

MATTHEW W. HURTIENNE

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PROFESSIONAL SUMMARY

As a dedicated professional in higher education, I am committed to promoting student success and advancing institutional excellence. Throughout my career, I have consistently demonstrated my capability to enhance educational experiences through innovative strategies that improve academic outcomes and streamline administrative processes. I have a solid history of creating and delivering impactful curricula that meet industry demands and best practices, ensuring students are well-equipped for their future careers. I also excel in managing budgets efficiently and optimizing resource distribution to meet strategic objectives. I have effectively implemented policies and programs across the campus, nurturing a positive learning atmosphere that encourages student growth and development. My dedication to research excellence is highlighted by my publication of a highly cited journal article, reflecting my capacity to contribute meaningfully to scholarly discussions. I am a collaborative leader who thrives on fostering strong partnerships across functions to achieve common goals and motivate teams.

EDUCATION

Doctor of Philosophy in Education and Human Resource Studies Specialization: Organizational Learning, Performance, and Change – Colorado State University, Fort Collins, CO	2015
Master of Science in Organizational Leadership – Norwich University, North Field, VT	2009
Bachelor of Science in Management – Southern Illinois University, Carbondale, IL	2007

ADDITIONAL PROFESSIONAL TRAINING

• Disc Profile Facilitator	2025
• Prosci Certified Change Practitioner	2025
• Business Analytics Certificate, Cornell University	2020
• Instructional Design Mastery Series – Online Learning Consortium	2016
• Mayer – Salovey – Caruso Emotional Intelligence, Consultant/Evaluator	2012
• Wisconsin Life Insurance Training and License	
• Wisconsin Accident and Health Training and License	
• Series 6 – Limited Investment Securities Training and License	
• Series 63 – Uniform Securities Agent Training and License	
• Series 7 – General Securities Representative Training	
• Series 66 – Uniform Combined State Law Training	

ACADEMIC APPOINTMENTS

Professor of Business	2023 – Present
Associate Professor of Business (HR, HRD, DBA)	2017 – 2023
Concordia University of Wisconsin and Ann Arbor	

- Instruct and Inspire: Lead engaging face-to-face courses at the doctoral, master's, and undergraduate levels within the School of Business, fostering a vibrant and dynamic learning environment.
- Shape the Future of HR: Develop and revise cutting-edge, human resource-related curriculum to align with industry best practices and emerging trends, ensuring students are well-prepared for successful careers in the field.
- Cater to Diverse Learning Styles: Instruct both traditional and accelerated learners, utilizing a variety of teaching methodologies, such as case studies, simulations, and discussions, to maximize engagement and promote a deeper understanding of complex HR concepts.
- Guide Doctoral Scholars: Serve as a research chair for doctoral students, providing expert guidance and mentorship throughout their dissertation process, fostering rigorous research practices and promoting academic excellence.
- Advise and Empower: Provide comprehensive program student advising, offering individualized support and guidance to students on academic matters, career pathways, and personal development, empowering them to achieve their full potential.
- Bridge Theory and Practice: Conduct research that directly aligns with programmatic and school outcomes, advancing knowledge in the field of business, particularly in the areas of HRD (Human Resource Development) and DBA (Doctor of Business Administration).
- Nurture Future Leaders: Instruct and advise doctoral candidates, offering mentorship and guidance throughout their research journey, ensuring the quality and rigor of their dissertations and fostering their professional growth as scholars and practitioners in the field.
- Design Effective Syllabi: Develop comprehensive syllabi that align with program and school learning outcomes, incorporating relevant content, evidence-based instructional strategies, and diverse assessment methods to enhance student learning and success.
- Expertise in HR Curriculum Development: Deep knowledge of HR best practices and emerging trends, ensuring curriculum relevance and preparing students for the dynamic HR landscape.
- Proven Teaching Excellence: Demonstrated ability to engage and inspire learners at all levels, utilizing a variety of pedagogical approaches to maximize student learning and achievement.

- **Strong Research Background:** Proven record of conducting research that advances knowledge in the field of business, specifically in HRD and DBA, contributing to the scholarly community and informing practice.
- **Dedicated Mentorship:** Passionate about guiding and supporting students throughout their academic journey, fostering their intellectual growth and professional development.
- **Collaborative Approach:** Committed to working collaboratively with colleagues and stakeholders to enhance program quality, foster a supportive learning community, and contribute to the University of Wisconsin School of Business's reputation for excellence in business education and research.

Accomplishments

- Developed doctorate-level coursework for the ED.D program in Leadership, Innovation, and quality improvement.
- Developed human resource management and development coursework at the undergraduate, graduate, and doctorate levels.
- Developed and launched the Strategic Human Resource Leadership degree for traditional students.
- Revised and updated curriculum for the Human Resource Management degree for accelerated students.

Lecturer for Management and Human Resources

2024 – Current

University of Wisconsin – Madison, School of Business

- Designed and delivered engaging courses on management and human resources.
- Incorporated innovative instructional design (case studies, simulations, experiential learning) to enhance student engagement and learning outcomes.
- Developed and revised course curricula to align with industry trends and best practices.
- Assist students with academic and career development.

Adjunct for PhD of Organizational Learning, Performance, and Change

2024 – Current

Colorado State University

- Develop and deliver engaging face-to-face and hybrid courses for Colorado State University students, incorporating cutting-edge pedagogical approaches and diverse instructional techniques to foster a vibrant and interactive learning environment.
- Lead research methodology and core content courses, ensuring comprehensive coverage of essential topics and equipping students with the necessary skills to conduct rigorous research and analysis.
- Implement best practices for hybrid learning, seamlessly integrating online and in-person components to maximize student engagement, promote active participation, and create a flexible and accessible learning experience.
- Design and teach a comprehensive research methodology course focused on qualitative research, data analysis techniques, and ethical considerations. In addition, fundamental content provided on quantitative and mixed methods concepts.
- Mentor and guide doctoral students throughout their research journey, providing individualized support in refining research topics, developing clear problem statements and research questions, and selecting appropriate methodologies
- Cultivate a collaborative and supportive learning community, fostering an environment where students can actively engage in discussions, exchange ideas, share challenges, and learn from each other's diverse perspectives.
- Create comprehensive and meticulously aligned lesson plans, course materials, and assessments, ensuring that they adhere to established curriculum objectives, academic standards, and best practices in instructional design.
- Continuously evaluate and enhance course content, utilizing student feedback, assessment data, and emerging research to optimize learning outcomes and ensure the relevance and effectiveness of the curriculum.

