

**LAURA J. BLACK**

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(406) 920-2513

**EDUCATIONAL BACKGROUND**

- Ph.D.**, Sloan School of Management, MIT, Cambridge, MA June 2002  
System Dynamics / Operations Management and Organization Studies  
Dissertation: *Collaborating Across Boundaries: Theoretical, Empirical, and Simulated Explorations*  
Research funded in part by MIT's Center for Innovation in Product Development
- M.B.A.**, The University of Texas at Austin, Austin, TX May 1993  
Concentration in Information Systems Management, with honors
- B.A.**, The University of Texas at Austin, Austin, TX May 1985  
College of Liberal Arts Honors Program, with high honors  
Concentrations: English, sociology, mathematics

**ACADEMIC POSITIONS**

Associate Professor, August 2010 – present;  
Research Coordinator, July 2015 – present (part-time)  
Assistant Professor, August 2004 – July 2010;  
Visiting Assistant Professor, August 2002 – May 2004  
**Montana State University, College of Business** Bozeman, Montana

- Teach required and elective undergraduate business courses with enrollments including business and non-business majors  
*Three times won teaching awards; recognized by students and graduates as instructor with high expectations, offering education of enduring value*
- Served as Management Option Faculty Coordinator AY 2011-2012
- Provide service to college and university committees addressing curriculum changes, promotion and tenure, policies supporting research activities, and preparation of university's successful proposal to NSF ADVANCE Institutional Transformation
- Maintain active research streams through independent efforts and collaborations with faculty at institutions around the world
- Selected to participate in 2012 HERS Summer Institute at Bryn Mawr (Higher Education Resources Services), national summit for presidents, chancellors, deans, and directors in higher education

**University of Lugano [Università della Svizzera italiana]** Lugano, Switzerland  
Master's Program for Advanced Studies in Humanitarian Logistics and Management  
Master's Program for Advanced Studies in Supply Chain and Operations Management  
Faculty Member, January 2009 - present

- Teach intensive Strategic Planning course to students working full-time in humanitarian aid and economic development organizations
- Deliver workshop on How to (Start and) Finish a Thesis
- Supervise Master's theses

## EDITORIAL POSITIONS

Managing Editor, *System Dynamics Review*, December 2012 - present

## RESEARCH ACTIVITIES

### Publications

- Richardson, George P., Laura J. Black, Michael Deegan, Navid Ghaffarzadegan, Donald Greer, Hyunjung Kim, Luis F. Luna-Reyes, Roderick MacDonald, Eliot Rich, Krystyna Stave, Nicole Zimmermann, David F. Andersen. 2015. "Reflections on peer mentoring for ongoing professional development in system dynamics," *System Dynamics Review*, 31 (3):: 173-181. doi: 10.1002/sdr.1542
- Black, Laura J. 2013. "When Visuals Are Boundary Objects in System Dynamics Work," *System Dynamics Review*, 29 (2): 70-86. doi: 10.1002/sdr.1496
- Andersen, Deborah L., Luis F. Luna-Reyes, Vedat G. Diker, Laura J. Black, Eliot Rich, and David F. Andersen. 2012. "The Disconfirmatory Interview as a Strategy for the Assessment of System Dynamics Models," *System Dynamics Review*, 28 (3): 255-275. doi: 10.1002/sdr.1479
- Lambert, Christophe G. and Laura J. Black. 2012. "Learning from Our GWAS Mistakes: From Experimental Design to Scientific Method," *Biostatistics*, 13 (2): 195-203. doi:10.1093/biostatistics/kxr055
- Black, Laura J. and David F. Andersen. 2012. "Using Visual Representations as Boundary Objects to Resolve Conflict in Collaborative Model-Building," *Systems Research and Behavioral Science*, 29: 194-208. doi: 10.1002/sres.2106
- Luna-Reyes, Luis F., Laura J. Black, Anthony M. Cresswell, and Theresa A. Pardo. 2008. "Knowledge-sharing and Trust in Collaborative Requirements Analysis," *System Dynamics Review*, 24 (3): 265-297
- Black, Laura J., Paul R. Carlile, and Nelson P. Repenning. 2004. "A Dynamic Theory of Expertise and Occupational Boundaries in New Technology Implementation: Building on Barley's Study of CT-Scanning," *Administrative Science Quarterly*, 49 (4): 572-607
- Repenning, Nelson P., Paulo M. Gonçalves, and Laura J. Black. 2001. "Past the Tipping Point: The Persistence of Fire Fighting in Product Development," *California Management Review*, 43 (4): 44-63
- Reprinted as Repenning, N., P. Gonçalves, and L. Black, "Past the Tipping Point: The Persistence of Fire Fighting in Product Development," *IEEE Engineering Management Review*, 30 (4)
- Black, Laura J. and Nelson P. Repenning. 2001. "Why Firefighting Is Never Enough: Preserving High-Quality Product Development," *System Dynamics Review*, 17(1): 33-62

