

Dr. ROXANNE ZOLIN

EDUCATION

- 2002 **Stanford University**, Stanford, CA
Ph.D. in Construction Engineering Management, Department of Civil
Engineering
- 2001 **Stanford University**, Stanford, CA
Master of Arts in Sociology
- 1991 **Monash University**, Vic, Australia
Master of Business in Marketing
- 1980 **Queensland Institute of Technology**, (now Queensland University of
Technology) QLD, Australia
Bachelor of Business in Management

PROFESSIONAL QUALIFICATIONS

- 2007 **Project Management Institute®**, Project Management Professional.

AWARDS

- 2008 Best Paper in Applied Entrepreneurship Award, Runner Up.
 Australian Graduate School of Entrepreneurship International Conference,
 Melbourne, Australia.
- 2007 USASBE Extraordinary Educator Award
 United States Association for Small Business and Entrepreneurship Award for
 extraordinary educational and professional support of the Corporate
 Entrepreneurship Division
- 2006 Coleman Scholarship Award, USASBE
 United States Association for Small Business and Entrepreneurship conference
 paper award.
- 2005 Coleman Scholarship Award, USASBE
 United States of America Small Business and Entrepreneurship award for
 conference paper.
- 2002 Stanford Engineering, Science, and Math Opportunity Job Fair.
 My graduate research project was selected to showcase research in the
 Engineering School.
- 1983 Grand Prix Award, Sales Promotion Association of Australia
 A national award received for the best promotion of the year. The “Homes
 Wanted” promotion, one of the first premium item campaigns conducted in
 Australia, offered a cute little stuffed toy dog for each deposit of over \$500.
 The average deposit was over \$2,000.
- 1983 Best Small Budget Award, Sales Promotion Association of Australia
 A national award received for the best small budget promotion of the year.
 The \$50,000 promotion brought in over \$22 million investments in 10 weeks.
- 1983 Best Financial Services Award, Sales and Promotion Association of Australia

A national award for the best financial services promotion of the year.
1979 McDonnell & East Retailing Award, Queensland University of Technology
Awarded for receiving the best marks in the subject “Dynamics in Retailing”.

PUBLICATIONS

Sekerka, Leslie E., Zolin, Roxanne and Jaye Goosby Smith (Accepted DATE?) Organizational change: How inquiry strategy influences readiness mode. *Organization Management Journal*.

Kropp, Fredric, Roxanne Zolin and Noel J. Lindsay (Forthcoming 2008), Identifying and Implementing Adaptive Strategies in the U.S. Military, In Tom Lumpkin and Jeffrey Katz, *Advances in Entrepreneurship Research*, Volume 11, New York, JAI Press/Elsevier.

Thomas, Gail and Zolin, Roxanne, Hartman, Jackie L. (2009). The Central Role of Communication in Developing Trust and Its Effect on Employee Involvement. *Journal of Business Communication*. 46(3).

Kropp, Fredric and Zolin, Roxanne, (2008) Government Support for Technological Entrepreneurship: The US SBIR Program. *International Small Business Journal*.

Kropp, Fredric and Zolin, Roxanne (2008) *Technological Entrepreneurship and Small Business Innovation Programs*, in Ghosh, Amithaba, Eds. *Government Policy and Marketing Strategy*. ICDAI Press.

Kropp, Fredric and Zolin, Roxanne, (2008). Federal government entrepreneurship: New enterprise structures. *Journal of Small Business and Enterprise Development*. 15(3). 595 – 605.

Zolin, Roxanne and Kropp, Fredric (2008). The birth of new enterprises: public or private by genetics or by design? *International Public Management Review*. 9(1) 130-147. <http://www.idt.unisg.ch/org/idt/ipmr.nsf>

Hagan, Joel J., Slack, William G., Zolin, Roxanne, and Dillard, John (2007). Beyond Lean and Six Sigma: How organizational modeling and simulation reduced F/A-18e/F F414 engine maintenance time at NAS Lemoore AIMD. *Defense Acquisition Review Journal*. 14(3) 435-452.

Zolin, Roxanne and Fredric Kropp (2007). Assisting Business Survival: How Governments Can Help Businesses Weather a Cataclysmic Disaster. Deborah Gibbons (Ed.), in *Communicable Crises: Prevention, Management, and Resolution in the Global Arena*, Charlotte, NC, Information Age Publishing. 241-264.

Sekerka, L. E. and Zolin, R. (2007) Can rules be bent with prudential judgment? How compliance may be deriding values in the Department of Defense. *Public Integrity*. 9(3). 225-243.

Hagan, Joel J., Slack, William G., Zolin, Roxanne, and Dillard, John (March-April 2007) Now that you’ve optimized your process, optimize your organization. *Defense AT&L (Defense Acquisition, Technology and Logistics)*. March 2007. 16-20.

