

**MARILYN YOUNG**  
**Professor of Management**  
(903) 566-7437--[myoung@uttyler.edu](mailto:myoung@uttyler.edu)  
**Website:** <http://www.uttyler.edu/myoung/>

### **EDUCATION**

Ph.D. The University of Arkansas, Sam M. Walton College of Business, Fayetteville.  
Major Area: Management. Minor Areas: Marketing, Finance & Economics.  
M.B.A. The University of Arkansas, Fayetteville  
B.S.B.A. The University of Arkansas, Fayetteville

### **TEACHING AND ACADEMIC EXPERIENCE**

The University of Texas at Tyler  
Professor of Management, 1983-Present.  
Faculty Research Fellow, Hibbs Institute for Business & Economic Research, 2011-Present.  
Chair, Marketing and Management, 1981-1982, 2009-2010.  
Director, Internship Programs, 2000-2003.  
Director, Small Business Institute, 1985-2001.  
MBA Coordinator, 1978-1980.  
Southeastern Louisiana University, Assistant Professor, 1971-1973.  
The University of Arkansas, Fayetteville  
Instructor, 1968-1971.  
Assistant Professor, M.S. Operations Management Program at Little Rock Air Force Base and Memphis Naval Air Station, 1973-1974.  
University of the Ozarks, Instructor, 1968.

#### **Undergraduate Courses Taught:**

Small Business Consulting	Statistics	Marketing Research and Analysis
Principles of Marketing	Fundamentals of Management	Leadership & Mgmt. Development
Operations Management	Organization Theory	Fundamentals of Management
Organization Behavior & Leadership	Organizational Development	Entrepreneurship
	Internship	New Venture Planning

#### **Graduate Courses Taught:**

Organization Behavior	Management Consulting	Leadership & Management Development
Organizational Theory	Seminar in Business Research	Quantitative Methods
Independent Study	Human Resource Management	

### **INTELLECTUAL CONTRIBUTIONS**

#### **Peer Reviewed Journal Articles and Chapters**

McWhorter, R., Johnson, G., Delello, J., Young, M., & Carpenter, R. (2024--accepted). We Have Talent: Mock Group Interviewing improves Employer Perceived Competence on Hireability. *Journal of Education for Business*. Accepted.

Cater, J., **Young, M.**, & Doty, D.H. (2023). A Study of Women Successors in Multigenerational Family Firms and the Development of Their Leadership Roles. *International Journal of Entrepreneurship and Small Business (IJESB)*. 50(4), 517-549. <https://doi.org/10.1504/IJESB.2023.134690>

Cater, J. J., **Young, M.**, & Hua, L. (2023). Examining the Entrepreneurial Mindset and Entrepreneurial Intentions. *Journal of Applied Business and Economics (JABE)*, 25(4), 30-46.

- Cater, J. **Young, M.** (2024). The Development and Functioning of Spousal Ownership Teams in Family Firms. *Handbook on Family Firm Heterogeneity*, Palgrave Macmillan, Forthcoming, spring 2024.
- Camp, K., **Young, M.** & Bushardt, S. (2022). A Millennial Manager Skills Model for the New Remote Work Environment. *Management Research Review*, 1-15. <https://doi.org/10.1108/MRR-01-2021-0076>
- Cater, J., James, K., Kidwell, R., Camp, K.M. & **Young, M.** (2022). The Impact of Mexican Culture on the Human Resource Management Practices of Mexican-American Family Firms. *International Journal of Entrepreneurship and Small Business (IJESB)*, 45(4), 518-550. <https://doi.org/10.1504/IJESB.2022.122662>
- Cater, J. & **Young, M.** (2022). Successfully Preparing Daughters in Family Firms, *Journal of Developmental Entrepreneurship*, 27(3). <https://doi.org/10.1142/S1084946722500170>
- Cater, J., **Young, M.**, Al-Shammari, M., & James, K. (2021). Re-exploring Entrepreneurial Intentions and Personality Attributes during a Pandemic. *Journal of International Education in Business, (JIEB)*. <https://doi.org/10.1108/JIEB-04-2021-0050>
- Cater, J., **Young, M.**, Al-Shammari, M., & James, K. (2021). Drivers of Entrepreneurial Intentions in the Context of Covid-19 Pandemic, *Journal of Higher Education Theory & Practice (JHETP)*, 21(11), 124-138. <https://doi.org/10.33423/jhetp.v21i11.4670>
- Cater, J.J., **Young, M.** & Krishnan, P. (2021). Women in Family Businesses: Utilizing Assistance for Success. *International Journal of Entrepreneurship and Small Business (IJESB)*, 4(2), 180-224. <https://doi.org/10.1504/IJESB.2021.115357>
- Young, M.**, Camp, K. & Bushardt, S. (2020). Leadership Development: A Hierarchy Of Followership Skills during a Crisis. *Journal of Leadership, Accountability and Ethics, (JLAE)*, 17(5), 127-133. <https://doi.org/10.33423/jlae.v17i5.3225>
- Cater, J. & **Young M.** (2020). U. S. Veterans as Emerging Entrepreneurs: Self-Efficacy, Intentions, and Challenges. *Journal of Developmental Entrepreneurship (JDE)*, 25(2). DOI: 10.1142/S1084946720500120
- Cater, J. & **Young, M.** (2020). An Examination of the Leadership Roles of Senior Generation Women in Family Firms: How Does Servant Leadership Apply? *Journal of Leadership, Accountability and Ethics (JLAE)*, 17(2) 25-39. <https://doi.org/10.33423/jlae.v17i2.2867>
- Cater, J., **Young, M.** & Alderson, K. (2019). Contributions and Constrains to Continuity in Mexican-American Family Firms. *Journal of Family Business Management (JFBM)*, 9(2), 175-200. . <https://doi.org/10.1108/JFBM-08-2018-0022>
- Young, M.** & Cater, J. (2019). Millennials in Family Firms: Success Factors Enhancing Firm and the Changing Roles of Successors. *Southern Journal of Business and Ethics (SJBE)*, vol.11, 157-180.
- Young, M.**, Cater, J. & James, K. (2019) Examining Barriers to Success and Sources of Assistance for U.S. Hispanic Women Entrepreneur. *Journal of Developmental Entrepreneurship (JDE)*, 24(3). <https://doi.org/10.1142/S1084946719500122>
- Cater, J.J., James, K., Kidwell, R., Camp, K. & **Young, M.** (2019). HRM Practices and Effectiveness: A Comparison of U.S. Hispanic and Non-Hispanic Family Firms. *Journal of Small Business and Enterprise Development, (JSBED)*, 26(5), 726-746. <https://doi.org/10.1108/JSBED-12-2018-0364> .
- Cater, J. & **Young, M.** (2018). How Women's Leadership Roles Affect Their Leadership Styles in Family Firms, *Journal of Business & Entrepreneurship (JBE)*, 29(2).