### Book Reviews

- Black, Laura J. 2013. The Innovation Butterfly: Managing Emergent Opportunities and Risks during Distributed Innovation (by E.G. Anderson Jr. and N.R. Joglekar), *System Dynamics Review*, DOI: 10.1002/sdr.1488

### **Under Review**

"Not-for-profit control systems: Utilizing Simons' levers of control framework to understand strategic boundary system trade-offs," co-authored with E. Gamble and A. Thorsen, submitted to American Accounting Association Western Region Conference

"Not-for-profit control systems: Utilizing Simons' levers of control framework to understand strategic boundary system trade-offs," co-authored with E. Gamble and A. Thorsen, submitted to *Management Accounting Review*

### **Working Papers**

"Modeling and Simulation as Boundary Objects to Facilitate Interdisciplinary Research in Public Management," co-authored with L. Luna-Reyes, W. Ran, et al.

"Social Accumulations in Technical Progress: Emergent Control in IS Integration Efforts," co-authored with L. Luna-Reyes

### **Research Positions**

Research Fellow, Innovation and Regional Development Research Group, FoKoS, University of Siegen (Germany), September 2013 – June 2014

Post-doctorate Researcher, Center for Technology in Government, University at Albany, Albany, NY, April – June, 2002

### **Grants and Fellowships**

National Science Foundation, Virtual Organizations as Sociotechnical Systems (VOSS) September 2008 – August 2009, "VOSS: Constructing and Modifying Meaning in Complex Projects," \$100,626 (NSF Grant No. OCI-0838317) Principal Investigator (with co-PIs from Montana State University, Aerospace Corporation, Boston University, and University at Albany)

Montana State University, with funding from the National Science Foundation ADVANCE Leadership Award Grants for Women Faculty, 2009-2010, \$10,557

Montana State University College of Business

Summer 2011, Bracken Curriculum Innovation Grant, \$2000

Summer 2010, Bracken Curriculum Innovation Grant, \$2000

Summer 2008, Bracken Curriculum Innovation Grant, \$750

Summer 2007, Bracken Curriculum Innovation Grant, \$2000

Summer 2006, Bracken Curriculum Innovation Grant, \$1000

### **Selected Refereed Conference Proceedings and Abstracts**

"Where Have My People Gone? Utilizing Control Levers to Understand and Improve Recruitment and Retention at a Not-for-profit," co-authored with E. Gamble and A. Thorsen, INFORMS Annual Meeting, Philadelphia, PA November 2015

"Meaning-making in the Process of Participatory System Dynamics Research," co-authored with N. Zimmermann, C. Shrubsole and M. Davies, International System Dynamics Conference, Cambridge, MA July 2015

"The Seen and Unseen: Emergent Control and Project Progress in IS Integration Efforts," co-authored with L. Luna-Reyes, D.F. Andersen, and T.A. Pardo, International System Dynamics Conference, Cambridge, MA July 2015

"How Entrepreneurs View Success: A Contextual Explanation of Entrepreneurial Behavior," co-authored with K. Ettl and F. Welter, Babson College Entrepreneurship Research Conference, Boston, MA June 2015