Dean

2022 –2024

Concordia University of Wisconsin and Ann Arbor, School of Business

- Developed and executed a clear and compelling vision and strategic plan for the School of Business, aligning it with the university's overall goals and objectives.
- Acted as the representative of the School of Business on the university's Academic Council, collaborating with other deans and academic leaders to shape and implement university-wide policies and initiatives.
- Implemented employee engagement and retention strategies, fostering a positive and inclusive work environment that attracted and retained talented faculty and staff members.
- Ensured the maintenance of high academic standards and policies within the School of Business, overseeing curriculum development, evaluation, and improvement processes to enhance the quality of education provided to students.
- Drove the development of new programs and initiatives, identifying emerging trends and market demands to create innovative academic offerings that met the needs of students and industry.
- Explored and implemented alternative revenue sources to support the financial sustainability of the School of Business, leveraging partnerships, grants, and other opportunities to diversify funding streams.
- Provided leadership and supervision to graduate program directors, undergraduate department chairs, and the assistant dean, fostering a collaborative and productive team environment.
- Oversaw and managed all academic and professional business programs, ensuring their effective operation and continuous improvement through regular assessment, evaluation, and feedback mechanisms.
- Conducted research and scholarship activities, contributing to the advancement of knowledge in the field of business through publications, presentations, and participation in relevant conferences and forums.

Accomplishments

- Improved student count and credit sold in one year. Credit sold by 2,000 and Student Enrollment by 190.
- Worked with Advancement team and local partners to fund a Business Student Mentor Program (@\$1500,000)
- Fundraised \$200,000 to assist the School of Business to apply for AACSB.
- Decreased adjunct instructional cost by 23% (\$214,000).
- Collaborated with a national business partner to successfully develop a comprehensive range of School of Business scholarships, fostering greater accessibility and support for students pursuing their educational goals.
- Spearheaded the creation of an innovative academic course-sharing process, resulting in a substantial reduction of low-enrolled courses and a significant increase in course revenue, optimizing resource allocation and improving overall financial sustainability.
- Cultivated strategic partnerships with international institutions to establish and enhance academic programs, facilitating cross-cultural collaboration, expanding global learning opportunities, and promoting the exchange of knowledge and ideas.
- Strengthened relationships with a local foundation, successfully securing increased revenue support to bolster the School of Business's initiatives, faculty development, and student-centered programs, ultimately enhancing the educational experience for all stakeholders involved.
- Designed and implemented an efficient administrative system, leveraging technology and streamlining processes, resulting in a notable decrease in operational costs while simultaneously improving revenue streams, effectively maximizing resources for the benefit of the institution.
- Restructured the administrative team to align with current organizational demands, implementing a results-driven approach that optimized efficiency, fostered teamwork, and improved overall performance, ensuring seamless operations and effective management of academic programs and support services.

Founding Director for Doctor of Business Administration School of Business, Concordia University of Wisconsin and Ann Arbor

2020 – 2022, 2023 - 2024

- Led program development and launch efforts, overseeing the successful establishment of the Doctor of Business Administration (DBA) program.
- Guided the program assessment planning process, ensuring adherence to quality standards and continuous improvement.
- Acted as the primary faculty administrator for the DBA program, providing support and guidance to faculty members.
- Collaborated with the University marketing team to coordinate program marketing efforts, enhancing program visibility and attracting prospective students.
- Managed the development of the curriculum and implemented effective program assessment strategies to ensure academic excellence.
- Fostered collaborations with international partners to expand the program's offerings and provide a global perspective to the curriculum.
- Worked closely with the admissions and student services departments to address program-specific needs and deliver a positive student experience.
- Conducted interviews with potential DBA student applicants, assessing their qualifications and approving eligible candidates.
- Demonstrated leadership by recruiting and hiring full-time and adjunct faculty members, assembling a talented and diverse team to deliver high-quality education.

Accomplishments

- Coordinated and led a successful Doctor of Business Administration program application process with the Higher Learning Commission, resulting in accreditation for the program.
- Developed a comprehensive program curriculum framework, aligning it with industry standards and ensuring a robust academic experience for students.
- Created an effective assessment plan for the Doctor of Business Administration program, enabling continuous improvement and maintaining high academic standards.
- Collaborated with key stakeholders to acquire approval to offer the program internationally, expanding its reach and establishing a global presence for the School of Business.
- Successfully recruited and onboarded the first student cohort for the Doctor of Business Administration program, attracting high-quality candidates and ensuring a diverse and talented student body.

Interim Executive Director of University Strategic Planning Presidential Cabinet, Concordia University of Wisconsin and Ann Arbor

2022– 2023

- Collaborated with University leaders to evaluate new strategic opportunities, analyzing their potential impact on the institution's growth and development.
- Led and championed organizational change initiatives, guiding teams through transition periods and fostering a culture of adaptability and innovation.
- Effectively communicated a clear understanding of the University's aspirational vision to stakeholders, ensuring alignment and buy-in from all relevant parties.
- Developed and presented timelines, metrics, and deliverables that supported the University's vision and strategic plan, enabling effective monitoring and progress assessment.

- Collaborated with University leaders to evaluate new strategic opportunities, providing valuable insights and recommendations based on thorough analysis and research.
- Ensured that departmental and functional aspirational and strategic plan projects aligned with the University's overall priorities, promoting a cohesive and integrated approach to achieving institutional objectives.

