

EXECUTIVE SUMMARY

Dr. Louis W. (Jody) Fry

BS Industrial Engineering, Southern Methodist University; MBA, American University, Washington, D.C.; Ph.D. Organization Theory and Behavior, The Ohio State University.

He has presented scholarly papers at National and International symposia, served on editorial review boards of *The Journal of Management*, *The Academy of Management Journal*, and *Organization Science*, and published articles and reviews in respected scholarly journals including: *The Leadership Quarterly*, *Personnel Psychology*, *Consulting Psychology Journal*, *Psychology of Religion & Spirituality*, *Organization Science*, *The Academy of Management Journal*, *Organizational Dynamics*, *Journal of Business Ethics*, *Journal of Occupational Behavior*, *Journal of Management*, *Journal of Management Spirituality and Religion*, *Public Integrity*, *Journal of Marketing Research*, *Public Choice*, *Human Relations*, *Journal of Applied Psychology*, and *The Academy of Management Review*. He was also guest editor for a special issue on spiritual leadership for *The Leadership Quarterly*.

A former editor of the *Journal of Management Spirituality and Religion*, Dr. Fry is currently a member of the editorial review boards of *The Leadership Quarterly*, *Public Inquiry*, and the *Journal of Management Spirituality and Religion* as well as the editor of the book series, *Advances in Workplace Spirituality: Theory, Research, and Application* for Information Age Publishing. The author of two books, *Maximizing the Triple Bottom Line Through Spiritual Leadership*, published by Stanford University Press and *Spiritual Leadership on Action: The CEL Story* published by Information Age Publishing, he is the founder of the International Institute for Spiritual Leadership (<http://www.iispiritualleadership.com/>) and a commissioned spiritual director. His present research, consulting and executive development interests are focused on maximizing the triple bottom line through spiritual leadership to co-create a conscious, sustainable world that works for everyone.

ABREVIATED VITA (2002 to Present)

Name Louis W. (Jody) Fry Department of Management, Texas A&M University central Texas

Current rank Professor and Graduate Faculty (Effective September 1, 2006)

ACADEMIC TRAINING

Ph.D. The Ohio State University. Major areas: Organization Theory and Behavior.
Minor Area: Multivariate Statistics and Quantitative Research Methods.

MBA American University. Major areas: Organizational Theory and Behavior.

BSIE Southern Methodist University. Major area: Industrial Engineering. Minor areas: Business Administration and Computer Science.

WORK EXPERIENCE

Sept 2009 to Present TEXAS A&M UNIVERSITY – CENTRAL TEXAS
Professor, Department of Management & Marketing,

Sept 1999 to 2009 TARLETON STATE UNIVERSITY – CENTRAL TEXAS
Professor, Department of Marketing, Management, & Administrative Systems

Aug 1997 to Aug 1999 THE UNIVERSITY of CENTRAL TEXAS
Associate Professor, Department of Business and Technology

1989 to May 1997 LWF ENTERPRISES, INC.
dba Southwest Homes
- President and Founder
- Responsible for selling and constructing custom single-family residences primarily for qualified lot owners.

1990 to May 1997 TEXAS A&M CORPUS CHRISTI
- Adjunct Professor, Department of Management

January 1989 to May 1997 President Southwest Homes, Corpus Christi, Texas

Fall 1986 to Dec 1988: THE UNIVERSITY of WASHINGTON
Associate Professor with Tenure, Department of Management and Organization, School of Business, University of Washington.

Adjunct Associate Professor of Psychology, Department of Psychology, University of Washington.

1983 to Summer 1986: Assistant Professor, Department of Management and Organization, University of Washington.

1978 to 1983: Assistant Professor of Management, Texas A&M University.

1974 to 1978: Teaching Associate Doctoral Student, The Ohio State University.

June 1971 to August 1974: Industrial Engineer, Review and Analysis Branch, Office of the Comptroller, Harry Diamond Research Laboratories, Washington, D.C. - a U.S. Army R&D Laboratory.