- "Women Entrepreneurs' Views of Success: A Contextual Explanation of Entrepreneurial Behavior," co-authored with K. Ettl and F. Welter, to Diana International Research Conference, Boston, MA June 2015
- "Dynamics of Strategy Activities and Framing Processes in Organizational Identity Transitions," co-authored with D.R. Greer and N.S. Zimmermann, International Conference of the System Dynamics Society, Delft, The Netherlands July 2014
- "Meaning-making in Transdisciplinary Research," co-authored with D.R. Greer and N.S. Zimmermann, European Group on Organization Studies, Rotterdam, The Netherlands July 2014
- "Dynamics of Identity Transitions," co-authored with D.R. Greer and N.S. Zimmermann, European Group on Organization Studies, Paper Development Workshop, Rotterdam, The Netherlands July 2014
- "A Dynamic Perspective of Organizational Attention," co-authored with N. Zimmermann, German Organization Theory Workshop, Jena, Germany February 2014
- "Integrating Mechanisms of Organizational Change to Explain Modes of Adaptation," co-authored with N. Zimmermann, German Organization Theory Workshop, Jena, Germany February 2014
- "Modes and Mechanisms of Organizational Change," co-authored with N. Zimmermann, Academy of Management Conference, Orlando, FL August 2013
- "A Theory of Shift and Stasis in Organizational Attention," co-authored with N. Zimmermann, Academy of Management Conference, Boston, MA August 2012
- "Complex Contracted Governmental Projects and the Challenge of Shared Understanding," co-authored with N. Ghaffarzadegan, D.F. Andersen, and D.R. Greer, Academy of Management Conference, Boston, MA August 2012
- "Examining Disconnects as Drivers of Cost and Time Overruns in Complex Innovative Government Development Programs: A Multi-Method Approach," co-authored with N. Ghaffarzadegan, D.R. Greer, and D.F. Andersen, Association for Public Policy Analysis and Management, Washington, DC November 2009
- "You Meant What?! Socially Constructing Meaning with Ongoing Interactions," co-authored with D.R. Greer, International System Dynamics Conference, Albuquerque, NM July 2009
- "Path Dependency and the Role of Delays in Creating Shared Understanding in Dyadic Communication: Lessons from a Simulation Model," co-authored with N. Ghaffarzadegan, D.R. Greer, and D.F. Andersen, International System Dynamics Conference, Albuquerque, NM July 2009
- "The Hero and the Warrior in New Venture Growth," co-authored with J.L. House, International System Dynamics Conference, Albuquerque, NM July 2009
- "Assessing Executability in Large Complex Programs," co-authored with D.R. Greer, R.J. Adams, S. Eslinger, D.X. Houston, IEEE Aerospace Conference, Big Sky, MT March 2009
- "Untangling the Epistemological and Ontological Challenges of Knowledge Integration in New Product Development," co-authored with P.R. Carlile, Academy of Management, Anaheim, CA August 2008
- "Collaborative Requirements Analysis: Sharing Knowledge and Building Trust in Interorganizational User Groups," co-authored with L.F. Luna-Reyes, Western Academy of Management, Oakland, CA April 2008

- "Accumulations of Legitimacy: Exploring Insurgency and Counter-Insurgency Dynamics," co-authored with E. Anderson, International System Dynamics Conference, Boston, MA August 2007
- "Math Preparation of Entering Business Students," co-authored with B.R. Raymond, Western Decision Science Institute, Denver, CO April 2007
- "Accelerating Collaboration with Insights from Boundary Objects and Symbolic Interaction," co-authored with D.R. Greer, System Dynamics Winter Conference, Austin, TX January 2007
- "Knowledge Generation Across Organizational Boundaries: A Theoretical Framework," Academy of Management, Organization and Management Theory Division, Atlanta, GA August 2006
- "Reducing Cross-Organization Disconnects in Large Space System Development Programs," co-authored with D.R. Greer and R.J. Adams, International System Dynamics Conference, Nijmegen, The Netherlands July 2006
- "Leadership and the Dynamics of Inter-Organization Communication and Development," co-authored with D.R. Greer and R.J. Adams, Lean Aerospace Initiative Plenary, San Antonio, TX April 2006
- "Improving Inter-Organizational Baseline Alignment in Large Space System Development Programs," co-authored with D.R. Greer and R.J. Adams, IEEE Aerospace Conference 2006, Big Sky, MT March 2006
- "Identifying and Mitigating Risk across Organizational Boundaries in Software-Intensive Space System Programs," co-authored with D.R. Greer and R.J. Adams, Space System Engineering Risk Management Symposium, Los Angeles, CA; *named Best Paper of the conference* October 2005
- "Teaching Undergraduates about Dynamic Systems," co-authored with B. Raymond, Western Decision Sciences Institute, Vancouver, British Columbia, Canada; *named Best Paper for Innovative Education track* April 2005
- "System Dynamics Modeling: Integrating Acquisition, Program, and Technical Management," co-authored with R.J. Adams, D.R. Greer, and A. Gupta, Systems and Software Technology Conference, Salt Lake City, UT April 2005

### **Selected Invited Research Presentations**

- "Constructing Social Agreements," Keynote Speaker PhD Colloquium, International System Dynamics Conference, Delft, The Netherlands July 2014
- "Modeling as a Social Act," Keynote Speaker, German Chapter of the International System Dynamics Society, Karlsruhe, Germany May 2014
- "Meaning-making in Transdisciplinary Research," FoKoS Jour Fixe Presentation, University of Siegen, Siegen, Germany May 2014
- "Social Accumulations and Technical Progress: Emergent Control in Collaborative Processes," System Dynamics Workshop, Graduate School of Excellence in Advanced Manufacturing Engineering, University of Stuttgart, Stuttgart, Germany February 2014
- "Situated, Integrative Meaning: Understanding the Role of Representations in Transdisciplinary Collaboration," Workshop on Process Theories of Collaboration, University of Bern, Switzerland December 2013
- "Policies for Organizational Innovation and Change — Research Overview," FoKoS Innovation Research Group, University of Siegen, Germany October 2013