Accomplishments

- Successfully established a comprehensive revision to the existing University Plan, ensuring alignment with the institution's strategic objectives and long-term vision.
- Led the development of impactful University initiatives by implementing a collaborative approach, fostering engagement and input from various stakeholders across the institution.

Associate Dean

2020 – 2022

School of Business, Concordia University of Wisconsin and Ann Arbor

- Led and administered graduate and undergraduate programs, majors, minors, and certificates.
- Ensured a successful response to the re-accreditation process, maintaining the school's accreditation status.
- Collaborated with educational partners in China to expand our offerings, including doctorate, graduate, and undergraduate programs.
- Led strategic planning initiatives for the School of Business, aligning goals and objectives with overall institutional vision.
- Oversaw the approval process for program curriculum and syllabi, ensuring alignment with industry standards and academic requirements.
- Coordinated the undergraduate course schedule, optimizing course offerings to meet student needs and maximize enrollment.
- Provided oversight and guidance for the development of new programs, fostering innovation and growth within the School of Business.
- Supported chairs in faculty recruitment and program planning, ensuring a qualified and diverse faculty that enhances academic excellence.
- Cultivated relationships with community stakeholders, fostering partnerships that benefitted the School of Business and its business partners.
- Developed and implemented innovative programming for both traditional and non-traditional business programs, catering to a diverse student body.

Accomplishments

- Developed and launched a Doctorate of Business Administration program, expanding educational offerings and providing advanced business education opportunities for students.
- Created and launched a 3-year Bachelor's degree program in Human Resource Management, catering to the specific needs and demands of students interested in pursuing a career in this field.
- Formulated the School of Business undergraduate rapid and continuous response plan for education during the COVID pandemic, ensuring uninterrupted learning experiences for students and maintaining the quality of education.
- Collaborated with Gateway Technical College and S.C. Johnson to secure funding aimed at increasing female student access to STEM programs and creating a seamless pathway from an associate degree to a bachelor's degree.
- Played a key role in the development of a formal business core curriculum for post-traditional business programs, ensuring comprehensive and well-rounded business education for students.
- Contributed to the development of a pre-college dual-credit program, enabling high school students to earn college credits and gain a head start on their higher education journey.

Curriculum and Assessment Director

2020 – 2022

School of Business, Concordia University of Wisconsin and Ann Arbor

- Served as the primary representative of the School of Business on the University Curriculum Committee and University Assessment Committee.
- Coordinated business school assessment programming and planning with chairs and directors.
- Chaired the business school assessment committee.
- Led initiatives that helped support business school accreditation.
- Led program evaluation and program outcome planning with business school faculty and program chairs.
- Reviewed and approved business school curriculum projects.

Accomplishments

- Proposed and developed updates to School of Business learning outcomes.
- Led the successful re-accreditation process with the business school regional accreditation process.
- Proposed and led the development of major assessment mapping.

Assistant Dean of Academics

2017 – 2020

School of Business, Concordia University of Wisconsin and Ann Arbor

- Managed the strategic planning function for the School of Business.
- Led numerous projects related to school-level administration and governance.
- Led efforts to integrate pedagogical infrastructures within the School of Business and the University.
- Served as the primary representative of the School of Business on the university strategic planning team.
- Performed administrative duties to assist the Dean in managing the school.

- Assisted in developing and improving school policies, procedures, rules, and regulations.
- Acted as a resource for students and parents, and provide counsel in problem areas.
- Represented the university at various public relations events and community communities.

Accomplishments

- Partnered with the School of Education and served as a business school represented to develop an interdisciplinary Ed.D. program. Partnered to develop and offer strategic planning and training for regional businesses and organizations.
- Initiated a restructuring of the curriculum design process to become financially sound, ensure standards across modalities, meet accreditation requirements, and increase subject matter efficiencies. Chaired several faculty recruitment committees.
- Led a multidisciplinary task force to establish establishment of a credit hour guideline document to help establish continuity across online and accelerated courses well meeting accreditation requirements.
- Collaborated with the development to document and track faculty credentials and annual experience for assessment and accreditation reporting. Developed and presented the proposal for a Doctorate of Business Administration.

Interim Program Chair for Qualitative and Quantitative Studies

2017 – 2020

School of Business, Concordia University of Wisconsin and Ann Arbor

- Developed undergraduate programming to align with workforce requirements, ensuring that curriculum and courses were relevant and prepared students for professional success.
- Conducted program reviews and assessments to align and improve student learning outcomes, ensuring that the program met quality standards and provided an effective learning experience.
- Developed and redeveloped programs for successful launches, actively participating in the design and implementation of new programs to meet the changing needs of students and the industry.
- Recruited, hired, and scheduled full-time and adjunct faculty, ensuring that the program had a qualified and diverse team of instructors to deliver high-quality education.
- Created an annual plan for academic programming and course offerings, strategically mapping out the curriculum and course schedules to provide a comprehensive and well-rounded educational experience for students.

Accomplishments

- Launched the Construction and Trades Management program for traditional students.
- Collaborated to develop a Health Care Administration degree for a traditional degree.
- Streamlined the process of recruitment, hiring, and retaining adjunct instructors.
- Led a process to revise and update the standardized rubrics utilized for program review, assessment, and accreditation.
- Provided leadership for the development and deployment of new programs for traditional and accelerated modalities.
- Served as the president and coordinator of the business academic honors society – Sigma Beta Delta.

Curriculum and Assessment Coordinator

2017 – 2020

Concordia University of Wisconsin and Ann Arbor

- Acted as the primary representative of the School of Business on the University Curriculum Committee and University Assessment Committee, ensuring alignment with institutional goals and standards.
- Coordinated and approved assessment programming and planning specific to the business school, ensuring compliance with accreditation requirements.
- Served as the Chair of the business school assessment committee, facilitating meetings, setting agendas, and guiding discussions to promote effective assessment practices.
- Led strategic initiatives to support business school accreditation, collaborating with faculty and administration to develop and implement improvement plans.
- Coordinated program evaluation and program outcome planning in close collaboration with business school faculty and program chairs, fostering a culture of continuous improvement.
- Provided guidance and support to faculty members in designing assessment measures and evaluating student learning outcomes to enhance curriculum effectiveness.

