

TEACHING AND RESEARCH INTERESTS:

- Strategic Human Capital Management
 - Global Human Resource Management
 - Global Leadership Development
 - Business Ethics, Social Responsibility and Sustainability

CORE COMPETENCIES:

- Teaching, new course development and creating and delivering professional development programs
- Marketing and Outreach
- Presentations and Public Speaking
- Building Alliances and Partnerships

PROFESSIONAL EXPERIENCE:

6/09 – Present **Professor of Human Resource Management**
The Pennsylvania State University, School of Labor and Employment Relations

5/14 – Present **Professor-In-Residence**
The Pennsylvania State University, Sustainability Institute

- Teach undergraduate and graduate level courses on Human Resources Management in-residence and on-line
- Architect of and responsible for managing the Academy for Human Capital Development for the School involving creating and delivering professional development programs (e.g., webinars, workshops and on-line mini courses) for alums, students and HR practitioners and creating and conducting outreach programs for alums
- Primary interface and responsible for managing the School's relationships with the Society for Human Resource Management and the Human Resource Certification Institute
- Authored and launched the Capstone course (HRER 894) for our Masters of Professional Studies in Human Resources and Employment Relations Program, HR Ethics (LER 460-WD) course online and HR Ethics (LER 460-RI UP) in-residence
- Developed systematic end-to-end course revision process
- Developed and implemented an on-line exit interview process for MPS in HRER and LER Programs
- Faculty adviser for PSU Student SHRM Chapter and Chair of the Student SHRM Chapter Committee of the Human Resource Association of Centre County
- Member of the U.S. Technical Advisory Group of the American National Standards Institute (ANSI). In this role, I'm involved with developing and representing the U.S. position on global HR standards to the International Organization for Standardization (ISO). In November 2011, I was elected to represent ANSI as a member of the U.S. Delegation at the first ISO Technical Committee 260 Human Resource Management plenary meeting.

7/07 – 5/09 **INTERIM ASSOCIATE PROVOST**
Office of Faculty Affairs, University of Maryland University College

- Responsible for providing global leadership and day-to-day management of the Office of Faculty Affairs
- Position reported to Sr. Vice Provost
- Managed the following functions – faculty policy development, world-wide faculty recruitment, faculty training and professional development, faculty contracts, adjunct faculty payroll, faculty services and communications, textbooks and textbook supplier management, annual faculty survey administration, faculty grievances, shared governance (Faculty Advisory Council) and Oracle/PeopleSoft technical support
- Collaborated with and supported strategies and goals of the school of undergraduate studies and the graduate school
- Created and managed a \$3.8 M budget
- Manage a team of 30+ professional staff

PROFESSIONAL EXPERIENCE (Continued):

1/06 – 6/07

DIRECTOR, DEPT. OF WORLDWIDE FACULTY RECRUITMENT & FACULTY APPOINTMENTS

Office of the Provost, University of Maryland University College

- Established and met global faculty recruitment targets (full-time and part-time faculty)
- Designed and implemented a comprehensive faculty recruitment strategy that reinforced the UMUC brand and included targeted (discipline specific) campaigns that made effective use of the web and interactive technologies
- Managed the faculty appointments process ensuring that faculty contracts, payroll, new hires, terminations and job updates are processed accurately and on-time
- Managed a 3 person PeopleSoft Technical Unit in support of the Office of Faculty Affairs and the academic units
- Developed and maintained communication links with academic administrators
- Utilized various management tools to ensure that the strategy and targets are realistic
- Developed metrics to better monitor recruitment process
- Implemented business process improvements and staff training that resulted in an improvement in the quality of hire, faculty diversity and a reduction in cycle time
- Created and managed a \$1.9 M budget
- Managed a team of 15 including assistant directors, recruitment specialists, program specialists, technical specialists and support personnel

10/04 – 12/05

DIRECTOR, STRATEGIC TALENT ACQUISITION & RETENTION, DIVERSITY & EO/AA

AT&T Corporation

- Managed the strategic acquisition of culturally diverse talent (university recruitment and relations & mid-career hires) for the AT&T enterprise and ensured the development and retention of an inclusive workforce. Involved strategy formulation and implementation to identify, attract, acquire, engage, develop and retain culturally diverse management, professional and technical talent in US and internationally
- Interfaced directly with AT&T senior leadership team to understand their business needs and designed and implemented a sustainable model that infuses AT&T with diverse talent to meet current business needs and build talent pools for the future
- Designed and implemented replicable approaches, initiatives and programs to meet business needs in partnership with the business leadership team and internal stakeholders including Employment, Leadership Development, Succession Planning, Learning Organization, Marketing, HR Leaders, International Leaders, Employee Affinity Groups, AT&T Foundation and PR
- Managed the AT&T Global Employment Brand and represented AT&T with external stakeholders at key external events to demonstrate company's commitment to diversity in the workplace and to recruiting/building a diverse culture and employee base
- Managed the Corporate Workforce Diversity and EO/AA functions and ensure synergies were identified and implemented
- Established and manage metrics to measure success and to highlight areas in need of improvement
- Managed a \$1.6M budget, four direct reports and a team of recruiters