CUMULATIVE VITA

TEACHING

Courses Taught:

Tarleton State and Texas A&M University – Central Texas

Mgmt 500	Foundations of Management
Mgmt 501	Organizational Behavior (also taught online)
Mgmt 503	Ethics and Leadership
Mgmt 508	Organization Theory and Design (also taught online)
Mgmt 509	Capstone Seminar in Leadership (also taught online)
Mgmt 510	Leadership Formation and Development
Mgmt 511	Production Operations Management
Mgmt 585	Seminar in Organizational Transformation Through Spiritual Leadership
Mgmt 568	Organizational Change and Development
GB 565	Managerial Statistics
G B 588	Business Policy and Strategy
G B 598	Business Research Methods
Mgmt 301	Principles of Management (also taught online)
Mgmt 350	Organizational Behavior and Administration (also taught online)
GB 311	Business Statistics
GB 459	Business Strategy

SERVICE

University and COBA Service

Program co-ordinator, MS One Planet Leadership
 Chair: University Tenure and Promotion Committee 2009 – Present
 Chair Management Department Faculty Evaluation Review Committee 2015
 MS Management & Leadership Program Co-Advisor. 2005-Present
 Post Tenure Review Committee 2013 - 2015

Academic Workload Committee 2014 - 2015
Faculty Scholarship and Research Committee 2014 - 2015
Graduate Council 2013-2014
Ad Hoc Peer review Committee 2014
Faculty Scholarship and Research Committee 2014
Dean's Search Committee 2014
MS Management & Leadership Program Coordinator 2003- 2014
Chair: Division of Business Academic Review Committee
University Planning Council 2009-2011
Academic Planning Council 2008 - 2010
Advisor BBA Management Program 2006 - 2012
Library Committee 2000 – 2012
Faculty Development Committee 2000 - 2009
University Planning Council 2004-2007
Chair Strategic Planning Steering Committee, Killeen Campus 2003-2007
University Planning Council Subcommittees on Leadership and Outreach and Off-campus Initiatives, 2006.
Co-Chair Faculty Research Forum. 2001-2003.
MS Management Program review Committee 2001-2003.
Faculty Workload Taskforce 2000-2001.
MBA Program Review Committee 2001-2002.

Professional Service

Reviews for Journals, Meetings and Publishers

Member Editorial Review Board, *The Leadership Quarterly*, 2001-Present.
Member Editorial Review Board, *Journal of Management, Spirituality & Religion*, 2004-Present.
Book Series Editor for Information Age Publishing on *Advances in Workplace Spirituality, Theory, Research, and Practice*. 2008 - Present
Member Editorial Review Board, *Public Integrity*, 2015-2017
Editor, *Journal of Management, Spirituality and Religion*, 2007 – 2012.
Editor, Special Issue on Spiritual Leadership, *The Leadership Quarterly*, October 2005.
Served as a reviewer of manuscripts for the Management Spirituality and Religion Division, National Academy of Management Meeting, 2002-Present.
Served as a reviewer of manuscripts for the Organizational Behavior Track for the 2002 Southwest Academy of Management conference.

Professional Memberships and Activities

Program Chair for Professional Development Workshops, MSR Division Academy of Management 2015
Chairman of the outstanding Dissertation Award Committee for the Management, Spirituality, & Religion Division, Academy of Management, 2006-2009
Representative at Large for the Management, Spirituality, and Religion Division, Academy of Management, 2002-2003
Member, Academy of Management 1975-Present

RESEARCH

Research Publications and Presentations

In Press, Under Review, and In Process Papers

Allen, S., & Fry, L. (in process) The Role of Spiritual Direction in Executive Coaching. Being prepared for submission to the *Consulting Psychology Journal*.

Fry, L. & Egel, E. (in process). Global Leadership for Sustainability. Being prepared for submission to *The Leadership Quarterly*.

2018 Presentations and Publications:

Yang, M. & Fry, L. (2017). Spiritual Leadership as a Model for Reducing Burnout in Medical Laboratories. *Journal of Management, Spirituality & Religion*, 15, 4, 305-324.

Fry, L. (2018). Spiritual Leadership in the Workplace. In Ricky Griffin (Ed.). *Oxford Bibliographies in Management*. New York: Oxford University Press.

Egel, E. & Fry, L. (2018). Cultivating a Global Mindset through Being-Centered Leadership. In J. Neal (Ed.), *Handbook of Personal and Organizational Transformation*. New York, NY: Springer Publishing.

Fry, L. (2018). Spiritual Leadership in Public Administration. Farazmaud, A. (Ed.) *Global Encyclopedia of Public Administration and Public Policy*. NY, NY: Springer Publishing.