Accomplishments

- Examined and presented the benefits of transferring accreditations to AACSB.
- Collaborated with other schools and departments to develop a curriculum development guidebook for online course development.
- Implemented a program-specific and school-wide student learning outcome alignment` process.

Adjunct Instructor

2017 – 2017

Concordia University of Wisconsin and Ann Arbor

- Instructed a diverse range of college credit degree courses and professional development courses both in face-to-face and online formats, ensuring a comprehensive and engaging learning experience for students.
- Developed and implemented effective curriculum and lesson plans, aligning with the university's standards and objectives to facilitate student learning and achievement.

**Adjunct Instructor
Tiffin University**

2016 – Current

- Instruct and facilitate online college credit degree courses and professional development courses for Tiffin University students, ensuring a dynamic and engaging learning environment.
- Develop and deliver comprehensive lesson plans, course materials, and assessments that align with the curriculum objectives and academic standards.

Dean

2013 – 2017

Online Education, Curriculum/Assessment, and Campus, Moraine Park Technical College

- Provided strategic and administrative leadership for college-wide assessment planning, ensuring alignment with educational objectives and accreditation standards.
- Led and directed the development of a college-wide curriculum, fostering innovation and ensuring adherence to industry standards and emerging trends.
- Oversaw the implementation and management of online coursework and programs, ensuring quality standards and engaging learning experiences for students.
- Demonstrated strong leadership and effective administration in overseeing the college campus, including supervision of staff, budget management, and resource allocation.
- Acted as a representative of the college at various public relations events, fostering positive relationships with stakeholders, and promoting the college's mission and achievements.
- Engaged with community communities, establishing partnerships and enhancing the college's presence in the local and regional areas.

Accomplishments

- Developed advisory committees to support curriculum and online planning.
- Created and published curriculum standards for face-to-face and online.
- Developed a marketing plan for online education.
- Created and offered a formal instructor online certification program.
- Led the process of converting learning management systems from eCollege to Canvas.
- Merged and consolidated curriculum and online teams into the same functional unit.
- Collaborated with a regional workforce development board to develop a training program for transitional workers.
- Administered and collaborated to develop a middle college program for local high school students.

Dean

2008 – 2013

Information Technology, Moraine Park Technical College

- Developed undergraduate programming to align with workforce requirements, ensuring that the curriculum was up-to-date and relevant to industry needs.
- Conducted program reviews and assessments to align and improve student learning outcomes, identifying areas for enhancement and implementing necessary changes.
- Developed and redeveloped programs for successful launches, overseeing the entire process from concept development to implementation, ensuring the smooth execution of new programs.
- Created annual academic course programming, taking into account faculty availability and student demand, while also considering the college's overall academic goals and objectives.

Accomplishments

- Created an innovative interactive animation program and aligned curriculum for 2 + 2 agreements.
- Oversaw the development and administration of two National Science Foundation grants.
- Administration and evaluation of programming led to an increase of almost 48% in graduation rate and an increase of 58% in student full-time equivalent enrollment.
- Academic course programming led to systematic course scheduling efficiencies and student-teacher ratios with an outcome of increased learning and cost savings.

Adjunct Instructor

2008 – 2017

Moraine Park Technical College

- Taught face-to-face and online college credit degree courses and professional development courses.
- Administered program assessment planning, conducting regular evaluations to assess the effectiveness and quality of the program, and implemented necessary improvements based on the findings.

Adjunct Instructor

2003 – 2008

Vista Health/College of Lake County

- Taught face-to-face and online college credit degree courses and professional development courses.
- Led curriculum and design initiatives, developing and updating the program curriculum to align with the latest industry standards and educational best practices.
- Coordinated adjunct instructors and guest speakers, facilitating their involvement in the program and ensuring their seamless integration into the teaching and learning process.

- Provided public relations and outreach to business partners and stakeholders, fostering strong relationships with external organizations and individuals and promoting the program to potential collaborators, employers, and community members.

Educator

2001 – 2003

Vista Health/College of Lake County

- Served as the program coordinator for an undergraduate-level EMT-Paramedic Program, overseeing its day-to-day operations and ensuring its smooth functioning.
- Collaborated with local hospital systems and community colleges to increase the EMT-Paramedic program from a certificate program to an associate degree.
- Developed an assessment and retention plan that led to increased graduation.
- Authored the first online EMT-Paramedic program that was approved by the State of Illinois.
- Led a team that researched and planned for EMT-Paramedic accreditation.
- Co-authored an anatomy and physiology study guide

Adjunct Instructor

1998 – 2008

Gateway Technical College

- Taught college credit degree courses and professional development courses in healthcare and public safety management.

EXTERNAL PROGRAM REVIEW

Concordia University – Nebraska

2025

Hood College, Frederick, Maryland

2024

- Doctorate of Organizational Leadership
- Doctorate of Business Administration.