- Bushardt, S., **Young, M.** & Abdullahel, B. (2018). Transitioning to Management: Challenges and Opportunities for the Millennial Generation. *Journal of Business Diversity (JBD)*, 18(2), 9-16.  
<https://doi.org/10.33423/jbd.v18i1.514>
- Bushardt, S., **Young, M.** & Beal, B (2018). Understanding Work Passion: An Important Element in Career Success and Improved Quality of Life. *Journal of Organizational Psychology*, 18(3).  
<https://doi.org/10.33423/jop.v18i2.1297>
- Cater, J. & **Young, M.** (2018). *New Directions for Brothers and Sisters in Successor Teams in Family Firms*, Chapter in *Handbook on Family Firm Heterogeneity*, Palgrave Macmillan.  
[http://dx.doi.org/10.1007/978-3-319-77676-7\\_10](http://dx.doi.org/10.1007/978-3-319-77676-7_10)
- Young, M.** & Cater, J. (2017). Exploring Success Factors for Women in Family Firms. *Southern Journal of Business and Ethics*, vol. 9.
- Cater, J. & **Young, M.** (2016). Family Factors in Small Family Business Growth. *The Journal of Applied Management and Entrepreneurship (JAME)*, 21(4):56-86(31)  
DOI: [10.9774/GLEAF.3709.2016.oc.00005](https://doi.org/10.9774/GLEAF.3709.2016.oc.00005)
- Young, M.** & Cater J. (2016). Community Involvement and the Hometown Effect: A Factor in Family Business Expansion Patterns, *Business Studies Journal (BSI)*, 8(2).
- Bushardt, S., Beal, B., **Young, M.**, & Khosla, S. (2016). Work Passion among Professional Nurses: The Dark Side, *Nursing Management*, August 16-21. Reprinted in *Nursing Made Incredibly Easy* (2016).
- Flores, I., Goktan, B. & **Young, M.** (2016). Digital Entrepreneurs: An Initial Investigation, *International Research Journal of Global Business and Economics (IRJGBD)*, spring.
- Flores, I., Muniz, E., & **Young, M.** (2016). Digital Entrepreneurs Survival: Motivations to Start an Online Business. *International Research Journal of Global Business Development (IRJGBD)*, 5(1).
- Young, M.**, Waddell, K., & Aller, J. (2015). Hidden Unemployment and Underutilization of Labor: A Challenge for Human Resource Managers. *Journal of Economics and Economic Education Research Special Issue*, Vol. 16, 85-93.
- McCaslin, S. & **Young, M.** (2015). Increasing Student Motivation and Knowledge in Mechanical Engineering by Using Action Cameras and Video Productions. *Advances in Production Engineering and Management*, 10(2), 87-96.
- Young, M.** & McCaslin, S. (2013). Student Evaluations of Faculty Revisited: Online Versus Traditional Methods. *Journal of Academic Administration in Higher Education*, JW Press, 9(2), 11-17.
- McCaslin, S., **Young, M.**, & Brown F. (2012). Providing Information Tools for Students to be Effective in a Global Team Environment. *International Journal on Engineering Education Instructional Technology, Assessment, and E-Learning (JETAE)*.
- Young, M.**, Mitchell, D., Crippen, T., & McCaslin, S. (2011). New Product Development Teams: Effectively Utilizing Global Engineering Teams. *Journal of International Management Studies*, 11(1), 172-181.
- Flores, I. & **Young, M.** (2011). The Transnational Women Entrepreneur: Understanding Their Motivations to Entry into Self-Employment. *Journal of Global Business Development (JGBD)*, 3(1), 20-28.
- Flores, I. & **Young M.** (2011). The Effect of a Violent Environment: Alternative Business Strategies for Small and Medium-Sized Enterprises in Mexico. *Journal of Global Business Development (JGBD)*, 3(1), 29-39.
- Young, M.** & Flores, I. (2011). A Survey of Hispanic Women Business Owners: Emerging Entrepreneurs. *Small Business Institute Journal*, vol. 7, 80-105.

- Young, M.,** Flores, I., & Bradley, D. (2010). Small Business Assistance: Providing Effective Production and Technical Information. *Advances in Production Engineering and Management*, 5(4), 217-224.
- Flores, I., **Young, M.,** & Trantham, J. (2010). Virtual Entrepreneurship: An Emerging Tool for Small Business Information and Development, *Midwestern Business and Economic Review*, No. 45.
- Flores, I., Tarter, J., & **Young, M.** (2010). The Transnational Entrepreneur: An Initial Overview of Factors Affecting International Strategies. *International Journal of Business Strategy*, 10(4), 207-221.
- Young, M.** (2009). A Comparison of Benefits and Wage Incentives according to Organization Size: A Challenge for Small Business. *Midwestern Business and Economic Review*, No. 44, 37-41.
- Young, M.** (2009). Perceptions of Assistance Programs as Seen by Small Businesses and Colleges and Universities. *Small Business Institute Journal*, vol. 4, 108-127.
- Flores, I. & **Young, M.** (2008). A Hispanic Business Center: Development and Success Criteria. *Journal of Business and Entrepreneurship*, 20(2), 80-93.
- Young, M.** (2003). Small Business Information and Assistance: A Comparison of Firm Size and Income. *Journal of Business & Entrepreneurship (JBE)*, 15(2).
- Young, M.** (2002). An Examination of Information Sources and Assistance Programs Available to Minority-Owned Small Businesses. *Journal of Developmental Entrepreneurship*, 7(4), 429-444.
- Young, M.** & Brenner, C. (2001). Higher Education's Role as a Small Business Resource: A Survey of Texas Colleges and Universities. *Midwestern Business and Economic Review*, Midwestern State University, Bureau of Business and Government Research, No. 27, 7-13.
- Young, M.** & Brenner, C. (2000). Needed Information and Assistance for Women Entrepreneurs: A Comparison with Male Small Business Owners. *Journal of Business & Entrepreneurship*, 12(1), 31-41.
- Young, M.,** Wyman, S., & Brenner, C. (1999). Assessment of Small Business Perception of Needed Information and Assistance. *Journal of Business & Entrepreneurship (JBE)*, 11(1), 99-105.
- Young, M.** (1997). Assistance Needs and Perceived Barriers of Small Manufacturers in Texas. *Midwestern Business and Economic Review*, Midwestern State University, Bureau of Business and Government Research, No. 23, spring, 51-56.
- Joyce, G. & **Young, M.** (1992). A Contemporary Profile of Small Business Institute Programs: A Regional Analysis. *Journal of Business & Entrepreneurship (JBE)*, 4(2), 11-21.
- Young, M.** & Joyce, G. (1992). Small Business Consulting: A Ten Region Analysis of Small Business Institute Programs. *Journal of Small Business Strategy*, 3(1), 17-30.
- Young, M.** & Mullins, T. (1990). East Texas Labor: Ready, Willing, and Able? *Business Review*, Bureau of Business and Economic Research, The University of Texas at Tyler.
- Gullett, R. & **Young, M.** (1988). A Colt Is Born: The Reopening of a Clothing Plant, *The Employee Ownership Report*, Jan./Feb.

### **Presentations, Conference Proceedings and Other Intellectual Contributions**

- Cater, J. & **Young, M.** (2024). Entrepreneurial Effectiveness of Husband/Wives Teams in Family Businesses: Communication Conflict Resolution, and Shared, East Texas Research Conference, University of Texas at Tyler, Tyler, Tx.
- Young, M.** & Cater, J. (2023). Tyler MSA, Smith County: A Military and Veteran-Friendly East Texas Research Conference, University of Texas at Tyler, Tyler, Tx.

- Young, M.** (2023). Veterans as Emerging Entrepreneurs in Economic Development: Intentions, Barrier, and Challenges, East Texas Research Conference, University of Texas at Tyler, Tyler, Tx.
- Young, M.** Cater, J., Lei, Hua, & Morgan, T. (2023). Ethnic Minority Entrepreneurship: Intentions, Challenges and Barriers, East Texas Research Conference, University of Texas at Tyler, Tyler, Tx.
- Young, M.,** Cater, J. & Hua, L. (2022). Racial-Minority Entrepreneurs: Understanding Challenges, Background, And Personal Experiences, PDW Workshop, Virtual, *Academy of Management 82nd Annual Conference*, Seattle.
- Young, M.** Tyler, Texas: Becoming More Military & Veteran Friendly (July 4, 2022). *Hibbs Brief: Special Edition, Hibbs Institute for Business & Economic Research, Soules College of Business*, The University of Texas at Tyler,
- Kidwell, R.E., Cater, J. & **Young, M.** (2022). *Navigating Treacherous Transitions: How Successor Commitment is Developed (and Stifled) in Family Firms*, *International Family Enterprise Research Academy (IFERA) Annual Conference*, University of Cantabria, Santander, Spain.
- Cater, J. & **Young, M.** & Mulig, E. (2022). Successfully Mentoring Daughters in Family Firms, *Southwest Academy of Management*, New Orleans.
- Young, M.,** Morgan, T., & Bushardt, S. (2022). Employee Engagement: Implications Of Job Design During a Pandemic. *Southwest Decision Sciences Institute*, New Orleans
- Cater, J., **Young, M.** Al-Shammari, Rocha, R., Willis, V. (2022). Do Personal Characteristics and Behaviors Affect Entrepreneurial Intentions? *Association for Business and Entrepreneurship Annual Conference (ASBE)*, New Orleans.
- Young, M.** & Cater J. (2021). Generations and Social Entrepreneurship, *Social Entrepreneurship Summit Brussels*, Belgium—Virtual.
- Young, M.** & Cater J. (2021). Growth in Social Entrepreneurship: The Importance of Available Resources and an Effective Ecosystems. *Association for Small Business and Entrepreneurship (ASBE). Federation of Business Disciplines (FBD)*,
- Cater, J., **Young, M.**, James, K., Al-Shammari, M. (2021). Do Creativity, Risk-Taking Propensity, and Locus of Control Drive Entrepreneurial Intentions? *Academy of Management Conference*.
- Cater, J., Kidwell R. E., & Young, M. (2021), The Development of Affective Successor Commitment in Family Firms. *United States Association for Small Business and Entrepreneurship (USASBE) Conference*.
- Young, M.** & Cater, J. (2020). Social Entrepreneurship Challenges Among U.S. Veterans: Pursuing A Cause. *Social Entrepreneurship Summit 2020---Virtual*, Vrije Universiteit Brussel and ESPOL (Escuela Superior Politécnica del Litoral), Ecuador.
- Young, M.** & Cater, J. (2020). Veterans as Emerging Entrepreneurs: Success Factors, Meeting Challenges and Barriers. *Association for Business and Entrepreneurship Annual Conference (ASBE)*, San Antonio.
- Cater, J. & **Young, M.** (2020). An Examination of the Leadership Roles of Senior Generation Women in Family Firms: How Does Servant Leadership Apply? *United States Association for Small Business and Entrepreneurship (USASBE)*, New Orleans.
- Cater, J. & **Young, M.** (2019). Exploring Barriers to Success and Sources of Assistance for U.S. Hispanic Women Entrepreneurs. *Academy of Management Conference*, Boston.

