman Teaching Seminar (Spring, 1994)
- Internationalizing the Business Curriculum (Spring, 1994)
- TQM in the Military (Spring, 1994)
- ASQC Seminar on ISO 9000 (Fall, 1993)
- Juran Institute TQM Series (Fall, 1992)
- Seminar on Teaching (Fall, 1992)
- Seminar on Total Quality Management (Spring, 1992)
- Seminar on Ethics (Fall, 1991)

Grant Activities

■ Principal Investigator on LEQSF (2005-06-07)-ENH-TR-80 Grant entitled "Equipment Request for Technologically-based Assessment of Learning Outcomes." Awarded \$198,000. Completed state-of-the-art lab purchases and installation in summer of 2007. The lab was first used for administration of our MFT in business in November of 2007.

■ Principal Investigator, State Farm Actuarial Science Grant Award of \$81,000, Fall, 2004

■ UL Lafayette SMART Classroom/Auditorium STEP grant for Moody Hall

■ Goodwill Industries of Southwest Louisiana and Goodwill Industries of Manasota Grant

Co-Investigator, Welfare-to-Work Demonstration Project

Spring, 1997; Fall, 1997; Spring, 1998; Summer, 1998; Fall, 1998; Spring, 1999; Summer, 1999; Fall, 1999; Spring, 2000; Summer, 2000; Fall, 2000

■ Statewide Workshop for University Researchers

Attendee

Spring, 1999

■ Links for Success: Partnerships in Technology Creation & Commercialization

Attendee

Spring, 1999

Recent International Experiences (1998 to Present)

- Antigua, 2001
- Argentina, 2001
- Aruba, 2002
- Austria, 1998, 2002
- Belgium, 1998
- Bermuda, 2003
- British Virgin Gorda, 2001
- Canada, 1999, 2000, 2001, 2003, 2004, 2006, 2007
- Costa Rica, 2002
- Czech Republic, 2002
- England, 2002
- France, 1998, 2004, 2006
- Germany, 1998
- Hungary, 2002
- Iceland, 2001
- Italy, 2002, 2004
- Jamaica, 2000
- Luxembourg, 1998
- Martinique, 2001
- Mexico, 1999, 2000, 2001, 2002, 2004, 2005, 2007
- Netherlands, 1998
- Panama, 2002
- Puerto Rico (US), 2000, 2001, 2002
- Scotland, 2002
- Slovakia, 2002
- St. Martin, 2001
- St. John & St. Thomas (US), 2001
- Tortola, 2001
- Uruguay, 2001

Honors and Awards

UL Lafayette Outstanding Advisor Award (2007 and 2008)

2007 Women Who Mean Business Honoree by The Independent newspaper.

Lafayette Advertiser newspaper Top 20 Under 40 Award (Fall, 2006)

2006-07 UL Lafayette Advisor of the Year recognition

University of Louisiana Panhellenic Council Teacher of the Week (March 5, 2007)

Woman of Excellence Award (2005) from the Council of Women

Professional Women's Association Endowed Professorship, Fall, 1995 to present (renewed in 2001; 2004; 2007)

Dudley M. Romero/BORSF Professorship in Healthcare Administration, Fall, 2001 to present (renewed in 2004; 2007)

The Richard Hodgetts Outstanding Service Award, Journal of Applied Management and Entrepreneurship, 2004

Literati Club Highly Commended Award for Management Decision article, 2004

University of Louisiana Foundation Distinguished Professor, 2002

Journal of Applied Management & Entrepreneurship, Paul Hersey Award for Best Paper, 2002

Entrepreneur Magazine 25th Anniversary Edition Interview with Author on Management Fashions, 5/2002

Journal of Applied Management & Entrepreneurship, Paul Hersey Award for Best Paper, 2001

Financial Times Article on Author's Management Fashion Research, March 16, 2001

Academy of Management History Division Award for Best Review, 1998

USL Nominee, Achievement Award for New Scholars of the Conference of Southern Graduate Schools, 1998

Award for Research Excellence, Executive Advisory Council - College of Business Administration, 1997

Award for Teaching Excellence, Executive Advisory Council - College of Business Administration, 1996

Distinguished Professor Award, Department of Management and Marketing, Texas A & M - Corpus Christi, 1994/1995

Best Conceptual Paper Award, Business and Health Administration, Midwest Business Administration Association, 1995

Professional Women's Association Endowed Professorship, Fall, 1993 to Spring 1994