Zolin, Roxanne and Fredric Kropp (2007). How surviving businesses respond during and after a major disaster. *Journal of Business Continuity and Disaster Preparedness*. 1(2), 1-17.

Kropp, Fredric and Roxanne Zolin (2005). Technological Entrepreneurship and Small Business Innovation Research Programs. *Academy of Marketing Sciences Review*, volume 2005, no. 7. Available: <http://www.amsreview.org/articles/kropp07=2005.pdf>

Sekerka, Leslie E. and Zolin, Roxanne (2005) Professional courage in the military: regulation fit and establishing moral intent. *Business & Professional Ethics Journal*, 24(4). 27-50.

Lewis, Ira and Zolin, Roxanne (2004) "The Public to Private Continuum Measure and the role of stakeholder boards as a proxy for markets in the governance of Air Navigation Services," *International Public Management Review*, 5(2) 52-77. <http://www.idt.unisg.ch/org/idt/ipmr.nsf>

Zolin, Roxanne and Hinds, Pamela J., (2004) Trust in context: The development of interpersonal trust in geographically distributed work, In *Trust and Distrust in Organizations*, Eds. Roderick M. Kramer, and Karen Cook for Russell Sage Foundation: New York. pp 214-238.

Zolin R, Hinds P. J., Fruchter R., and Levitt R. E. (2004), Interpersonal trust in cross-functional, geographically distributed work: A longitudinal study. *Information and Organization*, 14(1), 1-24.

Zolin Roxanne, Fruchter R and Levitt R. E. (2003). Realism and Control? Key characteristics of problem-based learning environments as a data source for work-related studies, *International Journal of Engineering Education*, 19(6) 788-798.

PEER REVIEWED PRESENTATIONS

Zolin, Roxanne, Kuckertz, Andreas and Kautonen Teemu (2008) The Potential Downside of Strong Ties in Entrepreneurial Team Formation. 12th Forum Gruendungsforschung (G-Forum), Dortmund, Germany, 6th to 7th November 2008. Presented by Andreas Kuckertz.

Zolin, Roxanne and Sekerka, Leslie (2008) Rule Bending: From Necessary Adaptation to Dangerous Norm? Australian Association of Professional and Applied Ethics Conference, Brisbane, June, 2008. Presented by Roxanne Zolin.

Zolin, Roxanne, Kuckertz, Andreas and Kautonen, Teemu (2008) The Devil You Know? The Potential Downside of Strong and Weak Ties for Entrepreneurial Team Formation. Regional Frontiers of Entrepreneurship Research 2008. In Proceedings for Academy of Management Conference, Anaheim, CA. Presented by Roxanne Zolin.

Zolin, Roxanne, Kuckertz, Andreas and Kautonen, Teemu (2008) The Devil You Know? The Potential Downside of Strong and Weak for Entrepreneurial Team Formation. Australian Graduate School of Entrepreneurship International Conference, Melbourne, Australia. February, 2008. Presented by Roxanne Zolin and Andreas Kuckertz. Received the Best Paper in Applied Entrepreneurship Award, Runner UP.

Kropp, Fredric, Zolin, Roxanne and Lindsay, Noel J. (2007). Opportunity recognition, and organizational performance in the military. *Babson Conference*. Madrid, Spain, June 2007. Presented by Kropp, Zolin & Lindsay.

Kropp, Fredric, Roxanne Zolin and Noel J. Lindsay (July 2007), "Entrepreneurial Orientation and Organizational Performance in the Military," The 13th Academy of Marketing Sciences World Marketing Congress, Verona, Italy. Presented by Fredric Kropp.

Zolin, Roxanne and Kropp, Fredric (2007). The effect of government research programs on commercializing technologies. *United States Association of Small Business and Entrepreneurship Annual Conference*, Orlando, Florida..

Kropp, Fredric, Roxanne Zolin and Noel J. Lindsay (2007). Federal Government entrepreneurship: New enterprise structures, *United States Association of Small Business and Entrepreneurship Annual Conference*, Orlando, Florida.

Zolin, Roxanne and Kropp, Fredric (2006) The effect of government research programs on commercializing technologies. *International Council for Small Business World Conference*, Melbourne, 2006.

Sekerka, L. E. and Zolin, R. (2006) Can rules be bent with prudential judgment? How compliance may be deriding values in the Department of Defense. *Prudential Judgment, Public Policy, and the Catholic Social Tradition Conference*. Terrence J. Murphy Institute for Catholic Thought, Law, and Policy, University of St. Thomas, School of Law, Minneapolis, MN. April 6-8, 2006.

Zolin, Roxanne and Lewis, Ira (2006) The birth of new enterprises: public or private by genetics or by design? *U.S. Association for Small Business and Entrepreneurship (USASBE)*, Presented by R. Zolin, Jan. 2006.