- Young, M.,** Cater, J. & Beal, B. (2019). Emerging Trends and Challenges of Women in Family Businesses: Millennials, Hispanic, and Siblings. *Academy of Management Conference*, Boston.
- Young, M.** (2019). A Longitudinal Economic Development Study: Understanding Unemployment and Underutilization of Labor, *East Texas Research Conference*, The University of Texas at Tyler.
- Young, M.,** & Cater, J. (2019.) *Entrepreneurship and Women: Using Assistance Sources for Success*. *East Texas Research Conference*, The University of Texas at Tyler.
- Young, M.,** Cater, J. & James, K. (2019). Hispanic Entrepreneurship: Understanding Problems and Exploring Methods to Achieve Success. *East Texas Research Conference*, The University of Texas at Tyler.
- Doty, H., **Young, M.** Reyes, M., Wink, K. & Owens (2019). *Winning the Battle and Winning the War: Evaluating Economic Development Corporation Success Today and Tomorrow*. *East Texas Research Conference*, The University of Texas at Tyler.
- Cater, J.J. and **Young, M.** (2018). How Women's Leadership Roles Affect Their Leadership Styles in Family Firms. *United States Association for Small Business and Entrepreneurship (USASBE) Proceedings, Annual Meeting*, Los Angeles.
- Young, M.** and Cater, J.J. (2018). Millennial Members in Family Businesses: Characteristics or Managerial Effectiveness, *United States Association for Small Business and Entrepreneurship (USASBE)*. Presentation, Los Angeles.
- Cater, J.J. and Young, M. (2018) New Directions for Brothers and Sisters in Successor Teams in Family, Chapter in *Handbook on Family Firm Heterogeneity*, Palgrave Macmillan, *United States Association for Small Business and Entrepreneurship (USASBE) Annual Meeting*, Presentation, Los Angeles.
- Young, M.** & Cater, J.J. (2017). The Effect and Influence of the Millennial Generation in the Family Business. *Decision Sciences Institute (DSI) Annual Meeting*, Presentation, Washington, D.C.
- Bushardt, S.C., **Young, M.** & Bari, A. (2017). Transitioning to Management: Challenges and Opportunities for Millennials. *Decision Sciences Institute (DSI)*, Presentation at Annual Meeting, Washington D.C.
- Young, M.** & Cater, J.J. (2017). Utilizing Assistance and Networking: Tools for Women in Family Businesses. *Decision Sciences Institute (DSI) Annual Meeting*, Presentation, Washington D.C.
- Young, M.** & Cater, J.J. (2017). Rising Stars, Team Players, Steel Magnolias, and Dominant CEOs: Exploring the Changing Leadership Roles of Women in Family Firms, *Academy of Management Annual Meeting Proceedings*, Atlanta.
- Cater, J.J. & **Young, M.** (2017) The Evolving Leadership Roles and Leadership Styles of Women in Family Firms. *Academy of Management Annual Conference*, Atlanta.
- Young, M. (2017). Leadership Institute: Lessons Learned and Methods to Increase Student Engagement. *Federation of Business Disciplines & Association of Business Communication*, Little Rock.
- Young, M.** & Cater, J.J. (2017). *9th Annual General Business Conference*, Presentation, Sam Houston State University, Huntsville.
- Young, M. (2016). Student Engagement in Hybrid Leadership and Organizational Behavior Classes *Decisions Sciences Annual Conference (DSI)*, Austin.
- Cater, J.J. & **Young, M.,** (2016). Family Factors in Small Family Business Growth. *United States Association for Small Business and Entrepreneurship (USASBE)* Presentation. Tampa.
- Young, M.** (2016). Tools for Increasing Student Engagement and Learning in Leadership and Organizational Behavior., *8th Annual General Business Conference*, Presentation, Sam Houston State Univ., 2017.
- McCaslin, S.E. & **Young, M.** (2016). Inbound Marketing: Using Technology to Gain and Maintain Customers. *8th Annual General Business Conference*, Presentation, Sam Houston State University.

- Young, M.** & Cater, J.J. (2016). Community Involvement and the Hometown Effect: A Factor in Family Business Expansion Patterns, a Best Paper. *8th Annual General Business Conference*, Sam Houston State University.
- Young, M.**, Waddell, K. & Aller, J. (2015). Hidden Unemployment and Underutilization of Labor: A Challenge for Human Resource Managers. *7th Annual General Business Conference*, Presentation, Sam Houston State University, 2015.
- Young, M.**, Waddell, K., & Aller, J. (2015). A Longitudinal Survey on Hidden Unemployment and Underutilization of Labor: Implications for Human Resource Managers, *Academy of Business Research Proceedings*, New Orleans.
- McCaslin, S. E., **Young, M.**, & Cater, J. J. (2015). Using GoPro Hero 2 Cameras Student Projects: An Entrepreneurial Approach to Motivate Students, *United States Association for Small Business and Entrepreneurship (USASBE)*, Presentation, Tampa.
- Young, M.**, & McCaslin, S. E. (2015). Using GoPro Hero 2 Cameras Student Projects: An Entrepreneurial Approach to Motivate Students. *Decision Sciences Institute 2014 Annual Meeting*, Presentation, Tampa.
- McCaslin, S. E., & **Young, M.**, & Kesireddy, (2014). Using Gopro Hero Cameras in a Laboratory Setting, *2014*, Tulane University, New Orleans.
- Flores, I. & **Young, M.** (2014). Exploring Successful Entrepreneurs in Violent Areas, *United States Association for Small Business and Entrepreneurship (USASBE)*, Presentation, Fort Worth.
- Young, M.** & McCaslin, S. (2013). Student Evaluations of Faculty Revisited: Online Versus Traditional Methods *and Administration in Higher Education Proceedings*, Nashville.
- McCaslin, S. & **Young, M.** (2013). Providing Strategies for Education in Engineering for Virtual Team Development, in T. Sobh and K. Elleithy, Chapter in *Emerging Trends in Computing, Informatics, Systems Sciences, and Engineering*, DOI: 10.1007/978-1-4614-3558-7\_7., Springer Science + Business Media New York.
- Young, M.** (2012). Measurement of Hidden Unemployment and Underutilization: Factors Affecting the Informal Economy *Academy of Management Annual Meeting*, PDW Workshop, Boston.
- Flores, I. & **Young, M.** (2011). The Transnational Women Entrepreneur: Understanding Their Motivations to Entry into Self-Employment. *Global Business Development Institute (GBDI) Proceedings*, Las Vegas.
- Flores, I. & **Young, M.** (2011). The Effect of a Violent Environment: Alternative Business Strategies for Small and Medium-Sized Enterprises in Mexico, *Global Business Development Institute (GBDI) Proceedings*, Las Vegas.
- Flores, I, Tarter, J. & **Young, M.** (2010). The Transnational Entrepreneur: An Initial Overview of Factors Affecting International Strategies. *International Academy of Business & Economics, (IABE) Proceedings*, Las Vegas.
- McCaslin, S. & **Young, M.** (2010). Providing Strategies for Education in Engineering for Virtual Team Development. *International Joint Conferences on Computer, Information, and Systems Sciences, and Engineering (CISSE 10)*.
- Young, M.**, Mitchell, D., Crippen, T., & McCaslin, S. (2010). Toward Effectively Utilizing Global Engineering Teams in New Product Development: A Case Study. *International Academy of Business & Economics, (IABE) Proceedings*, Las Vegas.
- Flores, I., **Young, M.** & Tarter, J. (2010). ICT Policy and Technology Adoption Barriers in Latin America: MNC's Perspective. *International Association for Computer Information Systems (IASCIS) Proceedings*.