Best Theoretical Paper Award, Business and Health Administration, Midwest Business Administration Association, 1994

Graduate Faculty, starting Fall, 1992 and subsequently renewed

John F. Mee Paper Award, National Academy of Management, Management History Division, 1992

John F. Mee Best Paper Award, National Academy of Management, Management History Division, 1991

Phi Kappa Phi

Beta Gamma Sigma

Summa Cum Laude, Loyola University

Graduate Research Assistantship, Millsaps College

Magna Cum Laude, Millsaps College

LSU Board of Regents Doctoral Fellowship

Doctoral Consortium of the Southwest Academy of Management, 1990

Departmental Nomination, AUW Dissertation Scholarship, LSU

Doctoral Consortium of the National Academy of Management, Human Resource Management, 1991

Junior Faculty Consortium of the National Academy of Management, Health Care Administration, 1993.

Professional Service

Workshop Chair for the IEEE Virtual Reality Conference (2008)

Best Track Paper Selection Committee, Southern Management Association, 2007

Editorial Review Board: *International Journal of Organizational Theory and Behavior*, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2005, 2006, 2007, 2008.

Editorial Review Board: *Journal of Leadership & Organizational Studies*, 2003, 2004, 2005, 2005, 2006, 2007, 2008.

Editorial Review Board: *Journal of Applied Management and Entrepreneurship*, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008.

Editorial Review Board: *Journal of Management History*, 2004, 2005.

Book Review Editor: *Journal of Applied Management and Entrepreneurship*, 2000, 2001, 2002, 2003, 2004.

Governing Board Member: Southern Management Association, 1998, 1999, 2000, 2001.

Selection Committee Member: Southern Management Association Distinguished Service Award, 2004.

Track Chair: Management History/Future Trends, Southern Management Association, 2001.

Membership Surveyor: Southern Management Association, 1999-2000.

Presentation on Chapter 13 Trustee Compensation: Office of United States Trustee, Department of Justice, Washington, D.C., 1999.

Special Issue Editor: *Journal of Management History*, 1997.

Special Issue Editor: *Journal of Management History*, 1996.

Election Officer: National Academy of Management (Management History Division), 1997.

Division Chair: National Academy of Management (Management History Division), 1996.

Reviewer (ad hoc): *Information Systems Research*, 2003.

Reviewer (ad hoc): *Organization Studies*, 2003, 2004.

Reviewer (ad hoc): *Academy of Management Review*, 2001.

Reviewer (ad hoc): *Academy of Management Review*, 2000.

Reviewer (ad hoc): *Academy of Management Review*, 1999.

Reviewer (ad hoc): Academy of Management Review, 1998.

Reviewer (ad hoc): Academy of Management Review, 1997.

Reviewer (ad hoc): Journal of Management, 2001.

Reviewer (ad hoc): Journal of Management, 2000.

Reviewer (ad hoc): Journal of Management, 1999.

Reviewer (ad hoc): Human Resource Management Review, 1998.

Reviewer (ad hoc): Human Resource Management Review, 1997.

Reviewer (ad hoc): Academy of Management Review, 1996.

Reviewer (ad hoc): Journal of Management History, 1996.

Reviewer (ad hoc): Journal of Applied Social Psychology, 1996.

Reviewer (ad hoc): Academy of Management Review, 1995.

Reviewer (ad hoc): Journal of Management History, 1995.

Reviewer (ad hoc): Academy of Management Review, 1994.

Reviewer (ad hoc): Journal of Occupational Psychology, 1990.

Reviewer: 2003 Academy of Management, Division of Management History.

Interviewer: JAME hosts Leslie O. Miller, Feature Session, 2003.

Panel Participant: 2003 Southern Management Association, Feature Session.

Symposium Participant: 2003 Southern Management Association, Management History Track.

Reviewer: 2003 Southern Management Association, Management History/IM/MED Track.

Reviewer: 2003 Southern Management Association, Best Paper Awards.

Reviewer: 2002 Academy of Management, Division of Management History.

Reviewer: 2001 Academy of Management, Division of Management History.

Reviewer: 2000 Academy of Management, Division of Management History.

Reviewer: 2000 Southern Management Association, Management History.