Zolin, Roxanne, (2005) Market, hierarchy and clan: Are trust and control compliments or supplements when crossing organizational boundaries? *EIASM Conference* October 2005, Amsterdam.

Zolin, Roxanne (2005) What new visions of trust can the Mayer, Davis and Schoorman model provide in the 21st century? Symposium organizer and facilitator, *Academy of Management*, August 2005.

Sekerka, L. E., Zolin, R., Simon, C, (2005) Change Now Because I Say So! -- - Specialized Management Identity and Coercive Rapid Transformation, *Academy of Management Conference*, August 2005.

Zolin, Roxanne and Kropp, Fredric (2005) Technological entrepreneurship: the role Small Business Innovation Research (SBIR) Programs Play in Developing and Commercializing Technologies *International Conference on Small Business 50th World Conference* in Washington, June 2005.

Zolin, Roxanne, Dillard, John (2005), From Market to clan: how organizational control affects trust in defense acquisition. *Acquisition Research Symposium*, May 2005, Naval Postgraduate School, CA.

Lewis, Ira and Zolin, Roxanne (2004) The Public to Private Continuum Measure and the role of stakeholder boards as a proxy for markets in the

governance of Air Navigation Services, *International Academy of Management and Business*, Las Vegas, NV.

Zolin, Roxanne (2003) Context is everything: Empirical research into the antecedents to trust in different contexts. *European Institute of Advanced Studies in Management (EIASM) Workshop on Trust Within and Between Organizations*. Amsterdam, October 2003.

Zolin R, Hinds P. J., Fruchter R., Levitt R. E. (2001), Trust in cross-functional global teams. At *Organization Science Conference*, Milan, Italy

Zolin, Roxanne, Fruchter, R., and Levitt, R. E. (2000) Simulating the Process of Trust: Using simulation to test and explore a social process. *Computational Social and Organizational Science Conference*.

Zolin, Roxanne, Fruchter, Renate, and Levitt, Raymond E. (2000) Building, maintaining and repairing trust in global AEC teams. *International Conference on Computers in Civil and Building Engineering*.

Zolin, Roxanne (1998) A taxonomy of simulation: Can it help researchers identify logical simulation partners for docking and interlocking? *Computational and Mathematical Organization Theory, INFORMS*.

PRESENTATIONS

Zolin, Roxanne (2008) Swift Trust in Complex Networks, for the *International Defense Transformation Seminar* offered by the *Center for Civil-Military Relations*, at the Naval Postgraduate School. Monterey California, USA. 3 November, 2008.

Zolin, Roxanne (2008) Measuring complexity in project management. Naval Postgraduate School. 6 August, 2008. Research presentation.

Ventresca, Marc and Zolin, Roxanne (2007) Working Innovation: Culture and Institutions. *Coast Guard Innovation Expo*. New Orleans. 30 October, 2007. Seminar and workshop presented by Ventresca and Zolin.

Zolin, Roxanne (2007) Trust in Networks, for the program “International Defense Transformation “ offered by the *George C. Marshall Center* in cooperation with the *Supreme Headquarters, Allied Command Transformation* and the *Center for Civil-Military Relations*, Naval Postgraduate School. Garmish, Germany. 13 May, 2007.

Zolin, Roxanne (2006) Transforming Military Organizations, for the program “International Defense Transformation “ offered by *Center for Civilian-Military Relations* in partnership with Headquarters Allied Command Transformation (HQ ACT) and the Commander, Joint Forces Command (JFCOM) Joint Experimentation Directorate. October 2006.

Zolin, Roxanne (2006) Strong Angel – Swift Trust. Preliminary results in the study of trust in disaster response. Presented at the *Cebrowski Institute*, September 7, 2006.

Zolin, Roxanne and Kropp, Fredric (2006) The effect of government research programs on commercializing technologies. *Adelaide University*, South Australia. Presented by Roxanne Zolin on June 14, 2006.

Zolin, Roxanne and Kropp, Fredric (2006) Assisting business survival: How governments can help businesses weather a cataclysmic disaster. *Australian Defence Force Academy*, Canberra, Australia, Research Seminar, Presented by Roxanne Zolin on May 26, 2006.

Zolin, Roxanne and Gibbons, Deborah (2006) Strong Angel – Swift Trust. Presentation of a preliminary research proposal for the study of trust in disaster response. Presented at the *Cebrowski Institute*, April 11, 2006.

Zolin, Roxanne (2005) *Trust in networks*, for the program “International Defense Transformation “ offered by *Center for Civilian-Military Relations* in partnership with Headquarters Allied Command Transformation (HQ ACT) and the Commander, Joint Forces Command (JFCOM) Joint Experimentation Directorate. December 2005.