- Young, M. & Flores, I. (2010). A Survey of Hispanic Women Business Owners: Emerging Entrepreneurs. *Association of Small Business & Entrepreneurship Proceedings*, Ft. Worth.
- Young, M.** (2009). A Comparison of Benefits and Wage Incentives according to Organization Size: A Challenge for Small Business. *Association of Small Business & Entrepreneurship (ASBE) Proceedings*, San Antonio.
- Flores, I. & **Young, M.** (2009). Towards an Effective Virtual Entrepreneurship Center for Rural Small Business Development. *Association of Small Business & Entrepreneurship (ASBE) Proceedings*, San Antonio.
- Young, M.,** & Flores, I., & Bradley, D. (2008). Toward a Model for Delivering Effective Production and Manufacturing Assistance and Information. *Allied Academies Conference*.
- Young, M.,** Flores, I., & Bradley, D. (2008). Entrepreneurship Development: The Need for Production/Manufacturing Assistance. *The International Council for Small Business (ICSB) World Conference*, Halifax.
- Flores, I. & **Young, M.** (2008). Business Plan Competition: A Case Study to Fund Students' New Ventures. *Hawaii International Conference on Business*, Maui.
- Young, M.,** Flores, I., & Fischer, M. (2008). Entrepreneurship, Small Business, and Management Consulting: Professional Development Workshop, *Southwest Academy of Management, FBD*, Houston.
- Flores, I. & **Young, M.** (2007). Toward a Model of an Effective Hispanic Business Center, *Association for Small Business & Entrepreneurship (ASBE) Proceedings*, (in best paper track), Austin.
- Young, M.** (2005). Differences in Role Perceptions of Colleges and University Assistance Programs. *Federation of Business Disciplines Annual Conference Proceedings*, Dallas.
- Young, M.** (2004). An Analysis to Determine Gaps in Higher Education Assistance Programs and Needs of Small Businesses: A Comparison of Two Studies. *Federation of Business Disciplines Annual Conference Proceedings*, San Antonio.
- Young, M.** (2003). Small Business Information and Assistance: A Comparison of Firm Size and Income. *Small Business & Entrepreneurship Annual Conference Proceedings*, (in best paper track), *Federation of Business Disciplines (FBD)*, Houston.
- Young, M.** (2002). Entrepreneurial Assistance in Higher Education: A Comparison of Programs and Role Perceptions between Community Colleges and Universities. *USASBE/SBDIA Annual Meeting Proceedings*, San Diego.
- Wooldridge, B., **Young, M.,** & Brenner, C. (2001). The Explosion of Information Available to Family Businesses: The Challenge of Finding the Right Information for Effective Strategic Planning. *USASBE/SBDIA Annual Meeting Proceedings*, Orlando.
- Young, M.** & Crow, C. (2000). Evaluation of Assistance Programs among Minority-Owned Small Businesses: An Empirical Study. *Southern Management Association Proceedings*, Orlando.
- Young, M.** & Brenner, C. (2000). Needed Information and Assistance for Women Entrepreneurs: A Comparison with Male Small Business Owners. *Association for Small Business & Entrepreneurship Proceedings*, (in best paper track), SWFAD, San Antonio.
- Young, M.,** Wyman, S., & Brenner, C. (1999). Assessment of Small Business Perception of Needed Information and Assistance, *Association for Small Business & Entrepreneurship and Southwestern Federation of Administrative Disciplines Proceedings*. Houston.
- Young, M.** & Brenner, C. (1999). The Emerging Role of Higher Education in Promoting Entrepreneurship: A Survey of Colleges and Universities, *Association for Global Business Proceedings*, Las Vegas.



- Young, M.** (1997). An Examination of the Problems and the Information and Training Needs of Texas Based Small Manufacturing Exporters. *International Academy of Business Disciplines (IABD) Proceedings*, Orlando.
- Young, M.** & McCampbell, A.S. (1997). Assessing Computer Training and Technology Allocation Decisions Criteria for Female Job Satisfaction, *Academy of Business Administration*, Athens.
- Young, M.** & McCampbell, A.S. (1996). Computer Training and Appropriate Allocation: A Message to Small Business. *Small Business Institute Director's Association Proceedings*, San Diego.
- Young, M.** (1996). Training Needs for Global Competition: A Survey of Manufacturers. *Western Decision Sciences Institute Proceedings*, Seattle.
- Young, M.** (1995). An Examination into the Trade Barriers and Assistance Needs of Small Manufacturers. *Western Decision Sciences Institute Proceedings*, San Francisco.
- Young, M.** (1994). A Regional Labor Market Study: A Valuable Tool for Public Planning for Economic Development. *Advances in Management National Conference Proceedings*, Calgary.
- Young, M.** & Austin, J. (1994). Total Quality Management Implementation: The Banking Industry. *Western Decision Sciences Institute Proceedings*, Maui.
- Young, M.** (1994). The Better Business Bureau: A Neglected Tool for Total Quality Management Implementation. *Small Business Institute Director's Association Proceedings*, San Antonio.
- Young, M.** & Fischer, M. (1993). Strategic Planning: Effective Methods for Gathering Citizen Opinions. *The American Management Foundation & The Association on Employment Practices and Principles, Annual Conference Proceedings*, San Diego.
- Young, M.** (1993). Effective Use of Computers in Small Business: The Need for Training and Assistance. *Small Business Institute Director's Association Proceedings*, San Diego.
- Young, M.** & Fischer, M. (1993). Perceived Behavioral Skill Usage of Regional Managers: A Longitudinal Analysis. *Decision Sciences Institute Proceedings*, Washington D.C.
- Young, M., et al.** (1992). Human Resource Planning: Case Studies of Part-Time Work Options, *Association of Management Proceedings*, Las Vegas.
- Young, M.** & Fischer, M. (1992). City Strategic Planning: An Effort to Obtain Citizen Input. *Decision Sciences Institute Proceedings*, San Francisco.
- Young, M.** & Joyce, G. (1991). Organizational Structure and Operational Behavior of Small Business Institute Programs. *Small Business Institute Director's Association Proceedings*, Orlando.
- Young, M.** & Joyce, G. (1991). A Partnership Cooperative with Business, Government, and Education: Small Business Institute Programs. *American Association of Private Enterprise Association*, Nashville.
- Joyce, G. & Young, M. (1991). A Contemporary Profile of Small Business Institute Programs: A Regional Analysis, *Southwestern Small Business Institute Association Proceedings*, Houston.
- Young, M.** & Gullett, R. (1990). Toward Effective Implementation of Quality Management: A Case in Point, *Academy of Management, SWFAD Proceedings*.
- Young, M.** & Haragdon, T. (1989). Marketing a Small Hospital Emergency Room in a Highly Competitive Environment. *Symposium Digest, Academy of Health Services Marketing*.
- Gullett, R. & **Young, M.** (1989). The Measurement of Employee Attitudes and Productivity in an Employee-Owned and Unionized Firm, Paper presented at *SWFAD, Employee Ownership: New Directions in Entrepreneurship*.

- Gullett, R. & **Young, M.** (1989). Toward a Model of an Effective Operation of a Unionized and Employee-Owned Small Business, SWFAD and *Southwestern Small Business Institute Association Proceedings*.
- Young, M.** & R. Gullett. (1988). Employee Stock Ownership Plans: A New Direction with Increased Opportunities, *Women and Work Symposium Proceedings*, U.T. Arlington.
- Young, M.** (1988). Employer-Sponsored Child Care. *Women and Work Symposium Proceedings*, U.T. Arlington.
- Young, M.** & Crenshaw, S. (1986). Computer Expertise: A Potential Source of Expert Power. *Women and Work and Executive Summary*, U.T. Arlington.
- Young, M.** & Sellers, J. (1984). Career Development--Women in Accounting, *Women and Work and Executive Summary*, U.T. Arlington.