Fry, L. (2018). *Cultivating the Being, Knowing, and Doing Elements of the Sustainability Mindset*. Workshop, Conference on The Sustainability Mindset, Montepulciano, Italy.

Fry, L. & Bishop, C. (2018). *Cultivating a Spirit-in Action Spiritual Leadership Practice for Authenticity*. Workshop, International Leadership Association Conference, Palm Beach, Florida.

Fry, L. & Egel. (2018). *Global Leader and Leadership Development for Sustainability*. Workshop, International Leadership Association Conference, Palm Beach, Florida.

2017 Presentations and Publications:

Fry, L. & Egle, E. (2017). Spiritual Leadership: Embedding Sustainability in the Triple Bottom Line. *Graziadio Business Review*, 20, 3, Retrieved from <https://gbr.pepperdine.edu/2017/12/spiritual-leadership/>

Fry, L., Latham, J., Clinebell, S., & Krahnke, K. (2017). Spiritual Leadership as a Model for Performance Excellence: A Study of Baldrige Award Recipients. *Journal of Management, Spirituality & Religion*, 14, 1, 22-47.

Egel, E. & Fry, L. (2017). Spiritual Leadership as a Model for Islamic Leadership. *Public Integrity*, 19, 1,

77-95.

- Fry, L. & Egel, E. (2017). A Model of Leadership for Sustainability. Paper presentation, International Leadership Association, Brussels, Belgium.
- Fry, L. & Egel, E. (2017). *Global Leadership for Sustainability*. Paper presentation. International Association for Management, Spirituality & Religion, Fayetteville, Arkansas.
- Fry, L. (2017). *The Interface of Spirituality and Sustainability: Self-Transcendence and Interconnectedness*. Symposium presenter, Academy of Management, Atlanta, Georgia.
- Fry, L. (2017). *Business Schools and Inner Life: A contradiction in Terms?* Symposium presenter. International Association for Management, Spirituality & Religion, Fayetteville, Arkansas.
- Fry, L. (2017). *Spiritual Leadership Research and Its Relevance for Practice*. Invited presentation, Universite Catholique de Louvain Religions, Spiritualities, Societies Research Institute, Leuven, Belgium.
- Fry, L. (2017). *Spiritual Leadership as a Catalyst for Interfaith and Intercultural Dialogue*. Invited presentation, Evangelische Theologische Faculteit Institute of Leadership and Social Ethics, Leuven, Belgium.

2016 Presentations and Publications:

- Fry, L. (2016). Workplace Spirituality and Leadership. Rogleberg, S. (Ed). *Encyclopedia of Industrial and Organizational Psychology*. 2nd Ed. London: Sage Publications. 4:1785-1789.
- Egel, E & Fry, L. (2016). *Global Leadership*. Paper presentation. International Conference on Leadership, Innovation, and Entrepreneurship, Dubai, UAE.
- Fry, L. (2016). *Pursuit of Meaningfulness in Organizational Life: Religious, Spiritual and Secular Perspectives*. Symposium presenter, Academy of Management, Anaheim, California.
- Egel, E. & Fry, L. (2016). *Teaching About Spirituality, Religion & Leadership in Management and Leadership Courses*. Symposium presenter, Academy of Management Anaheim, California.
- Fry, L. (2016). *Experiential Exercises That Create Organizational Meaningfulness by Developing a Workplace Spirituality Skill Set*. Workshop, Academy of Management, Anaheim, California.

2015 Presentations and Publications:

- Fry, L. & Kriger, M. (2015). Toward a Theory of Being-Centered Leadership: Multiple Levels of being as Context for Effective Leadership. Reprint in *Change Leadership*. Dumas, C. (Ed.). London: Sage Publications Originally Published Human Relations, 62, 11, 1667-1696.
- Egel, E. & Fry, L. (August, 2015). *Impact of Spiritual Leadership on Team Creativity*. Paper presentation, Academy of Management. Vancouver Canada.

Fry, L. (August, 2015). *Islamic Leadership: Linking Theory and Research with Practice*. Symposium presenter. Academy of Management. Vancouver Canada.

Fry, L. (August, 2015). *Teaching Spirituality as a Skill Set for Effective Organizational Governance*. Symposium presenter. Academy of Management. Vancouver Canada.