Zolin, Roxanne and LCDR Creighton, Beth (2005) How do you measure the performance of a large complex system without shifting costs? A simulation solution. Presented to *NAVAIR Enterprise AIRSpeed Program Office*, Patuxent River, MD. November, 1002.

Zolin, Roxanne, (2005) Why do some virtual collaborations fail, while others succeed? *Defence Science and Technology Organisation*, Canberra, Australia.

Sekerka, L. E., Zolin, R., Simon, C, (February 27, 2005) Change Now Because I Say So! --- Specialized Management Identity and Coercive Rapid Transformation at a Military University. *Australian Defence Force Academy*, Canberra, Australia, Research Seminar, Presented by Roxanne Zolin.

Zolin, Roxanne, (2004) Outsourcing to China, a trust perspective. *Carmel Valley Rotary Club*, Carmel Valley, CA.

Zolin, Roxanne (2004) Studying the A in VV&A. *VV&A Technical Working Group Meeting*, NAVISMO, San Diego.

Zolin, R. (2004) Military Marketing: Above and beyond the call of duty. Presented to RADM Milliken, Deputy Assistant Secretary of the Navy, *Navy International Programs Office*, Washington D.C.

Zolin, R. (2004) Successful Innovation in Military Markets. Presented to *NAVAIR's SBIR*, Washington DC.

Zolin, R. (October 2003) Empirical research into the antecedents to trust in Military IPTs. Presentation given to *Defense Acquisition Career Management (DACM)*, Pentagon.

Zolin, R. (October 2003) Context changes everything: Empirical research into the antecedents to trust in different contexts. *Stevens Institute of Technology*, Hoboken, NJ

Zolin, R. (July 2003) Context is everything: Empirical research into the antecedents to trust in different contexts. *Australian Defence Forces Academy*, Canberra, Australia (July 2003)

Zolin, R. (July 2003) Context is everything: Empirical research into the antecedents to trust in different contexts. *Defence Science and Technology Organisation*, Canberra, Australia (July 2003)

Zolin, R. (July 2003) Context is everything: Empirical research into the antecedents to trust in different contexts. *Defence Science and Technology Organisation*, Adelaide, South Australia, Australia (August 2003)

Zolin R., Fruchter, R. and Hinds P. J., (2002) Modeling and Monitoring Trust in Virtual A/E/C Teams. Presented at the *Center for Integrated Facilities Engineering*, Stanford University.

CONFERENCE SESSIONS, STREAMS AND WORKSHOPS ORGANIZED

Zolin, Roxanne (2008) The Questions We Ask About Trust In Entrepreneurship. *Academy of Management*, August 2008. Symposium organizer and Chair.

EIASM FINT Workshop on Trust, Amsterdam, October 2007: Chair of a session on *Trust and distrust in entrepreneurial relationships*.

ICSB World Conference, 13-15 June, 2007, Turku, Finland, Chair of a session on *Trust in Entrepreneurship and Small Business*

Zolin, Roxanne (2005) What new visions of trust can the Mayer, Davis and Schoorman model provide in the 21st century? Symposium organizer and facilitator, *Academy of Management*, August 2005.

EIASM FINT Workshop on Trust, Amsterdam, October 2005: Chair of a session on *Trust and control*.

WORKING PAPERS AND TECHNICAL REPORTS

Creighton, Beth and Zolin, Roxanne (2006) "How Goes It?" Phase One Final Report. Presented to *Enterprise AIRSpeed* November 2006.

Zolin, Roxanne and Denning, Dorothy (2006) Principles of Reachback: A systems engineering approach to organizational changes required to implement feasibility studies for the study of opportunities to minimize the forward footprint. Presented to *U.S. Joint Forces Command (JFCOM, J-8)*.

Lewis, Ira and Zolin, Roxanne, (2006), The role of trust in organizational change. An international comparative case study of Air Traffic Control in the United States and Australia. Naval Postgraduate School Instructional Report. Teaching Case Study for *International Military Education and Training (IMET)*.

Zolin, Roxanne and Dillard, John (2005), *From Market to Clan: How Control Mechanisms Affect Trust in Defense Acquisition*. Technical Report, Naval Postgraduate School, CA.

Sekerka, L. E., Zolin, R., Simon, C, (2005) *Specialized Management Identity and Coercive Rapid Transformation in a Defense University*, Naval Postgraduate School Technical Report.

Creighton, Beth and Zolin, Roxanne (2005) "How Goes It?" Phase One Final Report. Presented to *Enterprise AIRSpeed* July 2005.

Zolin R., Hinds P. J. and Fruchter R (2003), Communication, Trust and Performance: The Influence of Trust on Performance in A/E/C Cross-functional, Geographically Distributed Work, Stanford University, CA, *Center for Integrated Facility Engineering*. Working Paper No. 78.