### **Cases Studies**

- Flores, I. & Young, M. (2010). *Spanx*. **U.S. Association for Business and Economics (USASBE) Proceedings.**
- Young, M. and Flores, I. (2009). *Marguritas*. **Southwest Case Research Association (SWCRA) Proceedings**, Oklahoma City.
- Young, M. & Flores, I. (2008). *Torta King*. **Southwest Case Research Association Proceedings (SWCRA)**, Houston.
- Young, M. & Brooks, M. K. (2004). *Head Start: A Team Approach*. **Southwest Case Research Association Proceedings (SWCRA)**, Orlando.
- Young, M., Toombs, L., & Clendenen, G. (2002). *Corganics by Thrash*. **North American Case Research Association, (NACRA)**, Banff.
- Young, M. & Gullett, R. (2001). *Restore—Habitat for Humanity*. **North American Case Research Association (NACRA)**, Memphis.
- Toombs, L., Grider, D., McClum, H., & Young, M. (2001). *Have It Delivered?* **Southwest Case Research Association (SWCRA) Proceedings**, New Orleans.
- Young, M. (2000). *DentAll*. **North American Case Research Association (NACRA) Proceedings**, San Antonio.
- Young, M. (2000). *El Charro*. **Southwest Case Research Association (SWCRA) Proceedings**, San Antonio.
- Young, M. (1999). *Cosmic Bowl and Fun Center*. **North American Case Research Association (NACRA) Proceedings**, Santa Rosa.
- Toombs, L. & Young, M. (1999). *Shoplifting at Let's Net*, **Southwest Case Research Association (SWCRA) Proceedings.**
- Young, M., & Clendenen, G. (1999). *Tiger Missing Link*. **International Council of Advances in Management, 5<sup>th</sup> Annual Conference**, Baton Rouge.
- Young, M. (1996). *Power-up Computer and Business School*. **North American Case Research Association (NACRA)** Colorado Springs. Case in Essentials of Small Business Management, 2nd edition, Prentice Hall, by Zimmerer and Scarborough, 1998.
- Young, M. (1998). *A Wage and Salary Study: A Dilemma*. **Southwest Case Research Association (SWCRA) Proceedings.**
- Young, M. (1998). *Is This Building Sick?* **North American Case Research Association (NACRA) Proceedings**, Orlando.

- Young, M. et al. (1998). *Harvest Organic Gardens (A)*. **International Academy for Case Studies Proceedings, Allied Academies National Conference Proceedings**, Myrtle Beach.
- Young, M. (1997). *Mi Familia*. **Southwest Case Research Association (SWCRA) Proceedings** New Orleans. Case in Essentials of Small Business Management, 2nd edition, Prentice Hall, by Zimmerer and Scarborough, 1998.
- Young, M. & Toombs, L. (1996). *Strategic Planning Process in the Public Sector: Multiple Stakeholder Analysis*. **Third Biennial International Conference on Advances in Management**, Boston.
- Young, M., Conrad, A., & Gullett, R. (1996). *Computer Help Desk of East Texas*. **Southwest Case Research Association (SWCRA) Proceedings**, San Antonio.
- Young, M. & Roberts, P. (1995). *CNG Marketing*. **Southwest Case Research Association, (SWCRA) Proceedings**, Houston.
- Young, M. & Fischer, M. (1993). *Flower Hill: Promising a Rose Garden*. **Decision Sciences Institute Proceedings**, Washington, D.C.
- Young, M., et al. (1992). *Southland Television*, **North American Case Research Association (NACRA) Proceedings**, New Orleans.
- Young, M. (1991). *The Cat is in the Bag*. **North American Case Research Association (NACRA) Proceedings**, Atlanta.
- Young, M. & Toombs, L. (1990). *Do It Right the First Time*, **North American Case Research Association (NACRA) Proceedings**, Orlando.
- Young, M., Gullett, C.R., & Kroll, M. (1989). *Hands around Our Jobs*. **North American Case Research Association (NACRA) Proceedings**, and printed in Wright, P., et al. **Strategic Management: Text and Cases**, Allyn and Bacon, 1991.
- Young, M. (1990). *The Promise of a Rose Garden*. **North American Case Research Association (NACRA) Proceedings**, Orlando.

### **Economic Development Reports**

#### **Faculty Research Fellow, Hibbs Institute for Economic Development (2010-Present)**

*Economic Impact Analysis of Proposed Bellwood Forest Development, Adams Engineering & Development Consultants, Tyler, TX.*

*Economic Impact of a Minimum Wage Ordinance in the City of Las Cruces, New Mexico. City of Las Cruces, NM.*

*Chemical Engineer Occupational Profile, The College of Engineering, The University of Texas at Tyler.*

*Labor Market Occupational Profile of Athens, TX and Vicinity Area, Athens Economic Development Corp.*

*Demographic Profile of the Tyler (MSA): Hispanic Population and Spanish Speakers, Christian Women's Job Corps of Tyler, Texas.*

*Standard of Living Comparison: Tyler, TX, and Other Selected Metropolitan Statistical Areas.*

#### **Labor Market**

*Labor Market Survey, Tyler Economic Development Council, Inc., 1989, 1993, 1997, 1999, 2002, 2005, 2008, 2011, & 2014.*

*Labor Market Survey, Kilgore Economic Development Corporation, Inc., 1997, 1999, 2002, 2006, 2010.*

*Hillsboro Labor Shed Survey and Labor Market Survey, Hillsboro Economic Development, 2004.*

*Labor Market Survey, Lufkin Angelina Partnership and Nacogdoches Economic Development Corporation, 1997 & 2000.*

#### **Wage and Benefit**

*Wage and Benefit Survey, Athens Economic Development Corporation, 2011.*

*Wage and Benefit Survey, Tyler Economic Development Council, Inc., 1997, 1999, 2001, 2003, 2006, 2009.*

*Kilgore Wage and Benefit Survey, Kilgore Economic Development Corporation, Inc., 1997, 1999, 2001, 2003, 2005, 2008.*

*Northeast Texas Wage and Benefit Survey, Longview Economic Development Corporation, 2007.*

#### **Other Economic Development Research**

*Business Retention Analysis, Kilgore Economic Development Corporation, 2007.*

*Feasibility Study for Golf Course, Quitman, Texas, City of Quitman, 2007.*

*Feasibility Study—Rusk Campus, Tyler Junior College 2005.*

*Feasibility for Nursing Home, Bullard, Texas.*

*Small Business Assistance Study, (A report on the role of higher educating on meeting the needs of small business in the areas of research, development, prototyping and commercialization of technology). Published by The University of Texas at Arlington. Presented to Texas Higher Education Coordinating Board, October 1998.*

*Air Transportation Study Tyler Chamber of Commerce, Tyler, Texas. (Resulted in the renovation of Tyler Pounds Airport with larger planes), 1979.*

### **AWARDS, HONORS, AND SPECIAL RECOGNITION**

**The University of Texas at Tyler Research Grant (2019-2020).** *Veterans as Emerging Entrepreneurs: Success Factors, Meeting Challenges, and Barriers*, The University of Texas at Tyler.

**The University of Texas at Tyler Research Grant (2019-2020).** *Using Jobs EQ for Labor Market Analysis: Hidden Unemployment, Job Availability, and Underutilization of Labor*, The University of Texas at Tyler. Honored by **Office of Provost & Muntz Library, A Celebration of Scholarship and Creativity**, The University of Texas at Tyler, 2015-Present.

**Sam Houston State University 8th Annual General Business Conference**, Best Paper, (2016)

Nominee, **President's Scholarly Achievement Award** (2013).

Named **Hibbs Fellow, Hibbs Institute for Business & Economic Research** (2011).

**Global Business Development Institute (GBDI)**, best paper award, Las Vegas (2011).

**Association for Small Business & Entrepreneurship Proceedings**, nominated for best paper award, Austin (2007).

**Association for Small Business & Entrepreneurship** nominated for best paper award. **Federation of Business Disciplines (FBD)**, San Antonio (2000) (2002).

President, **UT Tyler Chapter, Beta Gamma Sigma** (1998-2001).

Appointed to Advisory Board Committee, **Journal of Small Business Management** (1994 to 2000).

Appointed to Editorial Review Board, **Journal of Business & Entrepreneurship** (1989 to Present).

**Association of Small Business & Entrepreneurship** (2000). Best paper award.

### **The University of Texas at Tyler research grants:**

- (1) Case study of Colt Enterprises, an ESOP (1987).
- (2) Assistance and training needs of small manufacturers who desire to engage in international trade. (1994).
- (3) Research small business assistance needs (1998).
- (4) Research labor markets, a longitudinal study (2000).

### **Soules College of Business grants:**

- (1) Comparison of male and female small business owner and need for information.
  - (2) Measuring hidden employment (2000).
  - (3) Assess organizational size and information sources (2001).
- Distinguished Case Award, **U.S. Small Business Administration**, Regional (1989) (1992) (1993) (1995).  
Distinguished Case Award, **U.S. Small Business Administration**, Dallas District (1988) (1989) (1990) (1992) (1995).  
Appointed to Advisory Council, Dallas District, **U.S. Small Business Administration**, (1990-1994).  
Distinguished Paper Award, **Small Business Institute Director's Association National Meeting**, Washington, D.C. (1992).  
Appointed to Advisory Board, **Tyler Area Business Incubator** (1990).  
Appointed to **Tyler Women's Commission** (1988 to 1990).  
Elected to **Leadership Tyler Class III** (1988).  
Honored by **The University of Texas at Tyler Robert R. Muntz Library** for contributions to start-up development of Colt Enterprises after closing of company (1988).  
**AMOCO Nominee**, College of Business and Technology, The University of Texas at Tyler (1987).  
**Piper Award Nominee**, College of Business and Technology (1987).  
**Piper Award**, The University of Texas at Tyler (1979).  
Inducted into **Beta Gamma Sigma**, The University of Arkansas (1971).  
Inducted into **Sigma Iota Epsilon**, The University of Arkansas (1971).