ACADEMIC AWARDS

Top Cited Article (2022-2-23: Human Resource Development Quarterly)

2023

COLLEGE CREDIT AND CONTINUING EDUCATION COURSES TAUGHT

University of Wisconsin, Madison (Face-to-Face)

- **Undergraduate**
 - MHR 300 - Managing Organizations
 - MHR 420 – Leading Organizational Change
 - MHR 412 - Consulting (starting spring, 2025)

Colorado State University (Face-to-Face / Hybrid)

- **Graduate (Doctorate)**
 - EDRM 704 - Qualitative Research
 - EDOD 706 - Organizational Learning, Performance, and Change
 - EDOD 657 - Plan and Implement Change Interventions (starting spring ,2025)

Concordia University of Wisconsin (Face-to-Face / Online)

- **Undergraduate**
 - BUS 265 - Employment and Labor Relations
 - BUS 434 - Training & Employee Development
 - BUS 453 - Business Policy (Business School Capstone)
 - BUS 473 - Integrative Project: Human Resource Management (HR Capstone)
 - BUS 474 - Managing Change
 - MGMT 336 - Human Resource Management
- **Graduate (Doctorate)**
 - MBA 910 - Issues with Human Resources
 - DBA 9010 - Introduction to Scholarship
 - DBA 9120 - Scholarship Inquiry
 - DBA 9321 - Scenario Planning
 - DBA 9350 - Scholar-Practitioner Approach to Mentorship
 - DBA 9370 - Dissertation Seminar and Advising
 - EDG 9090-9160 - Research Seminars
 - EDG 9180 - Organizational Learning Performance and Change
 - EDG 9215 - Leadership, Innovation, and Continuous Improvement
 - EDG 9290 - Diversity and Culturally Responsible Leadership
 - BUS 9302 – Doctoral Research and Writing (Chapter 3)
 - EDG 9345 - Dissertation Research Seminars
 - EDG 9350 - Dissertation
 - BUS 0000 – Emerging Qualitative Research Methods (underdevelopment)

Tiffin University (Online)

- **Undergraduate**
 - MGT320 - Human Resource Risk Management
 - MGT 351 - Managing Diversity in the Workplace
 - MGT 443 - Strategic Human Resource Management and Emerging Issues
 - MGT 318 - Total Compensation
 - MGT 401 - Training and Development
- **Graduate**
 - MGT 522 - Management of Human Resources
 - HRM 610 – Negotiations and Conflict Resolution
 - HRM 611 – Human Resource Planning and Talent Acquisition
 - HRM 612 – Talent Development and Performance Management

Moraine Park Technical College (Face-to-Face / Online)

- **Undergraduate**
 - 102-110 - Introduction to Business
 - 196-159 - Team Building and Problem-Solving
 - 102-102 - Principles of Management

COLLEGE COURSES DEVELOPED / REVISED

- **Doctorate Coursework**
 - EDG 9180 - Organizational Learning Performance and Change
 - EDG 9215 - Leadership, Innovation, and Continuous Improvement
 - EDG 9290 - Diversity and Culturally Responsible Leadership
 - EDG 9000 - Scholar-Practitioner Approach to Mentorship
 - DBA 9010 - Introduction to Scholarship
 - DBA 9120 – Scholarship Inquiry
 - DBA 9321 – Scenario Planning
- **Master Coursework**
 - MBA 610 – Leadership Perspectives on Human Resources
- **Undergraduate Coursework**
 - MGMT 336 – Human Resource Development, Revised (2018)
 - BUS 453 – Business Policy and Ethics - Capstone, Revised (2018)

FUNDED PROPOSALS/GRANTS

- Private Donation: Research - \$17,000, 2024
- Private Donation: Accreditation - \$200,000, 2024
- Hilda E. Bretzlaff Foundation: Accreditation - \$50,000, 2024
- Concordia Intramural Research Grant (CIRG) - \$625, 2018
- General Purpose Revenue: New and Expanding Occupations - \$74, 000, 2013
- General Purpose Revenue: New and Expanding Occupations - \$149,000, 2012
- National Science Foundation: Advanced Technical Education Program - \$192,000, 2011
- National Science Foundation: Scholar – Science, Technology, Engineering, and Math - \$520,000, 2010
- Department of Energy New Generation Grant - \$110,000, 2010
- Southwest Wired Grant - \$80,000, 2009

AWARDS

- Partnership Award, Mentor Initiative, LLC. (2024)
- Most cited journal article, Academy of Human Resource Quarterly (2023)

RESEARCH AND TEACHING INTEREST

Research interest in the area of:

- Equity Leadership
- Employee engagement
- Human resource development
- Strategic Planning
- Organizational development
- Training and development
- Collegiate student success and retention

- Ramlall, S., Hurtienne, M., Hurtienne, L., Ramlall, A., & Knierim, J. (in press). The impact of organizational behavior on employee engagement and performance. *International Journal of Human Resource Development and Management*.
- Wink, L., & Hurtienne, M., (2025). Exploring Employee Engagement in Generation Z: Experiences from the Medical Device Industry. (Manuscript submitted for publication)
- Hebeisen, N., & Huritenne, M. (2025). XXXX. (Manuscript submitted for publication)
- Walker, K., & Hurtienne, M. (2025). A grounded theory exploration of service sectors providing a talent pipeline for manufacturers in the Midwest. (Manuscript submitted for publication)
- Hurtienne, M., Huritenne, L., & Vadapally, I. (2025). Equity leadership and employee engagement: The role of relationships, resources, and opportunities in meeting individual needs. (Manuscript submitted for publication)
- Hurtienne, M., & Huritenne, L. (2025). Equity leadership and employee engagement: A case study. (Manuscript submitted for publication)
- Damlaj, W. Hurtienne, M., & Huritenne, L. (2024). How does a CEO influence top management team employee engagement? (Manuscript submitted for publication)
- Hammock-Mosely, A., & Hurtienne, M. (2024). Employee engagement of community college tenured and tenure track faculty: A grounded through study using social exchange theory. (Manuscript submitted for publication)
- Hurtienne, M., Hurtienne, L., & Ljubenko, B. (2024). Job satisfaction and retention: The impact of employee engagement and generational cohorts. (Manuscript submitted for publication)
- Howard, S., & Hurtienne, M. (2024). Factors contributing to employee engagement of academic advisors. (Manuscript submitted for publication)
- Wink, L., & Hurtienne, M. (2024). Exploring employee engagement in Generation Z: Experiences from the medical device industry (Working paper)
- Wink, L., & Hurtienne, M. (2024). Workplace globalization and employee engagement: A systemic literature review. (Working paper)
- Knierim, J., Hurtienne, M., & Hurtienne, L. (2024). *Understanding the influence of organizational culture on employee engagement response to change*. Peer-reviewed poster accepted for the Asian Human Resource Development International Research Conference– 2024, Seoul, South Korea.
- Hurtienne, M., Hurtienne, L., & Knierim, J. (2024). *Equity leadership and employee engagement: A Qualitative Study*. Peer-reviewed paper accepted for the University Forum for Human Resource Development – 2024, Lisbon, Portugal.
- Gray, A., Dilling, J., Todaro, S., & Hurtienne, M. (2023). Differences in emotional intelligence: A multidimensional approach. *Business, Economics, Sustainability, Leadership and Innovations*. (11), DOI: 10.37659/2663-5070-2023-1.
- Hurtienne, L., & Hurtienne, M. (2023). An introduction to equity leadership: Meeting individual employee needs across organizations. *European Journal of Training and Development*. 48 (5/6), <https://doi.org/10.1108/EJTD-01-2023-0010>.
- Hurtienne, M., Hurtienne, L., Knierim, J., & Vadapally, I. (2023). *Employee retention: The impact of employee engagement and generational cohorts*. Peer-reviewed paper presented at the University Forum for Human Resource Development – 2023, Dublin, Ireland.
- Hurtienne, L., Hurtienne, M., & Knierim, J. (2023). *Equity leadership: The effects of identifying and supporting individual employee's needs on employee engagement*. Peer-reviewed paper presented at the University Forum for Human Resource Development – 2023, Dublin, Ireland.
- Knierim, J., Hurtienne, M., Hurtienne, L., & Ramlall, S. (2023). *Positive organizational behavior: Connections to employee engagement*. Peer-reviewed paper presented at the University Forum for Human Resource Development – 2023, Dublin, Ireland.
- Hurtienne, L., & Hurtienne, M. (2023). *Equity leadership: Supporting employees' individual needs*. Peer-reviewed poster presented at the Academy of Human Resource Development Conference – 2023, Minneapolis, MN, USA.