Zolin, Roxanne, Modeling and Monitoring Trust in Virtual A/E/C Teams. (2000), Stanford University, CA, *Center for Integrated Facility Engineering*. Working Paper No. 62

Zolin R, Hinds P. J., Fruchter R., Levitt R. E. (2002), Trust In Cross-Functional Global Teams. Stanford University, CA, *Center for Integrated Facility Engineering*. Working Paper No. 66

Zolin Roxanne, Fruchter R and Levitt R. E. (2002), Realism and Control? Key Characteristics of Problem-based Learning Environments as a data source for work-related studies, Stanford University, CA, *Center for Integrated Facility Engineering*. Working Paper No. 67.

WORK IN PROGRESS

Zolin, Roxanne, Kuckertz, Andreas and Kautonen, Teemu (In Review) The Potential Downside of Strong Ties in Entrepreneurial Team Formation.

Kautonen, Teemu, Zolin, Roxanne, and Kuckertz, Andreas (Revise and Resubmit) Trust and strong ties in the selection and evaluation of business advisors by small firms. *Entrepreneurship & Regional Development*.

Zolin, Roxanne (Draft) Grassroots Business Redevelopment Following Armed Internal Conflict.

Richard Sargeant, Roxanne Zolin (Abstract accepted) Discovered or created? A constructivist approach to complex project success. IPMA CONFERENCE, ROME, NOVEMBER 2008

Anne Pisarski, Sandra Lawrence, Roxanne Zolin & Caroline Hatcher, (Accepted) Facilitators and Barriers to Large Scale Project Success. IPMA CONFERENCE, ROME, NOVEMBER 2008.

Zolin, Roxanne (Submitted). Trust in virtual teamwork. *Information and Organization*.

Zolin, Roxanne, (Draft). From market to clan: How control mechanisms affect trust in outsourced new product development.

Zolin, Roxanne and Gibbons, Deborah. (Draft) Organizational Location and Interpersonal Relation Effects on Performance Appraisal.

Zolin, Roxanne (Submitted) The benefits of extreme problem-based learning in transitioning out. Proceedings of the Effective Teaching and Learning Conference, Brisbane, Australia. 30-13 October, 2008.

FUNDED RESEARCH PROJECTS

2007 *Grassroots Business Redevelopment* funded by Center for Stabilization and Redevelopment Studies.

Numerous large scale natural disasters, civil conflicts and military actions have created the need for grassroots business redevelopment, but first responders, such as the military, government officials and non-government organizations do not typically have business expertise. The objective is to

document and analyse grassroots business redevelopment success stories and lessons learned.

2007 *HARMONIEweb.org : Humanitarian Assistance: Response Monitoring and Operations Network Internet Enterprise*, funded by Office of Naval Research, U.S.A.

No single point of contact existed for information sharing and collaboration between DoD and other humanitarian disaster response organizations. But HARMONIEweb.org, developed for this purpose, found it difficult to attract NGOs to the site to share information. The goal of this project is to identify and test alternative organizational structures.

2007 *Interactive Learning Environment for Managing Multinational, Interagency, and Other Interactions in Stability, Security, Transition and Reconstruction Operation*, funded by US Army RDECOM Acquisition Center, Adelphi, MD, U.S.A.

Social, cultural and organizational differences between U.S. military and non-government organizations (NGOs) make interactions between members of these organizations engaged in stability, security, transition and reconstruction operations (SSTR) less effective. An opportunity existed to develop an interactive computer based simulation to educate and exercise USMs in the principles of effective interactions with MNFs, OGAs and NGOs.

2007 *Moss Landing Sustainable Fishing Feasibility Study*, funded by Coastal Conservancy, U.S.A.

Moss Landing Marine Laboratories (MLML) identified the opportunity to partner with the local fishing industry, to create a sustainable fishery that could save local jobs and promote a partnership that would benefit research, education and fishing interests. The goal of the project is to develop a plan for the new sustainable fishery facility and facilitate the Public-Private Partnership dialogue with the local fishing industry.

2006 *Principles of Reachback. How to reduce the forward footprint*, funded by United States Joint Forces Command, Norfolk, Virginia, U.S.A.

Reachback techniques for minimize the military's forward footprint. The objectives of this research were to define success in terms of reachback, to provide a framework for evaluating proposed Reachback Strategies and discuss human and organizational issues and strategies for reachback success. The white paper addresses requirements for feasibility studies and organizational design.

2006 *The role of trust in organizational change. An international comparative case study of Air Traffic Control in the United States and Australia*. funded by International Military Education and Training (IMET).

This teaching case provides a comparison of alternative organizations in the U.S. and Australia for the provision of air traffic control services.