8/99 – 9/04

SENIOR EMPLOYMENT & TALENT ACQUISITION MANAGER, AT&T Corporation

- Managed the Employment and Talent Acquisition Process for the AT&T enterprise. Involved strategy formulation and implementation to identify, attract and acquire executive, management, professional and technical talent
- Developed and implemented Employment Marketing and Branding Strategy – employment brand management, employment value proposition, university recruitment and relations, diversity outreach and recruitment, events management, career website management, labor market and competitive analysis, executive and employee referral, search firm management, employment marketing communications and promotion and candidate experience management

PROFESSIONAL EXPERIENCE (Continued):

- Managed the employment operational component of the HR Outsourcing Agreement as Functional Lead, managed applicant tracking process, developed and managed employment and recruiting metrics and directed recruiting team
- Client Relationship Manager responsible for providing consultative strategic employment solutions to internal clients ensuring attainment of business objectives and client satisfaction
- Managed AT&T's Consumer Leadership Development Program - program development, recruitment and retention
- Lead Quality Improvement Team responsible for re-engineering the Employment Eligibility Verification process to insure AT&T compliance with the U.S. Immigration and Nationality Act. Improved compliance rate regarding completion, collection and storage of I-9s from 16% to 99%
- Designed, developed and implemented an end-to-end Talent Acquisition Process to identify, attract and acquire high potential management and professional talent
- Manage a \$900K program budget, two direct reports and a team of twelve recruiters

5/97 – 7/99 MANAGER, MARKET & COMPETITIVE ANALYSIS AT&T SOLUTIONS

- Managed the market and competitive analysis function for AT&T's Professional Services and Network Technology Outsourcing Division. Created and conducted client win/loss interviews for major engagements valued over \$50M
- Delivered to executive management strategic analyses of competitor service line developments, mergers, acquisitions, and alliances and managed industry analyst program including relationship management of key opinion influencers
- Provided tactical competitive intelligence to sales teams, supporting over \$500M in bid activity
- Managed a \$750K budget and a team of two

1/94 – 4/97 MARKETING MANAGER AT&T BUSINESS MARKETS DIVISION

- Managed competitive intelligence and sales campaign management functions across the Middle Market Sales Channel
- Created, developed and managed sales campaigns to ensure revenue targets were met or exceeded (Sales campaigns generated \$30M in revenue in 1997), created Sales Campaign Results Management Process and managed a \$2M budget and a team of six

8/90 – 12/93 BUSINESS DEVELOPMENT MANAGER AT&T OPPORTUNITY MANAGEMENT

- Developed and negotiated solutions and sales strategies that resulted in retaining, win back and generating new revenue totaling \$118M; Achieved an 85% win rate

6/89 – 7/90 SALES COMPENSATION MANAGER AT&T EASTERN REGION

- Managed the incentive pay compensation plan, sales recognition program and sales operations team for Eastern Region

5/83 – 5/89 ACCOUNT EXECUTIVE – INDUSTRY CONSULTANT AT&T SALES – MAJOR MARKETS

- Managed the Commonwealth of Pennsylvania account and a national account that generated in excess of \$25M annually

**1/80 – 4/83 URBAN & REGIONAL PLANNER, *Pennsylvania Department of Community Affairs
Commonwealth of Pennsylvania***

- Developed comprehensive plans (community development, economic development, land-use) in conjunction with and in support of municipal and county governments in Southeastern PA

PROFESSIONAL EXPERIENCE (Continued):

9/78 – 12/80 **BUDGET ANALYST**, *Pennsylvania Department of Public Welfare
Commonwealth of Pennsylvania*

- Managed the preparation, development and monitoring of the budget for the PA Department of Public Welfare, County MH/MR Program and prepared briefing documents for legislative appropriation hearings

6/77 – 8/78 **CRIMINAL JUSTICE SYSTEM PLANNER**, *Central Regional Planning Council
Governors Justice Commission*

- Developed comprehensive criminal justice system strategies and plans in conjunction with and in support of local law enforcement, courts and corrections officials in a 16 county region in central PA

EDUCATION AND CERTIFICATIONS

- Doctor of Management Degree University of Maryland University College
- M.P.A. – Public Administration Penn State University
- M.R.P. – Urban and Regional Planning Penn State University
- B.A. – Behavioral Sciences Point Park College
- Global Professional in Human Resources Certification Society of Human Resource Management (5/05)
- Senior Professional in Human Resources Certification Society for Human Resource Management (1/07)
- HR Certificate Program Cornell University (5/03)
- Executive Education MIT-Strategic Use of Information Technology (5/99)