Fry, L., (May 2015). *Spiritual Leadership: Theory, Research, and Practice*. Invited presentation. Conference "Leadership: Today & Tomorrow. Bled, Slovenia.

Fry, L. (May, 2015). *Spiritual Leadership Paradigms and Organizational Analysis*. Invited presentation. Exeter University Seminar on Developing Ethical Leaders: The Contribution of Philosophy and Spirituality. Exeter, United Kingdom.

2014 Presentations and Publications:

Benefiel, M., Fry, L. & Geigle, D. (2014). Spirituality and religion in the workplace: History, Theory, and Research. *Psychology of Religion and Spirituality*, 6, 4, 175-187.

Fry, L., Latham, J., Clinebell, S., & Krahnke, K. *Spiritual Leadership as a Model for Implementing the Baldrige Performance Excellence Model*. Paper presentation, Academy of Management. Philadelphia, Pennsylvania.

Fry, L. (2014). *Developing and Implementing Organizational and Personal Spiritual Leadership*. Three day Professional Development Workshop, September, 2014. Graduate School of Leadership, St. Petersburg Christian University, St. Petersburg, Russia.

Fry, L. (2014). *Presence, and Self-Compassion: Researching the Impact of Mindfulness at Work*. Workshop, Academy of Management. Philadelphia, Pennsylvania.

Fry, L. (2014). *See Better, Be Better! – Religious Literacy and Managerial Decisions*. Presenter, Professional Development Workshop. Academy of Management. Philadelphia, Pennsylvania.

Fry, L. (2015). *The Challenge of Measuring Workplace Spirituality*. Workshop, Spirituality and Creativity in Management World Congress, Barcelona, Spain.

Fry, L. (2015). *Implementing Organizational Spiritual Leadership: The Spiritual Leadership Survey*. Invited presentation, Conference on Leadership, University of Monaco, Monaco.

Fry, L. (2014). *Spiritual Leadership, Performance, and Maximizing the Triple Bottom Line*. Invited presentation, International Conference on Leadership and Spirituality, Kursk Management, Economics, and Business Institute, Kursk Russia.

2013 Presentations and Publications:

Fry, L. (2013). The Origin and Essence of Maximizing the Triple Bottom Line Through Spiritual Leadership. *Quiddity*, 6, 2, 65-72.

Fry, L. & Wigglesworth, C. (2013). Toward a Theory of Spiritual Intelligence and Spiritual Leader Development. *International Journal of Organization Leadership*, 1, 1, 47-79.

Fry, L. (2013). Spiritual Leadership and Faith and Spirituality in the Workplace. In J. Neal (Ed.). *Handbook of Faith and Spirituality in the Workplace: Emerging Research and Practice* (pp. 697-704). New York, NY: Springer.

Hill, P., Jurkiewicz, C., Giacalone, R. & Fry, L. (2013). From concept to science: Continuing steps in workplace spirituality research. In R. F. Paloutzian and C. L. Park (Eds.). *Handbook of the Psychology of Religion and Spirituality*, 2nd Ed. New York: Guilford Press

Fry, L. & Nisiewicz, M. (2013) *Maximizing the Triple Bottom Line through Spiritual Leadership*. Palo Alto, CA: Stanford University Press

Fry, L. & Altman, Y. (2013). *Spiritual Leadership in Action: The CEL Story*. Charlotte, NC: Information Age Publishing.

Egel, E. & Fry, L. (2013). *Spiritual Leadership as a Model for Islamic Leadership Development*. Paper Presentation, Academy of Management. Orlando, Florida.

Rollins, R. & Fry, L. (2013). *Impact of Spiritual Leadership on Information Technology Projects*, Paper presentation, Academy of Management. Orlando, Florida.

2012 Presentations and Publications:

Sweeney, P. & Fry, L. (2012). Character Development through Spiritual Leadership. *Consulting Psychology Journal*, 64, 2, 89-107.

Dayler, L. & Fry, L. (2012). *Impact of Spiritual Leadership on Catholic Organizational Identity*. Paper presentation, Academy of Management. Boston, Mass.

Fry, L. (2012). *Implications of Research on Spirituality and Religion in the Workplace for Wisdom at Work*. Invited presentation, Wisdom at Work Conference sponsored by the Tyson Center for Faith and Spirituality in the Workplace, University of Arkansas. Fayetteville, Arkansas.