- Bennett, E., & Hurtienne, M. (2023). *Analysis of "dark patterns" social media articles appearing in Duck Duck Go search engine results*. Peer-reviewed poster presented at the Academy of Human Resource Development Conference – 2023, Minneapolis, MN, USA.
- Hurtienne, L., Hurtienne, M., Ramlall, S., Cosgrove, P., Knowles, J., & Moodian, M. (2022). *Effective Qualitative Research Teaching for Non-traditional Doctoral Students*. Non-refereed focus session presented at the Academy of Human Resource Development Conference – 2022, online.
- Hurtienne, M., Ramlall, S., & Hurtienne, L. (2022). *The Impact of Positive Organizational Practices on Employee Engagement and Performance*. Peer-reviewed paper presented at the Academy of Human Resource Development Conference – 2022, online.
- Hurtienne, M., Knowles, K., & Hurtienne, L. (2022). *Application of participant photography: Methods, Benefits, and Ethics for HRD*. *European Journal of Training and Development*. 46 (7/8), <https://doi.org/10.1108/EJTD-07-2021-0116>
- Hurtienne, M. (2021). *Framing your future through employee engagement*. In Ramlall, S., Cross, T., & Love, M. (Eds.). *Future of Work and Education: Implications for Curriculum Delivery and Work Design*. Hershey, PA: IGI Global.
- Hurtienne, M., Hurtienne, L., & Kempen, M. (2021). *Employee engagement: Emerging insight of the millennial manufacturing workforce*. *Human Resource Development Quarterly*, 33 (2), 137-156. <https://doi.org/10.1002/hrdq.21453>
- Hurtienne, M., Hurtienne, L., & Kempen, M. (2020). *Employee engagement: Understanding the millennial workforce*. Peer reviewed poster presented at the Academy of Human Resource Development Conference – 2020, Atlanta, GA, USA.
- Dilling J., & Hurtienne, M. (2017). *Quality peer review to create best practices for online learning*. *Proceeding of the 2017 Higher Learning Commission Conference – 2017, Chicago, IL, USA*.
- Hurtienne, M., Ljubenko, B., & Hurtienne, L. (2017). *Theoretical foundations of human resource development: Conceptual visual expansion*. Peer reviewed paper presented at the Academy of Human Resource Development Conference - 2017, San Antonio, TX, USA.
- Hurtienne, M., & Dilling, J. (2016). *Student success: Elements that promote persistence through development*. *Proceeding of the Annual Flexible Learning Conference – 2016, Madison College, Madison, WI, USA*.
- Hurtienne, M. (2016). *Factors influencing nontraditional student's persistence: Exploratory model*. Peer reviewed paper presented at the Academy of Human Resource Development Conference - 2016, Jacksonville, FL, USA.
- Hurtienne, M. (2015). *Factors influencing nontraditional students' persistence*. Paper presented at the International Business Conference - 2015, Rapid City, SD, USA.
- Hurtienne, M. (2015). *Factors influencing nontraditional students' persistence in online programs for nontraditional students attending a Wisconsin Technical College (Doctoral dissertation)*. Colorado State University. Fort Collins, CO.
- Hurtienne, M., & Dilling, J. (2014). *Persistence of nontraditional students in online education*. *Proceedings of Canvas - 2014 Conference, Park City, UT, USA*.
- Hurtienne, M., & Dilling, J. (2013). *Learn and collaborate: Integrating technology to promote student success*. *Proceedings of Pearson Cite - 2013 Conference, Chicago, IL, USA*.
- Hurtienne, M., & Dilling, J. (2012). *Learn and collaborate for success: A design and methodology to promote online teamwork*. *Proceedings of the Sloan Consortium Conference - 2012, Orlando, FL, USA*.
- Hurtienne, M., (2012). *Strengthen leadership through emotional and social intelligence*. Peer-reviewed paper presented at the Academy of Human Resource Development Conference - 2012, Denver, CO, USA.
- Hurtienne, M., (2011). *Emerging leaders: Connecting with a new workforce*. Paper presented at the International Business Conference - 2011, Rapid City, SD, USA.
- Hurtienne, M., (2011). *Enriching online education for sustainable success*. *Proceedings of the WTCS Tech Expo Conference – 2011, West Bend, WI, USA*.
- Hurtienne, M., & Pollard, L. (2011). *Strategic planning and leadership of NSF grants*. *Proceedings of the Chair Academy International Leadership Conference – 2011, Dallas, TX, USA*.