2006 *Study of issues affecting international students (continued)*, funded by International Military Education and Training (IMET)

This project will implement and monitor results the recommendations of the study into international students at the Graduate School of Business and Public Policy.

- 2006 *Swift trust in hastily formed teams (continued)*, funded by the Cebrowski Institute, Naval Postgraduate School
This project continued to study the development of trust in hastily formed teams to identify measures useful in contexts, such as disaster or emergency response.
- 2005 *Swift trust in hastily formed teams*, funded by the Cebrowski Institute, Naval Postgraduate School
This project studies the development of trust in hastily formed teams to identify measures useful in contexts, such as disaster or emergency response.
- 2005 *“How goes it?” NAVAIR’s Enterprise AIRSpeed*
AIRSpeed focuses on the total aviation solution within all levels of supply and maintenance to make cost-wise readiness operational across the Naval Aviation Enterprise. The objective of this project is to provide the AIRSpeed Project Office with a methodology for measuring system wide performance. Acting as their Technical Advisor I designed and managed Phase One qualitative review. Phase Two will address the research question how can you measure the performance of units in a large complex system such that changes do not merely shift costs from one area to another?
- 2005 *Study of issues affecting international students*, funded by International Military Education and Training (IMET)
This project conducted qualitative and quantitative research into the curriculum, support services, administration and quality of life experienced by international students at the Graduate School of Business and Public Policy.
- 2004 *“Public good or private service?” Homeland Security Digital Library*
The Office for Domestic Preparedness (ODP) in the Department of Homeland Security asked the Naval Postgraduate School’ Dudley Knox Library to rapidly deploy access to their new Homeland Security Digital Library (HSDL) to over 180,000 DHS employees and other groups of potential users. This project looked at the mission and market for HSDL and advised upon where to place the organization on the public to private continuum and what that would mean for organization structure, marketing strategy and pricing models.
- 2004 *Diverse cultures, diverse needs. Identifying the Problems and Opportunities of International Business Students*, funded by IMET
The objective of this research project was to identify what helps or hinders international students in curriculum, support services, administration and quality of life.
- 2004 *Lessons Learned in Enterprise Development and Technology Transfer* funded by NAVAIR SBIR
The objective of this research project is to identify indicators of success in the SBIR program from the point of view of both the acquisition Program Manager and the enterprises involved in the program.

- 2004 *International Marketing Case Study*, funded by International Military Education and Training (IMET)
This case study describes the opportunities and challenges facing the Greek Defense industry in the face of reduced defense spending following the end of the Cold War.
- 2004 *Simulating Trust in Military Acquisitions Part 2*, Funded by the Acquisition Chair, NPS.
Received funding from the Acquisitions Chair at the Graduate School of Business and Public Policy at the Naval Postgraduate School to validate the Trust extensions to the VDT project workgroup simulation and apply it in a military acquisitions context.
- 2003 *Simulating Trust in Military Acquisitions Part 1*, Funded by the Acquisition Chair, NPS.
Received funding from the Acquisitions Group at the Graduate School of Business and Public Policy at the Naval Postgraduate School to extend the VDT project workgroup to include the development of trust and trust behaviors.
- 2003 *Alpha Contracting, collocation and trust*
An empirical study of the Marine Corp Advanced Amphibious Attack Vehicle Acquisition Integrated Product Teams, funded by the AAV Program Office.
- 2002 - 2003 *Trust in International Armaments Cooperation*, funded by the International Defense Acquisition Research Management Program (IDARM)
- 2002 - 2003 *Trust in Integrated Product Teams*
Naval Postgraduate School Research Initiation Program
- 2001-2002 *“Modeling and Monitoring Trust in Virtual A/E/C Teams”*, Center for Integrated Facilities Engineering (CIFE), Stanford University
The objective of this research is to refine, adapt and expand a model of trust development, maintenance and repair in an Architecture, Engineering and Construction (A/E/C) industry setting.

INTERNATIONAL RESEARCH COLLABORATIONS

Associate Member of the Strategy, Networks and Enterprise Research Group, Department of Management, University of Vaasa, Finland.

PROFESSIONAL MEMBERSHIPS

Academy of Management, Member of the Organizational Behavior, Entrepreneurship and Public Not for Profit Divisions

Institute for Operations Research and the Management Sciences (INFORMS)

International Council of Small Business (ICSB)

International Journal of Public Participation. Member of the Editorial Board and Advisory Panel.

Project Management Institute. Certified Project Management Professional. Member with access to the Project Management Body of Knowledge (PMBOK®). Board member and Vice President of Marketing for the Monterey Bay Chapter.

U.S. Association for Small Business and Entrepreneurship (USASBE)
Member of the Corporate Entrepreneurship, High Technology Entrepreneurship and Entrepreneurship Education divisions.