2011 Presentations and Publications:

Benefiel, M. & Fry, L. (2011). *Spirituality and Religion in the Workplace: An Overview and a Way Forward*. Academy of Management, San Antonio, Texas.

Hannah, S., Walumba, F., & Fry, L. (2011). Leadership in action teams: Team leader and members' authenticity, authenticity strength, and team outcomes. *Personnel Psychology*, 64, 771-802.

2010 Presentations and Publications:

Fry, L., Matherly, L. & Ouimet, R. (2010). The spiritual leadership balanced scorecard business model: The case of the Cordon-Bleu-Tomasso Corporation, *Journal of Management, Spirituality, and*

Religion, 7, 4, 283-315.

Fry, L. (2010). *Latest Advances in Spiritual Leadership Theory and Research*. International Conference on Spirituality and Management, Vienna, Austria.

2009 Presentations and Publications:

Fry, L. & Kriger, M. (2009). Toward a Theory of Being-Centered Leadership: Multiple Levels of being as Context for Effective Leadership. *Human Relations*, 62, 11, 1667-1696.

Fry, L. (2009). Spiritual Leadership as a Model for Student Inner Development. *Journal of Leadership Studies*, 3, 3, 79-82.

Fry, L. & Coen, M. (2009). Spiritual Leadership as a Paradigm for Organizational Transformation and Recovery of Extended Work Hours Cultures. *Journal of Business Ethics*, 84, 265-278.

Fry, L., Sedgmore, L. & Atman, Y. (2009). *Maximizing the Triple Bottom Line through a Spiritual Leadership Balanced Scorecard Business Model: The CEL Story*. Academy of Management meeting, Chicago, Illinois.

2008 Presentations and Publications:

Fry, L. (2008). Spiritual Leadership: State-of-the-Art and Future Directions for Theory, Research, and Practice. In J. Biberman & Tishman, L. (Eds.), *Spirituality in Business: Theory, Practice, and Future Directions* (pp. 106-124). New York: Palgrave.

Fry, L. W. & Slocum, J. (2008). Maximizing the Triple Bottom Line Spiritual Leadership. *Organizational Dynamics*, 31, 1, 86-96.

Fry, L.W. (2008). *Contemporary Theories of Spiritual Leadership*. Symposium on Spiritual Leadership: Past, Present and Future, International Leadership Association meeting, Los Angeles, California.

Fry, L. W. & Fields, D. (2008). Leadership Assessment in Research and Practice. Roundtable presentation, International Leadership Association meeting, Los Angeles, California.

2007 Presentations and Publications:

Fry, L. W., Matherly, L. L., Whittington, J. L., Winston, B. (2007). Spiritual Leadership as an Integrating Paradigm for Servant Leadership. S. A. Singh-Sengupta and D. Fields (Eds.), *Integrating Spirituality and Organizational Leadership*. Deli: Macmillan India Ltd. 70-82.

Fry, L. W. (2007). *Positive Approaches to Leadership: Dong Well by Doing Good*. Major presenter on an All-Academy Symposium for the Academy of Management meeting, Philadelphia, Pennsylvania.

Fry, L. W., Nisiewicz, M., Vitucci, S. (2007). *Transforming Police Organizations through Spiritual Leadership: Measurement and Establishing a Baseline*. Paper presented at the National Meeting of the Academy of Management, Philadelphia, Pennsylvania.

Fry, L. W., Nisiewicz, M., Vitucci, S., & Cedillo, M. (2007). *Transforming City government through Spiritual leadership: Measurement and Establishing a Baseline*. Paper presented at the National Meeting of the academy of management, Philadelphia, Pennsylvania.

Fry, L. W. & Matherly, L. (2007). Workplace Spirituality, Spiritual Leadership and Performance Excellence. Steven G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology*. San Francisco: Sage Publications.

2006 Presentations and Publications:

Fry, L. W., Matherly, L. & Vitucci, S. (2006). Spiritual Leadership Theory as a Source for Future Theory, Research, and Recovery for Workaholism. Ronald Burke, (Ed.), *Research Companion to Workaholism in organizations*, New Horizons in Management Series. Edward Elgar Publishing.