- Hurtienne, M., (2010). Strengthen leadership through emotional and social intelligence. Proceedings of the Chair Academy International Leadership Conference – 2010, Minneapolis, MN, USA.

DOCTORAL GRADUATE AND TITLE OF DISSERTATIONS				
YEAR	ADVISEE NAME	DISSERTATION TITLE	ROLE	INSTITUTION
TBA	Ajay Dole-Colemen	Blue collar workers' and Tactic knowledge-sharing	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
TBA	Matthew Harwell	Employee engagement in public safety answering points (PSAP'S) in the United States of America	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
TBA	Sierra Kumbera	Employee engagement in a post-pandemic workplace	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
TBA	Melissa Meier	Leadership decision-making in athletic administration	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
TBA	James O'Brien	Enculturating high-performing employees: Best practices for Christian faith-based non-profit organizations	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
TBA	Michelle Louise Borckardt	Balancing accountability and organizational learning in program evaluation	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2025	Nicolle Hebeisen	Examining active leadership strategies and Employee Engagement	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2025	Elizabeth Kayzar	Navigating organizational change in schools of charter	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2024	Jennifer Kowal	Capacity for wonder and self-actualization: An empirical study for unleashing human potential	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2024	Laurel Wink	Exploring employee engagement in Generation Z: Experiences from the medical device industry	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2024	Sarah Howard	Factors contributing to employee engagement of academic advisors.	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2024	Katie Walker	A grounded theory exploration of hospitality, retail, and service industries as a talent pipeline for manufacturing in Racine, WI	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2024	Lidalyen Tennesen	Teacher engagement in low-income K-12 schools	CHAIR	CONCORDIA UNIVERSITY-WISCONSIN
2023	Katie Nemitz	The U.S. nursing shortage: Factors that lead to nursing burnouts	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2023	Mellissa Kempf Taylor	Microgeneration: Bridging the generation gap in workplace general values (University of Louisville)	Committee member	UNIVERSITY OF LOUISVILLE

2023	C. Michael Allen	Utilizing a leadership competency model in campus leadership training and its impact on teacher turnover	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2023	Andrea Hammock-Moseley	Employee engagement of community college tenured and tenure-track faculty: A grounded theory study to determine antecedents of high employee engagement using social exchange theory	Chair	CONCORDIA UNIVERSITY-WISCONSIN
2022	Indira Vadapally	Part-time non-traditional students' success in face-to-face and online course modalities in traditional and accelerated terms	Chair	CONCORDIA UNIVERSITY-WISCONSIN
2022	Kathryn Battaglino	Supporting post-secondary transitions: An Instrumental case study exploring college & career readiness through the lens of educational stakeholders	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2022	Michael Horrigan	Exploring the work engagement of freelancers in America during the covid-19 era using interpretative phenomenological analysis (Northeastern University)	Committee member	NORTHEASTERN UNIVERSITY
2021	Amber Grey	Accounting Students and Practicing Auditors: Differences in Emotional Intelligence	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2021	Donald F. Gagas	Non-traditional students experiences to adapt to distance learning technology in higher education: A phenomenological study	Chair	CONCORDIA UNIVERSITY-WISCONSIN
2021	Beth Gilbertson	Success after failure: Factors influencing nursing program completion and NCLEX-RN performance in pre-licensure students readmitted after academic dismissal	Committee member	CONCORDIA UNIVERSITY-WISCONSIN
2020	Gerard Bolling	Human resource development in under-resourced urban ministry structures of the Lutheran Church-Missouri Synod: How LCMS urban pastors are developed through mentorship	Chair	CONCORDIA UNIVERSITY-WISCONSIN

PEER REVIEW/MANUSCRIPT REVIEW AFFILIATION

Industrial and Commercial Training <i>Manuscript Reviewer</i>	2024-Current
Academy of Human Resource Development Asian International Research Conference <i>Manuscript Reviewer</i>	2024-Current
Academy of Human Resource Development Review <i>Manuscript Reviewer</i>	2022 – Current
Asia-Pacific Journal of Business Administration <i>Manuscript Reviewer</i>	2022 – Current
Business, Economics, Sustainability, Leadership and Innovations <i>Co-Editor, Editorial Board, Manuscript Reviewer</i>	2017 – Current

ACADEMIC AFFILIATION

Academy of Human Resource Development , Board Member	2024 - Present
Academy of Human Resource Development , Qualitative Research Co-Chair	2019 - 2022
Business, Economics, Sustainability, Leadership, and Innovation (BESLI) Journal – Editorial Board	2018 - Present
Online Learning Consortium (OLC) – Advisor Board	2017- 2022
Society for Human Resource Management (SHRM) – Member	2016 - Present
Academy of Human Resource Development – Manuscript Reviewer	2015 – Present
Academy of Human Resource Development – Member	2013- Current
The Chair Academy: Worldwide Leadership Training for College and University Leaders	2011-2013