LEADERSHIP AND PROFESSIONAL DEVELOPMENT

- Scholarship and Technology Summit, PSU College of the Liberal Arts, Aug. 2011
- Technology in Education Workshop, PSU's World Campus and the Schreyer Institute for Teaching Excellence, May 2011
- Online Learning 4000, PSU's World Campus and the Schreyer Institute for Teaching Excellence, Summer 2011
- World Class Connections: A panel discussion featuring online students, PSU World Campus, Feb. 2011
- Online Learning 2000, PSU's World Campus and the Schreyer Institute for Teaching Excellence, Aug. 2009
- 2007 Executive HR Network Summit, HR and the Global Leadership Challenge, co-sponsored by SHRM and Harvard Business School Publishing, Washington, DC – Sept. 20, 2007
- AT&T Leading Leaders Program Participant, 2005
- AT&T Human Resources Leadership Development Program Participant, 2003, 2004

CURRENT AND FORMER DIRECTORSHIPS

- The Pennsylvania State University Educational Equity Advisory Board (2007 – present)
- Pennsylvania State University – Elected Alumni Council Member and Member of Executive Board (2002 – 2008)
- The Pennsylvania State University – Graduate School Alumni Society, President (2003 – 2005)
- HBCU Deans of the Business Schools Roundtable Corporate Advisory Board (2003 – 2005)
- National Society of Hispanic MBAs Corporate Advisory Board (2003 – 2005)
- Stevens Institute of Technology – Masters of Science Management Degree Program Advisory Board (2002 -2004)

PROFESSIONAL ASSOCIATION MEMBERSHIPS

- Society of Human Resource Management
- Human Resource Association of Centre County

PUBLIC SPEAKING ENGAGEMENTS

- 2013 Society for Human Resource Management Strategy Conference, The HR Practitioner of the 21st Century: Profile of a Business Leader, October 2, 2013, San Diego, CA
- HR Professionals of Central PA Monthly Meeting, The HR Practitioner of the 21st Century: Profile of a Business Leader, July 23, 2013
- Cambria-Somerset HR Association Conference, The HR Practitioner of the 21st Century: Profile of a Business Leader, April 30, 2013
- Human Resource Association of Centre County, The HR Practitioner of the 21st Century: Profile of a Business Leader, Jan. 16, 2013
- PSU Student SHRM Chapter Meeting, Resilience and Thriving Amid Change in the Workplace, October 12, 2010
- University Professional & Continuing Education Association 2010 Mid-Atlantic Conference, Resilience and Thriving Amid Change in the Workplace, October 1, 2010
- Presentation to the Pennsylvania State University, Division of Development and Alumni Relations, Creating a Global Mindset – Implications for University Recruitment, November 20, 2006
- Presentation to the AT&T Customer Service and Maintenance Emerging Leaders Program, Creating a Global Mindset – Meeting the Worldwide Multi -Culture Challenge, September 26, 2006
- Presentation to the AT&T Business Sales Team, Creating a Global Mindset – Meeting the Worldwide Multi - Culture Challenge, November 15, 2005
- Presentation to the AT&T Leaders Engaged in Accelerated Development Program participants (AT&T High Potential Leadership Development Program), Creating a Global Mindset – Meeting the Worldwide Multi -Culture Challenge, September 26, 2005
- 8th Annual Recruiting & Staffing Summit, Creating a Global Mindset – Meeting the Worldwide Multi -Culture Challenge, September 20, 2005
- Third Annual National HBCU Schools of Business Summit, The Power of Partnerships: Leadership for Change, Strategies for Developing Multicultural Courses and Curricula Through Strategic Global University – Corporate Partnerships, June 6, 2005
- Penn State University Diversity Conference (Setting the Stage for Culturally Inclusive Classrooms), Strategies for Developing Multicultural Courses and Curricula Through Strategic Global University – Corporate Partnerships, April 28, 2005
- Chief Diversity Officer Forum at Bennett College for Women, CEO Commitment, March 2005
- Morgan State University School of Business and Management Bryson/Sawyer Distinguished Lecture Series, Business Ethics, Feb. 2005
- Society of Hispanic Professional Engineers, Advancing Your Career with AT&T, Jan. 2005
- Hampton University School of Business Leadership Application Program, Business Ethics, Nov. 2004
- National Society of Hispanic MBAs Annual Conference, Advancing Your Career with AT&T, Oct. 2004
- 7th Annual Recruiting & Staffing Summit, Finding, Attracting and Hiring Great Sales Talent, Sept. 2004
- 2nd Annual National HBCUs Schools of Business Summit, Strategic University – Corporate Partnerships, Sept. 2004

UNIVERSITY TEACHING EXPERIENCE (ADJUNCT) – 1995 – 2007

- Collegiate Assistant Professor, University of Maryland University College
 - Graduate School of Management & Technology - The Manager in a Technological Society and Strategic Management for Nonprofit Organizations
 - School of Undergraduate Studies - Marketing Principles and Organization

- The State University of New Jersey in Newark, Rutgers
 - Executive MPA Program (off-campus) Strategic Planning and Marketing for Public Service Organizations
 - MPA Program (on-campus), Introduction to Public Administration

- Stevens Institute of Technology
 - The Howe School of Business, MSM Program, Strategic Management

- Rider University
 - College of Business Administration, Marketing Principles and Practices and Business Marketing Systems

- Farleigh Dickenson University
 - College of Business, Strategic Planning and Management