PUBLISHING REVIEWING

2008 *Reviewer*

The Handbook of Technology Management, 3 Volume Set, Hossein Bidgoli, Editor-in-Chief, Copyright John Wiley & Sons, Inc., 2009, Hoboken, N.J, 07030

2008- *Present* International Journal of Organizational Trust (IJOT), Editorial Review Board

2008 – *Present* International Public Management Review, Editorial Board

2006- *Present* International Journal of Public Participation, Advisory Panel

2006- *Present* Academy of Management, Public and Nonprofit Division

2005-*Present* Academy of Management, Organization Behavior Division

2005- *Present* Academy of Management, Entrepreneurship Division

2004- *Present* IEEE Transactions on Professional Communication, Board of Referees

2004- *Present* Information and Organization, Member of the Board of Referees

2003 HICSS-38 Reviewer

2002- *Present* Organizational Science, Reviewer

2002- *Present* Information, Technology and People. Editorial Board

2002 International Conference on Information Systems (*ICIS*). Reviewer

RESEARCH INTERESTS

Entrepreneurship:

Entrepreneurship in corporate and public organizations

Technology transfer and commercialization of research

Impact of government programs on entrepreneurial ventures

Enterprise development following disaster or reconstruction

Affect of trust on entrepreneurial orientation

Affect of trust in opportunity recognition and opportunity evaluation

Interpersonal and inter-organizational trust

Affect of interpersonal and organizational trust on performance

Trust in cross-functional, virtual organizations and virtual teams

Affects of diversity on trust, e.g. national or organizational diversity

Affects of trust in entrepreneurship

Organizational design and organizational change

Effects of organizational structure on trust, ethics and culture

Organization design in high tech research and development projects

Organizational simulations to evaluate organizational design

TEACHING INTERESTS

Entrepreneurship, entrepreneurial orientation and opportunity recognition

Corporate and Public entrepreneurship and innovation

Management of innovation, technology, R&D, and engineering

Geographically distributed teamwork

Collaborative problem solving
Organization design and organizational change
Project management and project lifecycle

TEACHING TECHNIQUES

Distanced education
Project based learning
Computer based simulations
Role-based simulations
Case study interactions

COMPUTER SKILLS

Programming: Visual Basic V. 2.0 to 6.0, OOP, Custom Control, DLL, Client Server, MS Access, MS Interdev, ASP pages, VBScript, HTML, PowerModel and Windows API

Computer applications: Experienced with IBM. Software includes MS Office, Word, Excel, PowerPoint, Publisher, MS Access including Macros and VBA.

Operating systems: Windows 3.X, Windows95, Windows '98, Windows NT, Unix

Databases: MS Access, SQL Server, and Oracle

Qualitative analysis: SPSS Text Analysis, NVIVO, AtlasTI

Statistical Packages: SPSS, STATA, AMOS

Technical writing: Microsoft Help Compiler, HDK™, MS Publisher™.

Desktop publishing: Visio™ and the Corel™ suite.

UNIVERSITY AND TEACHING EXPERIENCE

2007 - present **Queensland University of Technology**, Brisbane, Australia

Associate Professor. Joint appointment with the Naval Postgraduate School.

Teaching Building Effective Teams, Entrepreneurial Thinking, Organizational Change and Journey, and Managing Contract Relationships.

2002 - present **Naval Postgraduate School**, Monterey, California. Joint appointment with Queensland University of Technology.

Assistant Professor and Course Coordinator

Designed, coordinated and presented “Collaborative Problem Solving”, a project based course capstone of the EMBA.

Taught Acquisition of Software, Marketing Management, and Organizational Analysis.

2001 - 2002 **Distributed Education Developer**, Stanford Center for Professional Development, Stanford University, Stanford, CA

Created evaluation instruments for modules in the distributed executive training course “Advanced Project Management”.

- 1999 - 2002* **Research Assistant**, Civil Engineering Department, Stanford University, Stanford, CA
Assisted with the administration of a distributed project based learning subject. Developed web pages to facilitate student interaction with faculty and industry mentors and collect research data.
- 2000* **Advanced Visual Basic Teacher**, San Francisco State University, San Francisco, CA
Presented the advanced modules of a Visual Basic course covering ActiveX components, controls, DLLs and EXEs, Objects and Classes, Data-aware Objects, Accessing oracle, Data Environment and Stored Procedures.
- 1999-2001* **Teaching Assistant Mentor**, Civil Engineering Department, Stanford University, CA
Presented topics in the subject TA 200 for Teachers' Assistants. Contributed to course planning.
- 1998 - 1999* **Teaching Assistant**, Civil Engineering Department, Stanford University, Stanford, CA
Assisted in the design, administration, grading, and presentation of the graduate course "Organizational Design of Projects and Companies". Published course materials and information on the course Intranet site.
- 1998 - 1999* **Research Assistant**, Civil Engineering Department, Stanford University, Stanford, CA
Extended and upgraded The Organizational Consultant, a computer based expert system for strategic organizational diagnosis and design created by Richard Burton of Duke University and Borge Obel of Odense University.
- 1982 to 1991* **Lecturer**, Monash University, Aust., R.M.I.T., Aust., Qld. Institute of Technology, Aust.
Lectured part-time in Marketing, Market Research, Applied Marketing, Product Management, Advertising, Marketing Services, Marketing in the Fashion Industry and Business Ethics