Fry, L. W. & Matherly, L. L. (2006). *Spiritual leadership as an Integrating Paradigm for Positive Leadership Development*. Paper presented at the International Gallup Leadership Summit, Washington, D.C.

330-352.

Fry, L. W. & Matherly, L. L. (2006). *Spiritual Leadership and Organizational Performance*. Paper presented at the Academy of Management, Atlanta, Georgia.

Fry, L. W. (2006). Presentation on Research in MSR. *Management, Spirituality, and Religion Doctoral and Junior Faculty Consortium*. Presented at the Academy of Management, Atlanta, Georgia.

2005 Presentations and Publications:

Fry L.W. & Vitucci S. & Cedillo, M. (2005). Spiritual Leadership and Army Transformation: Theory, Measurement, and Establishing a Baseline. *The Leadership Quarterly*, 16, 835-862.

Fry, L. W. (2005). Toward a Theory of Ethical and Spiritual Well-being, and Corporate Social Responsibility Through Spiritual Leadership in Giacalone, R.A., Jurkiewicz, C.L., & Dunn, C., (Eds.). *Positive Psychology in Business Ethics and Corporate Responsibility*. Greenwich, CT: Information Age Publishing, 47-83.

Giacalone, R.A., Jurkiewicz, C.L., and Fry, L. W. (2005). From Advocacy to Science: The Next Steps in Workplace Spirituality Research. In R. Paloutzian & Park, C. L., (Eds.), *Handbook of the Psychology of Religion and Spirituality*. Newbury Park, CA: Sage. 515-528.

Fry, L.W. & Whittington, J.L. (2005). In Search of Authenticity: Spiritual Leadership Theory as a Source for Future Theory, Research, and Practice on Authentic Leadership. In B. Avolio, Gardner, W. & Walumbwa, F. (Eds.). *Authentic Leadership: Origins, Development and Effects*. Monographs in Leadership and management. New York: Elsevier Ltd., 3, 183-200.

Fry, L. W. (2005). Toward a Paradigm of Spiritual Leadership. *The Leadership Quarterly*, 16, 619-622.

Fry, L.W. & Whittington, J.L. (2005). Spiritual Leadership as a Paradigm for organizational Transformation and Development. Paper presentation at the national meeting of the Academy of Management, Honolulu, Hawaii.

2004 Presentations and Publications:

Fry, L. W. (2004). Handbook of Workplace Spirituality and Organizational Performance (Invited Book Review). *Academy of Management Executive*, Aug., Vol. 18 Issue 3, p. 165-167.

Fry, L.W. (2004). "Where and How to Publish on Spirituality in Organizations." Workshop lead presenter. Meeting of the National Academy of Management, New Orleans.

Delbecq, A. & Fry, L.W. (2004). "Understanding Theory Development as a Human and Spiritual Progression." Meeting of the National Academy of Management, New Orleans.

Fry, L.W. (2004). "Ethical and Spiritual Well-being and Corporate Social responsibility through Spiritual Leadership. Meeting of the National Academy of Management, New Orleans.

2003 Presentations and Publications:

Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. *The Leadership Quarterly*, 14, 693-727.

Fry, L. W. and Giacalone, R.A. (2003). "Exploring Critical Issues to Aid Recognition of Management, Spirituality, and religion as a Legitimate Domain for Social Science Inquiry." Meeting of the National Academy of Management, August 4, Seattle Washington.

Fry, L.W. (2003). "Spiritual Leadership as Intrinsic Motivation Through Vision, Hope/Faith and Altruistic Love." Meeting of the National Academy of Management, August 5, Seattle Washington.

Malone, P. and Fry, L.W. (2003). "Transforming Schools Through Spiritual Leadership: A Field Experiment". Meeting of the National Academy of Management, August 6, Seattle Washington.

2002 Presentations and Publications:

Fry, L. W. (2002). Discussant, "Research in Spirituality From Concept to Application." Meeting of the National Academy of Management, August 11, Denver, Colorado.

Fry, L.W. and Malone, P. (2002). "Transforming Schools Through Spiritual Leadership". Association for Supervision and Curriculum And Development National Conference, March 10, San Antonio.

Fry, L.W. (2002). "Organizational Transformation through Spiritual leadership." Invited presentation on by the Department of Management, Texas Tech University, June 21,