## **PROFESSIONAL EXPERIENCE AND CONSULTING**

Hibbs Institute for Business and Economic Research, The University of Texas at Tyler, Faculty Research Fellow and Consultant. (2012-Present).

Tyler Economic Development Corporation, Business Research 1989-2014.

Texas A&M University, Texarkana, *Consultant on Program Evaluation*, College of Business, 2012.

Austin Bank, Jacksonville, Texas, *Business Research. Organized and presented management development for Austin Bank Leadership Institute*, 1999-2009.

Longview Economic Development Corporation, *Business Research*, 2006-2007.

City of Quitman, *Business Research on Feasibility Study*, 2006-2007.

Tyler Economic Development Council. *Consultant and Business Research*. Provided reports on labor markets, wage and benefit analysis, and survey on one-half cent sales tax for economic development. 1989-Present.

Kilgore Economic Development Corporation. *Consultant and Business Research*. Conducted labor market research, wage and benefit, and business retention surveys. 1990-2009\

Clark Law Firm, *Business Research*, 2005.

Tyler Junior College, Tyler, Texas, *Business Research*, 2005. First State Bank, Athens, Texas, *Business Research*, 2005.

Hillsboro, Texas, Economic Development Corporation, *Business Research*, 2004.

Lufkin Angelina Partnership, *Business Research*, 1999-2000.

Nacogdoches Economic Development Corporation, *Business Research*, 1997-2000.

Mundo and Associates, Rockwall, Texas, *Consultant*, 2004. Head Start, *Coordinator and Researcher of Needs Assessment*, 2002. Business Direct Marketing, *Marketing Research*, 2002.

Howe-Baker, Tyler, Texas, *Organizational Development Consultant*, 1999-2000.

Cassity Jones, Tyler, Texas, *Marketing Research & Focus Group Research*, 1997.

Community Funeral Home, Tyler, Texas, *Consultant*, 1996.

S. Carson, Tyler, Texas. *Consultant and Market Research*, Feasibility Study for Bowling Center, 1996.

Savitz Research, Dallas, Texas. *Focus group research*, 1995.

Heart of Tyler/Main Street, Tyler, Texas. *Consultant*. Conducted market research regarding downtown Tyler. The sample consisted of both telephone surveys to community and mail questionnaires to property owners and businesses, 1995.

Marathon Oil Company, Tyler, Texas, *Trainer*. Presented seminar on time management. 1995.

Carrier Corporation, Tyler, Texas. *Trainer and Technical Writer*. Conducted training in total quality management and communication techniques. Wrote application for Willis H. Carrier Quality Award. 1991-1995.

All Saints Episcopal School, Tyler, Texas. *Consultant and Researcher*. Conducted needs assessment with survey of parents, 1995.

Wilson, Sheehy, Knowles, Tyler, Texas. *Legal and Research Consultant*, Conducted regional study regarding the need for health care professionals, 1993-1994.

Sterling Funeral Corporation. *Researcher and Consultant*, Demographic and Mortality Analysis, 1993.

Longview Economic Development Corporation, *Business Research*. Conducted survey on one-half cent sales tax for economic development, (1991) and Wage and Benefit Survey, Northeast Texas, 2007.

NBC 56, KETK, Tyler, Texas, *Market Research and Facilitator*, 1990.

- *Focus Group Facilitator*, 1991.
- *Market research*. Conducted regional survey. 1998.
- *Market research*. Conducted two regional surveys in two markets. 1991.
- *Consultant* - Prepared and implemented telemarketing campaign, 1993.

Express Page, Tyler, Texas. *Consultant*. Prepared business plan, 1992.

Colt Enterprises, Tyler, Texas. *Consultant*. *Provided training and development*. Provided start-up assistance to Colt Enterprises, a new Employee Stock Option Plan (ESOP) company. 1986-1989.

City of Tyler, *Consultant and Researcher*. Surveyed 500 citizens to evaluate city services, 1989.

United Cable of Texas, Tyler, Texas. *Marketing Research and Consultant*, 1988.

TDI, Dallas, Longview, and Tyler, Texas, *Market Research*. Market study presented to management, 1987.

Rose Capital Bank, Tyler, Texas, *Market Research*. Conducted mail questionnaire and customer satisfaction survey, 1987.

Walker Advertising and KLTV, Tyler, Texas, *Market Research*. Prepared demographic profile of customers at Superior Mobile Homes. 1986.

Cassity Jones, Longview and Tyler, Texas. *Market Research*. Telephone survey of 400 consumers. 1985.

Fowler Furniture Company, Tyler, Texas, *Market Research*. Two telephone surveys -- sample size 500 each, 1979 & 1985.

Stillerman Jones & Company, Indianapolis, *Market Research*. Conducted personal interviews with mall shoppers. 1984.

Omni Development and M. Peak, College Station, Texas. *Market Research*. Feasibility study for a new mall in Tyler, Texas, 1984.

Dunagan Warehouse Corporation, Lufkin, Texas. *Market Research*. Feasibility study. 1983.

KLTV, Tyler, Texas. *Market Research Consultant*. To determine effectiveness of KLTV news through surveys, 1974-1980.

Bill Day Tire Co., Tyler, Texas. *Marketing Research Consultant*. Two telephone studies (Sample sizes 285 and 350) 1978.

Brookshire Grocery Co., Tyler, Texas. *Market Research*, 1978.

Ideal Sunbeam Bread, Tyler, Texas. *Marketing Research*, 1978.

J. Massad Men's Store, Tyler, Texas. *Marketing Research*, 1978.

McDonald's, Tyler, Texas. *Marketing Research*, 1978.

Peoples National Bank, Tyler, Texas. *Marketing Research*, 1978.

Buford Television, Inc., Tyler, Texas. *Research Consultant*. Public perception survey, 1975-1977.  
 Chamness TV & Appliance, Tyler, Texas. *Market Research*. Conducted telephone survey of 285 consumers. 1977.  
 DCD Warehouse Company, Tyler, Texas. *Business Research*. Conducted feasibility study. 1977.  
 Gallery of Homes, Tyler, Texas. *Market Research*. Conducted telephone survey of 286 respondents. 1977.  
 Heritage National Bank, Tyler, Texas. *Marketing Research*. Conducted customer satisfaction survey. 1977.  
 Hightower Lumber Company, Tyler, Texas. *Marketing Research*. Conducted telephone survey of 261 consumers. 1977.  
 Holley Motor Company, Tyler, Texas. *Marketing Research*. Conducted study of automobile purchasers. 1977.  
 King Chevrolet, Tyler, Texas. *Marketing Research*, 1977.  
 Muffler and Custom Shops, Tyler, Texas, *Marketing Research*, 1977.  
 Reynolds Penland, Tyler, Texas. *Marketing Research*, 1977.  
 The Sportster, Tyler, Texas. *Marketing Research*, 1977.  
 Drug Save, Tyler, Texas. *Market Research*, 1976.  
 Walker Muffler, Tyler, Texas. *Marketing Research*, 1976.  
 Tara Dinner House, Tyler, Texas. *Marketing Research*, 1975.

## **MEMBERSHIP AND ACTIVITIES IN PROFESSIONAL ASSOCIATIONS**

Academy of Business Research (2015-2016).  
 Academy of Management (1994-Present).  
 Association of Management (1992).  
 Decision Sciences Institute (1992-1995, 2014-2017).  
 North American Case Writer's Association (NACRA) (1988-1996).  
 Small Business Institute Director's Association (SBDIA) (1988 -2005).  
 Southwest Case Research Association (SWCRA) (1995-2003).  
 Federation of Business Disciplines (1974-present).  
 Association of Small Business and Entrepreneurship (1987-2011).  
 Western Decision Sciences Institute (1994-1995).  
 Association of Global Business (1999-2000).