Presenter: Editorial Board Meeting, Journal of Management & Entrepreneurship, 2001 Academy of Management Meeting

Invited Speaker: 2001 Academy of Management Pre-Conference Doctoral Student Consortium

Invited Speaker: 2000 Academy of Management History Division Doctoral Student Consortium (2 presentations)

Invited Speaker: 1999 Academy of Management History Division Doctoral Student Consortium (2 presentations)

Invited Speaker: 1998 Academy of Management History Division Doctoral Student Consortium

Track Chair: 1998 Southwest Academy of Management, Management History.

Discussant: 1998 Southwestern Academy of Management, Special Session of Past Presidents.

Session Chair: 1998 Southwest Academy of Management, Management History.

Invited Speaker: 1997 Academy of Management History Division Doctoral Student Consortium

Session Chair: 1997 Academy of Management Meeting, Division of Management History.

Reviewer: 1999 Academy of Management, Division of Human Resource Management.

Reviewer: 1998 Academy of Management, Division of Management History and Human Resource Management.

Reviewer: 1997 Academy of Management, Divisions of Management History and Human Resource Management.

Reviewer: 1999 Southern Management Association, Division of Human Resource Management and Best Paper Committee.

Reviewer: 1997 Southern Management Association, Divisions of Human Resource Management and Management Research History/Education.

Reviewer: 1997 Southwest Academy of Management, Health Care Track.

Reviewer: 1996 Academy of Management, Divisions of Management History and Human Resource Management.

Invited Speaker: 1996 Academy of Management All-Academy Doctoral Consortium.

Invited Speaker: 1996 Academy of Management History Division Doctoral Student Consortium

Panel Participant: 1996 Academy of Management Symposium on the Role of the Practitioner in the Academy

Discussant: 1996 Southern Management Association, Special Session of Past SMA Presidents.

Panel Participant: 1996 Southern Management Association Doctoral Consortium.

Reviewer: 1996 Southern Management Association, Divisions of Human Resource Management/Careers and Management History/Education.

Division Chair-Elect: National Academy of Management (Management History Division), 1995.

Reviewer: 1995 Academy of Management, Divisions of Management History and Human Resource Management.

Reviewer: 1995 Southern Management Association, Tracks of Management History and HRM/Careers.

Program Chair: National Academy of Management (Management History Division), 1994.

Co-Editor: National Academy of Management (Management History Division) Newsletter Editor, 1992 - 1994.

Reviewer: 1994 Academy of Management Meeting, Divisions of Management History, Health Care Management, and Human Resource Management.

Reviewer: 1994 Southern Management Association, Tracks of HRM/Careers/History and Health Care Management.

Reviewer: 1993 Academy of Management Meeting, Division of Management History.

Reviewer: 1993 Southern Management Association, Divisions of Health Care Management and Human Resource Management.

Reviewer: 1992 Southern Management Association, Divisions of Organizational Behavior, Organizational Theory, Management History.

Reviewer: 1992 Southwest Academy of Management, Divisions of Management History and Personnel/Human Resource Management.

Reviewer: 1991 Southern Management Association, Division of Organizational Behavior.

Reviewer: 1991 Southern Management Association Meeting, Division of Organizational Behavior.

Reviewer: 1990 Southern Management Association Meeting, Division of Organizational Behavior.

Discussant: 1994 Southern Management Association, Division of Management History.

Discussant: 1993 Southern Management Association, Division of Health Care Management.

Discussant: 1992 Southwest Academy of Management, Divisions of Management History and Personnel/Human Resource Management.

Discussant: 1991 Southern Management Association.

Discussant: 1990 Southern Management Association.

Discussant: 1991 Southwest Academy of Management.

Session Chairperson: 1992 Southwest Academy of Management Meeting, Division of Quality and Organizational Theory.

Session Chair: 1993 Academy of Management Meeting, Division of Management History.

Session Chairperson: 1990 Southern Management Association Meeting, Division of Organizational Behavior.

John Wiley and Sons Focus Group: College Text Division, 1991.

McGraw Hill Focus Group: College Text Division, 1991.

Professional Organizations

Academy of Management
Management History Division
Human Resource Management Division

Southwest Academy of Management

Southern Management Association

Academy of Business Administration

Society for Human Resource Management

WorldatWork (formerly American Compensation Association)

Certifications

Global Remuneration Professional (WorldatWork), earned in 2006

Certified Compensation Professional (WorldatWork), earned in 2005

Senior Professional in Human Resources (SPHR, Society for Human Resource Management), current since 2001, recertified in 2007

Certificate in Salary Administration (WorldatWork), 10/02