INSTITUTIONAL COMMITTEE MEMBERSHIP

Concordia University

- Administrative Council – Member, 2023 - 2024
- Academic Council – Member, 2021 - 2024
- Doctorate of Business Faculty Recruitment Committee – Chair, 2020 & 2021
- Academic Programming Strategic Team (APST) – Member, 2020 - 2021
- Curriculum Committee – Member, 2018 - 2021
- ED.D. Qualitative Researcher Faculty Recruitment Committee – Chair, 2018
- ED.D. Quantitative Researcher Faculty Recruitment Committee – Chair, 2018
- MBA Director Recruitment Committee, Member, 2018
- Ed.D. in Leadership in Innovation and Continuous Improvement Developmental Committee – Member, 2018-2020
- Qualitative Doctorate Faculty Recruitment Committee – Chair, 2018
- Quantitative Doctorate Faculty Recruitment Committee – Chair, 2018
- University Strategic Team (Business School Representative)– Member, 2017 - 2025
- School of Business Assessment Committee – Chair, 2017- 2021
- School of Business Curriculum Committee – Member, 2017- 2022
- Center of Teaching and Excellence Committee – Member, 2017-2020
- University Core Curriculum Committee – Member, 2017-2020
- School of Business Sigma Beta Delta Chapter – Chair, 2017-2021

Moraine Park Technical College

- IRB Committee – Member, 2015 - 2017
- Curriculum and Assessment – Chair, 2013 - 2017
- College Accreditation Committee – Member, 2013-2017
- Data and Reporting – Member, 2013 - Present
- Behavioral Intervention Team – Member, 2013 – 2017
- Primary Learning System Team – Member, 2010-2013
- College Planning and Learning Team – Member, 2010-2013
- Organizational Development – Member, 2010 – 2013
- Advancing Online Education – Chair, 2009 - 2017
- Quality Council – 2009-2012
- Crisis Operation Team – Member, 2008 – 2017
- Safety Committee– Member, 2008 - 2017
- Curriculum and Assessment – Member, 2008-2013

PROFESSIONAL AFFILIATION

• Lutheran Federal Credit Union – Board of Director	2024- Current
• Better Business Bureau Foundation – Board of Director	2024- Current
• Academy of Human Resource Development – Board of Director	2024- Current
• Wisconsin Workforce Transformation – Board of Director	2023- Current
• Rotary of Milwaukee, WI – Member	2021- Current
• Metro Milwaukee SHRM – Member	2017 - 2021
• Dodge County 4-H Foundation – Board of Director	2015 – 2020
• Rotary of Mayville, WI – Board of Director	2014 - 2018
• Workforce Development Board of South-central Wisconsin – Board of Director	2013 – 2017
• SHRM – Member	2015 - Current
• Dodge County SHRM – Member	2015 - 2017

• Business Education Committee (Madison Region Economic Partnership) – Member	2013 - 2017
• Manufacturing Business Alliance of Dodge County – Steering Committee	2013 – 2018
• Golden Key International Honor Society – Member	2013 - Current
• Association of Strategic Planning – Member	2010-2012
• Downtown Beaver Dam Inc., - Member	2010-2020
• Leadership Beaver Dam - Member/Presenter	2009-2021

COMMUNITY SERVICE

• Mayville High School Varsity Basketball - Head Basketball Coach,	2017 – 2020
• Horicon/Mayville Economic Summit (Vision 2030) – Chair	2015-2017
• Mayville Rock’n Boom (Independence Day Celebration) – Chair	2015-2016
• Mayville Audubon Days – Planning Committee	2014 - 2019
• St. Stephen (LCMS) Church – Audio/Visual Team – Director	2013 – 2020
• Dodge County, WI Healthy Living Healthy Habits – Member	2013 - 2019
• Mayville High School Varsity Basketball - Assistant Basketball Coach	2012 – 2017
• St. Stephen (LCMS) Church – Elder	2012-2014
• St. Stephen Child Care (LCMS) – Board of Director	2012 -2013
• St. Stephen (LCMS) School – Basketball Coach	2010-2012
• Concordia Lutheran (LCMS) School – Board of Director	2007-2008
• Racine Lutheran High School – Board of Director	2007-2008, 2003-2005
• Concordia Lutheran School (LCMS) – Basketball Coach	2003-2008

PROFESSIONAL EXPERIENCE

Director (Chief)	2007 - 2010
Deer-Grove EMS District	
<ul style="list-style-type: none"> Created a strategic organizational development plan and collaborated with stakeholders to develop the first organizational continuous quality improvement plan Developed and administered an increase in organizational operational certification. Restructured the annual budget planning budget to meet the needs established through the organizational plan. Hired and evaluated executive leadership and mid-level management. Responsible for Profit and Loss statements 	
Financial Professional and Advisor	2007 - 2008
Thrivent Financial	
<ul style="list-style-type: none"> Provided financial planning and support to clients to help them achieve their financial goals. Assisted clients with current portfolios and assets. Educated clients on investment and distribution options. Communicated changes in client plans and strategies. Responsible for Profit and Loss statements 	
Director of Training (Division Chief)	2004 – 2006
City of Kenosha – Fire/EMS Department	
<ul style="list-style-type: none"> Created an annual organizational training development plan and established a training relationship with a local college to enhance organizational training capabilities. Developed an onboarding process/training program for new employees. Responsible for the release of public information statements. Restructured and enhanced organizational policy review. 	
Assistant Director of EMS (Assistant Division Chief)	2003 – 2004
City of Kenosha – Fire/EMS Department	
<ul style="list-style-type: none"> Developed and administered an organizational-wide continuous quality improvement process. Participated in the development of labor/management agreements. Implemented several federal programs to enhance organizational effectiveness. 	
Human Resource Conference Director	2003 - 2006
Wisconsin EMS Association	
<ul style="list-style-type: none"> Developed recruitment and hiring process. Established a multi-department communication process Developed and implemented policies and procedures. 	
Founder	2003 – Current
Metamorphosis Advisors (formerly High Horizon Consulting)	
<ul style="list-style-type: none"> Provide human resource development assistance to clients. Develop social media and website marketing plan. Responded to requests for Proposals. Profit and Loss statements. 	

Lieutenant and Quality Assurance Manager

1998 - 2003

Village of Sturtevant- Fire/EMS

- Developed and administered an organizational-wide quality assurance program.
- Administered organizational training plan. Developed employee evaluation process.
- Responsible for Profit and Loss statements for the healthcare division

Owner

1992 - 2002

Moments in Time Entertainment / Entertainment Company