## **PROFESSIONAL DEVELOPMENT**

*Technology in the Classroom Training*, Office of Digital Learning, The University of Texas at Tyler, 2010-Present.  
*Assessment of Learning*, The University of Texas at Tyler (2010).  
*Ritz Carlton Seminar*, Austin Bank (2010-2011).  
*Scenario Planning Seminar*, The University of Texas at Tyler (2006).  
*Geographic Information Systems* GEOG 4330, (GIS), The University of Texas at Tyler (2005).  
*Critical Thinking Seminar*, The University of Texas at Tyler (2001).  
*Blackboard classes*, The University of Texas at Tyler, (2003-2015).  
*Excel, Campus Connect, and Lotus Notes*, The University of Texas at Tyler (2004).  
 THTR 2336, *Voice and Diction*, The University of Texas at Tyler (2004).  
 The University of Texas at Tyler, *Spanish courses*:  
     *SPAN 3301 Conversation & Composition and Oral Interpretation* (2001-2002).  
     *SPAN 3302 Conversation & Composition and Oral Interpretation* (2001-2002).  
     *SPAN 4385 Spanish for Oral Proficiency* (2002).  
*Teletraining*, The University of Texas at Tyler (2000-2001).  
*Worldwide Lessons in Leadership and Living Leadership*, by satellite, The University of Texas at Tyler (1996-2005).



*Access*, Tyler Junior College (1999).  
*Excel*, Tyler Junior College (1998).  
*Web Development Training*, The University of Texas at Tyler (1999)  
*Customer Service Seminar*, Chamber of Commerce, Tyler, Texas (1995).  
*Eisenhower International Trade Conference*, The University of Texas at Tyler (1992-1994).  
*Small Business Marketing Strategies*, The Main Street America Program, Tyler, Texas (1993).  
*Crisis Management*, University of Nevada, Las Vegas (1992).  
*Teaching Business Ethics*, Arthur Anderson, St. Charles, Illinois (1991).  
*24 hours of computer courses, Excel, Word, & Windows*, Tyler Junior College (1986-1999).  
*Ropes*, University Park Hospital, Tyler, Texas (1989).  
*Effective Presentations*, Career Track, Tyler, Texas (1989).  
*Customer Service Seminar*, Career Track, Tyler, Texas (1989).  
*Image and Self Projection*, JBS Seminars, Tyler, Texas (1989).  
*Information Systems Software, Desk Top Publishing*, The University of Texas at Tyler (1987-1988).  
*Managing Your Brain*, Discovery Seminars, Tyler, Texas (1987).  
*The Power of Ethical Management*, Ken Blanchard, The University of Texas at Tyler (1987).  
*Sales and Marketing Seminar*, SCORE/ACE, Tyler, Texas (1987).  
*Entrepreneur Symposium*, Dallas Small Business Association, Southern Methodist University, Dallas (1987).  
*Win/Win Negotiations*, Office of Continuing Education, The University of Texas at Tyler (1986).  
*Leadership and the One Minute Manager*, Ken Blanchard, The University of Texas at Tyler (1985).  
*How to Communicate Under Pressure*, Institute for the Advancement of Human Behavior, Dallas, Texas (1985).  
*Time Management*, Pro Seminar, Orlando (1982).  
*Computer Awareness*, The University of Texas at Tyler (1982).  
*Stress Management*, The University of Texas at Tyler (1982).  
*Free Enterprise Seminar*, Texas Association of Business, Lubbock, Texas (1982).  
*The Art of Managing People*, Texas Tech University, Tyler, Texas (1982).  
*Southern Case Writer's Association Workshop*, Memphis State University (1976).  
*Free Enterprise and the American Economic System*, Foundation of Economic Education, Houston (1976).

## INSTITUTIONAL, PROFESSIONAL, AND COMMUNITY SERVICE

### **The University of Texas at Tyler**

#### **University Level Committees:**

50 <sup>th</sup> Anniversary of The University of Texas at Tyler Committee (2012-2022)	Safety Committee, 2001-2003, 2011-2012.
Member, Planning Committee, East Texas Research Conference, (2019-2021).	IATV Committee, 2001-2003.
Macebearer at Graduation, 2000-2019.	Standards Committee, 2000-2003.
40 <sup>th</sup> Anniversary of The University of Texas at Tyler Committee, 2010-2011.	Animal Research Committee, 1996-1997.
Search Committee, Provost, 2011-2012.	Public Affairs, 1994-1995.
Emeritus Committee, 2009-11, 2019-Present.	Human Subjects Committee, 1995-1996.
Arts and Performance Complex Advisory Committee 2010-2019.	Environmental Committee Chair, 1995-1996.
Chair, Faculty Hearing Panel, 2010.	Student Judicial Hearing Officer Panel, 1992-1994, 1995-1996.
Faculty Affairs, Chairperson, 2007-2008, 2006-2007.	Continuing Education Committee, 1993-1994.
Undergraduate Curriculum Committee, 2007-2008.	Continuing Education/Public Service Committee 1994-1996. Chair 1994 - 1995.
Faculty Awards Committee, 1980-1981, 1997-2000, 2005.	Public Service Committee, 1993-1994.
Status of Women and Minorities, 2004-2005.	Calendar Committee, Chair, 1991-1993.
	Continuing Education, 1990.
	Council on Economic Development, 1988-1992.
	University Curriculum Committee, 1988-90, 1984-85.
	Business Affairs, 1987-88.
	Strategic Planning, 1985-86.
	Hearing Committee, Elected, 1984-86.

Faculty Welfare, 1983-1984.  
 Interdisciplinary Review Committee, 1983-84.  
 Admissions Committee, 1983-84.  
 Academic Committee, University Self-Study, 1982-83.  
 Bilingual Education Committee, 1982-83.  
 The Japanese Committee, 1982-83.  
 Graduate Studies, 1981.  
 Faculty Senate, Senator, and Vice President, 1980-1982, 1974-1976, 2009, 2013-2014.  
 Self-Study, Southern Association, Standard II, Organization & Management, 1980-1981.  
 Piper Award Committee, 1980-81.  
 Student Affairs, Member and Chairperson, 1980-83.  
 Housing Committee, 1979-1980.  
 Scholarship Committee, 1977-79.  
 Committee on Committees, 1976.  
 Faculty Benefits, 1976.  
 Nominating Committee, TACT, 1975.  
 Committee to Revise Teacher Evaluation, 1975.  
 Special Events Committee, 1974-75.  
 Convocations and Commencement, Marshall and Member, 1974-1982.  
 University Public Affairs Committee, 1994.  
 Faculty Research Symposium, The University of Texas at Tyler, Tyler, Texas (February 1996).  
 Presented research on *Alumni Study*, The University of Texas at Tyler, May 1992.

## **SOULES COLLEGE OF BUSINESS**

Search Committee, Management Faculty, (2022-2023)  
 Alumni Awards (2022-Present)  
 Search Committee, Hibbs Institute (2019-2022)  
 AOL Subcommittee for Problem Solving Rubrics (2022-Present)  
 Chair, Awards Committee, 2018-2019.  
 Member/Chair, Management and Marketing Tenure and Promotion Committee, 2000-Present.  
 Chair, College Tenure and Promotion Committee, 1994-2014.  
 Chair, Vision Committee, 2012  
 Chair, Search Committee for Faculty, Management and Marketing, and Department heads.  
 Chair, AACSB Assessment of Learning, 2003-2010.  
 President, UT Tyler Chapter Beta Gamma Sigma, 1998-2001, 2003-2007, 2009-2010.  
 AACSB Faculty Resources CIT, Member 2000.  
 AACSB Self-Study, Coordinator, 1992-1995.  
 Chair, Faculty Development and Composition CIT Team, 1993.  
 Member, Mission CIT 1993-Present. Chair, 2000-2001.  
 Computer Committee, 1989-90, 1993-94.  
 Chair, Dean's Search Committee, 1984-1986.  
 Tenure Committee, and Promotion Committee, 1985-86, 1987-89, 1989-1990. 1992-93.  
 Chair, Business School Curriculum Committee, 1983, 1993.  
 Faculty Senate Representative, 1980-82, 1974-76, 2013, 2014.

## **PROFESSIONAL AND COMMUNITY SERVICE ACTIVITIES**

### **Professional**

Veterans Committee, Tyler Chamber of Commerce, 2022-Present.  
 Small Business Institute--Student projects for years 1985-1997 (**197 companies/clients**)  
 Editorial Board, **Journal of Business & Entrepreneurship**, 1997-Present.  
 Editorial Board, **Journal of Small Business Management**, 1994-2000.  
 Leadership Tyler, Class III, 1989.  
 East Texas Symphony Board of Directors, 2006-2019.  
 Community Access, Tyler, Texas, 2001.  
 The Scroll, Tyler, Texas, 2000.  
 Director, Small Business Institute, 1987-1998.  
 President, Beta Gamma Sigma Tyler Chapter, 1998-2007.  
 Board Member, Smith County Historical Society Strategic Planning Committee, 2015-2018.