BUSINESS AND PROGRAMMING EXPERIENCE

1997 to 2001 **Contract Programmer**

Persona Computing for Pacific Gas and Electricity Company

Designed, specified and programmed a Contract Tracking and Reporting system for PG&E using Access for the user interface and reports. Provided a Boolean Search facility and designed a superior installation system.

Advanced Technology Staffing for Corsair Communications

Internationalized two Visual Basic applications running on Windows 95, 98, NT and Chinese Windows 95 and 99. Developed a language DLL. Completed a three-month project in two months.

PC Personnel for Bain & Co.

I designed, specified and programmed a software application that gathered HR data from the network and provided the facility to search for consultants with particular skills and interests. Managed and trained the software testing team.

PC Personnel for Mercer Management

Programmed extensions to a database that provided information and analysis to insurance claim assessors for Mercer's client, Fireman's Insurance.

1992 to 1997 **Educational Software Developer**, Executive Information Services Pty. Ltd., Vic, Aust.

As a self-employed business partner I worked on a team that designed, specified and programmed "The Factory MicroWorld", a business simulation for training purposes. Designed, specified and programmed "MicroMoney", a computer based simulated accounting department for accounting training purposes. Developed course materials and worked with clients to design effective educational programs. Clients included Coles Myers, Telecom and Australian Navy.

1988 to 1991 **Trainer and Consultant**, Marketing Visions Co., Vic, Aust.

As a sole trader I practiced as an independent consultant specializing in new business development. Helped start over 500 new businesses with 80% self supporting after one year. Presented specialized workshops such as “How To Earn A Living As An Artist” and “Marketing Your Hairdressing Salon”. Launched the One Stop Business Shop with bookshop, training rooms and professional services.

1980 to 1987 **Marketing Manager**, Companies such as Myers Stores Ltd., Fisher-Price Toys (Aust.), Duesbury’s Chartered Accountants, Northern Permanent Building Society and Suncorp Building Society (Advertising Manager).

Part of the marketing team that launched the first public Automatic Teller Machines in Australia. Organized the major sponsorship of the Trial Commonwealth Games in Australia (1982). Planned and implemented a financial services promotion, which brought in \$22,000,000 in six weeks and won three Australian Sales Promotion Awards. Implemented the introduction of new financial services such as automatic bill paying and telephone bill paying. Planned and organized a direct mail promotion that increased sales of check accounts by 500% in one month. Managed advertising budgets up to \$2,000,000 p.a. Participated in managing budgets up to \$40,000,000 p.a.

COMMUNITY SERVICE ACTIVITIES

2006-2008 **Board of Directors and VP Marketing**, Project Management Institute, Monterey Bay Chapter

Oversight of Chapter finances and activities. Conducted marketing campaigns and Project of the Year Award programs.

2002-2006 **Commissioner and Chair**, Economic Development Commission, Marina, CA

Developed an Economic Development Strategy for the city of Marina. Prepared a report on the economic impacts and viability of withdrawing from the Monterey Peninsula Unified School District to establish an independent Marina School District. Served as Chair in 2004.

2001 **Academic Advisor**, Undergraduate Advising Center, Stanford University, CA

Provided individual academic counseling to freshman students.

1999-2002 **Student representative** Graduate Housing Advisory Committee, Stanford University

Represented graduate students on the university committee to address issues such as new building plans, subsidized off campus housing and allocation of on-campus housing. Promoted a long-term planning perspective that was adopted. Assisted in the design, implementation, analysis and reporting of Graduate Housing Surveys. Served as Co-Chair in 2002.

1999-2002 **Teacher**, Bible Study, Juvenile Hall, San Jose.

Wrote study plans and conducted small group training with teenagers in detention.

1989-1991 **Board of Directors**, YWCA, Victoria, Australia

Oversaw the implementation of funding applications. Conducted research to identify opportunities for the provision of fee generating services.

1985-1990 **Board of Directors**, Southern Cross Capital Exchange, Melbourne, Australia

Assisted in the management of over \$500,000 invested in over 75 projects that provided benefits to people, animals or the environment but were refused funding by traditional sources. Maintained a debt failure rate below industry standard.