### **Organizations Served**

American Association of University Women (AAUW)	Main Street Tyler
Athens Economic Development Corp.	Nacogdoches Economic Development Corp.
Boys Scouts	Our House, Little Rock, AR
Better Business Bureau	Palestine Chamber of Commerce
City of Mineola/Main Street Project	Purchasing Agents of East Texas
City of Quitman	Region VII, Education Service Center, Kilgore, Texas,
CIVITAN	RTDC, Score, SBDC, Tyler Junior College
Downtown Business & Professional Women's Association	Smith County Historical Association
East Texas Human Resources Association	Texas A&M Texarkana
East Texas Symphony Orchestra Association	Texas Faculty Association
Heart of Tyler	Trinity Valley Community College
Hillsboro Economic Development Corporation	Tyler Area Chamber of Commerce
Institute of Industrial Engineers	Tyler Economic Development Council
Institute of Management Accountants	Tyler Junior College
Kilgore Economic Development Corporation	Tyler Public Library
Kiwanis Club	Tyler Together
Lions Club	United Way
Longview Economic Development Corporation	UT Health Science Center at Tyler
Lufkin Angelina Partnership	YMCA

### **CONTINUING EDUCATION PRESENTATIONS**

*The Changing Faces of Tyler, Texas, Tyler Together, Community Forum, 2019.*  
*Making Employees Happy, Palestine Chamber of Commerce, 2011.*  
*Motivation and Conflict Resolution United Way, Greater Longview, 2010.*  
*Leadership and management development seminars, Austin Bank, Jacksonville, Texas, 2007-2012.*  
*Team Building, American Association of University Women (AAUW), Little Rock, 2006.*  
*Professional Development Seminar for staff of Robert R. Muntz Library, The University of Texas at Tyler, 2001.*  
*Wage and Benefit Survey and Labor Market Survey, East Texas Human Resource Association, Tyler, Texas, 2001.*  
*Team Building, UT Health Center at Tyler, 2001.*  
*Leadership Style Matters, Tyler Pipe, Tyler, Texas, 2000.*  
*Information Sharing Made Easy, The University of Texas at Tyler, 1996.*  
*Customer Inventory and Employee Tracking, The University of Texas at Tyler, Tyler, Texas, 1996.*  
*Virtual Offices & Alternative Workplaces - Research Findings, The University of Texas at Tyler, 1996.*  
*Doing Business on the Internet & the Role of the Small Business Institute, The University of Texas at Tyler, 1996.*  
*Everyone Is in Sales, Computer Help Desk, Tyler, Texas, 1996.*  
*Time Management, Downtown Business and Professional Women's Association, Tyler, Texas, 1995.*  
*Time Management, Marathon Oil Company, Tyler, Texas (1995).*  
*Main Street Project, Tyler Texas, Heart of Tyler, 1995.*  
*Communication Techniques, Carrier Corporation, Tyler, Texas, 1995.*  
*Time Management, CIVITAN, Tyler, Texas, 1994.*  
*Time Management, Lions Club, Tyler, Texas, 1994.*

*Motivating Your Employees; Marketing Research; and Human Relations in Management*; Taught courses for **The University of Texas at Tyler, Continuing Education**, 1994.

*The Small Business Institute, Leadership Tyler, Class V*, 1993.

*Time Management, Institute of Management Accountants*, Tyler, Texas, 1993.

*Time Management, Association of Club Managers*, Dallas, 1990.

*Managing Volunteers*; Speaker and Program Committee, **Ninth Annual Texas Leadership Conference** (1990).

*Communication and Personal Power, Texas Faculty Association*, Austin, 1990.

*Effective Presentations and Time Management, Medical Administrators of Texas*, Austin, 1990.

*Motivation and Delegation, Kiwanis Club*, Van, Texas, 1989.

*Motivation and Delegation, Trinity Valley Community College*, Athens, Texas, 1990.

*Time Management, American Association of University Women*, Tyler, Texas, 1989.

*Time Management, Association of Pharmaceutical Salespeople*, Tyler, Texas, 1989.

*Marketing Research for Home-Based Companies, Texas A & M Extension Service*, 1989.

*Motivation Techniques*, 1989; *Time Management, Lion's Club*, 1999.

*Time Management*, Seminars for **Better Business Bureau**, Longview and Tyler, Texas, 1989.

*Marketing Research for Health Professionals. Health Professionals of East Texas*, October 1989.

*Team Building*, Seminar for **Texas A&M University**, Texarkana, 1988.

*Team Building*, 2-day workshop for management of **New Medico**, Van, Texas, 1987.

*Leadership Styles, Purchasing Agents of East Texas*, 1987.

*Effective Listening, American Institute of Industrial Engineers*, Longview, Texas, 1987.

*Time Management, Mobile Nurses*, 1987.

*Small Business Institute*, Workshop for **East Texas Business Development and Jobs Creation Task Force**, 1987.

*Small Business Management, Smith County Extension Office*, 1987.

*Small Business Institute, Kilgore Lions Club*, 1987.

*Interviewing Etiquette, Business Students Organization, The University of Texas at Tyler*, 1987.

*Time Management Seminar, MBA Executive Development Program, Texas A&M University, Texarkana*, 1986.

*Starting and Managing a Successful Small Business*, Seminar by the **Small Business Institute, The University of Texas at Tyler**, 1986.

*Customer/Client Relations for Small Business*, Seminar sponsored by the **Small Business Institute, The University of Texas at Tyler**, 1986.

*Starting and Managing a Successful Business*, Panel member, **Better Business Bureau Seminar**, 1986.

*Delegation, Purchasing Management Association of East Texas*, 1986.

*Public Relations, Listening Skills and Dealing with the Public*, Workshop for **Region VII Education Service Center**, Kilgore, Texas, 1985.

*Successful Resumes and Interviewing: A Seminar on Job Hunting Skills, Tyler Public Library*, 1984.

Served on Steering Committee, *Women in Focus Workshop* sponsored by **The Governor's Commission for Women** Presented workshop, *Job Interviewing Techniques*, 1984.

*Time Management. The University of Texas at Tyler Bariatrics Class in Health and Physical Education Department*, 1984.

*Time Management Techniques, Goal Setting, and Listening Skills*, Seminars for **Aetna Life and Casualty**, 1984.

*Time Management, Child Nurture Club, The University of Texas at Tyler*, 1984.

Presented book review on management for **Tyler Public Library**, 1984.

*Job Interviewing Skills, Business Students Organization*, 1984.

*Time Management, Sales and Marketing Executives*, 1983.

Served on *Assessment Committee* to select Director of Personnel, **City of Tyler**, 1983.

*Time Management, East Texas Estate Planning Council*, 1983.

*Time Management for Teachers*, Teacher Center Symposium, **The University of Texas at Tyler**, 1983.

*Writing a Resume to Get the Job*, **Tyler Public Library**, 1983.

*Time Management and the Electronic Office*, Seminar for clients of **Story-Wright**, Tyler, 1983.

*How to Have Productive Employees during a Recession*, **Delta Drilling Co.** Presented to top management, 1982.

*Writing a Resume to Get the Job*, Workshop for **Tyler Public Library**, 1982.

*Time Management*, **National Association of Accountants**, Tyler Area Chapter, 1982.

*The Power of Communication*, Talented Youth Seminar, **The University of Texas at Tyler Continuing Education**, 1982.

*Decision Making: A Critical Managerial Skill*, Seminar at **The University of Texas at Tyler Continuing Education**, 1982.

*Effective Leadership*, Seminar for **The University of Texas at Tyler Continuing Education**, 1982.

*Communication for Managers*, Seminar for **The University of Texas at Tyler Continuing Education**, 1982.

*Communication in Purchasing*, **Purchasing Management Association of East Texas**, 1981.

*Time Management*, **Social Security Administration**, Tyler and Palestine, 1981.

*Motivation through Job Enrichment*, **Seminar for International Management Council**, Tyler, Texas, 1981.

*Effective Leadership Styles*, **Alpha Chi Faculty Lecture Series**, 1981.

*Management Concepts*, **Tyler Area Council of Camp Fire, Inc.**, 1980.

*Women Mean Business*, **Women's Career Conference**, Longview Mall, 1980.

*Motivation of Employees*, **American Businesswomen's Association**, 1979.

*Leadership and Personnel Management*, seminar presented to **Tyler Jaycees**, 1978.