- "The Role of Boundary Objects in Constructing Social and Technical Innovations,"  
Brown School of Social Work, Washington University in St. Louis, MO April 2013
- "Change and Innovation: Linking Practice, Identity, and Stakeholder Research," FoKoS  
Innovation Research Group, University of Siegen, Germany July 2012
- "Recognizing Problems in Product Development Stage Gates, or Another Take on Double-  
Blind Review," Decision & Policy Sciences Group, Rockefeller College of Public  
Affairs and Policy, University at Albany, NY March 2010
- "Building Bridges to Collaborative Ends," presentation for the NSF ADVANCEnet  
Workshop "Science in the Public Interest," Montana State University May 2009
- "Trust and Collaboration in IT Requirements Analysis," co-authored L.F. Luna-Reyes,  
Montana State University College of Business faculty seminar April 2008
- "'You Meant What?!' Taking Iteration Seriously in the Social Construction of Knowledge,"  
co-authored with D.R. Greer, Decision Analysis and Policy Sciences seminar,  
Rockefeller College of Public Affairs and Policy, University at Albany March 2008

## TEACHING

### Undergraduate Courses Taught

Jake Jobs College of Business & Entrepreneurship

- Surviving & Thriving in the Freelance Economy, BMGT 491 (Special Topics Seminar)
- Introduction to Business Decision Support Systems, BMIS 211
- Business Senior Seminar, BGEN 499 / BUS 474
- Professional Communications, BMGT 205 / BUS 201
- Entrepreneurial Marketing, MKTG 446
- Entrepreneurial Experience, MGMT 463
- Freshman Seminar, BGEN 194 / BUS 101

### Graduate Courses Taught

University of Lugano, Switzerland

- Introduction to System Dynamics with Supply Chain Modeling, Master of Advanced  
Studies in Humanitarian Supply Chain and Operations Management
- Strategic Planning (intensive 3-day course), Master of Advanced Studies in Humanitarian  
Logistics and Management; Master of Advanced Studies in Humanitarian Supply  
Chain and Operations Management

University of Bern, Switzerland

- Introduction to System Dynamics for Social Science Researchers, Ph.D. Seminar  
Sloan School of Management, MIT
- System Dynamics for Business Policy II, 15.875 (Teaching Assistant)

### Graduate Work Supervised

- Master's theses, Master of Advanced Studies in Humanitarian Operations and Supply Chain  
Management, University of Lugano, Switzerland:
- Saleh Olimny, "Cost- Effectiveness Analysis of the United Nations Humanitarian  
Response Depot (UNHRD) Accra and the Proposed Regional Warehouse in  
Mombasa for Emergency Relief Items Prepositioning in East Africa" 2014
  - Maria Rumman, "Re-thinking Accessibility in the Complex Crisis of Syria" 2014

- Sanja Celebic-Lukovac and Mandie Alexander-Taljaard, “Bridging the Gap: A New Paradigm for the Transition between Emergency Response and Post-crisis Programmes” 2014
- Master’s theses, Master of Advanced Studies in Humanitarian Logistics and Management, University of Lugano, Switzerland:
- Alfred Kashweka (co-supervised), “Merging Contemporary and Indigenous Knowledge Systems for Disaster Risk Reduction: The Case of Matabeleland South Province of Zimbabwe” 2014
- Deanna Beaumont, “Visual Information Presentation and its Effects on Understanding in Preparedness Planning for Humanitarian Assistance” 2013
- Juliet Bwekba, “Improving CARE Zimbabwe Non Food Items Management and Accountability” 2013
- Leigh Hilyard, “System Vulnerability: Expanding Understanding of What Constitutes a Disaster in Malawi” 2011
- Stephanie Berchtold (co-supervised), “The Development of Logistic Capabilities in Support of the External Action of the European Union” 2011
- Doctoral dissertation, Luis Luna, “Collaboration, Trust and Knowledge Sharing in Information-Technology-Intensive Projects in the Public Sector, Rockefeller College of Public Affairs and Policy, University at Albany 2002 – 2004

### **Executive Courses / Faculty Training Delivered**

- Effective Meetings—Reducing the Pain, Increasing the Gain (½-day training), Developing Excellence in Academic Leadership (DEAL) Program, Montana State University
- Leading and Communicating Change (½-day training), Developing Excellence in Academic Leadership (DEAL) Program, Montana State University
- Managing Change (executive education one-day workshop), Management Institute, College of Business, Montana State University
- Productive Reasoning and Communication, 2-day workshop on principles and tools of action research, FedEx

### **Curriculum Development**

- Professional Communications, BMGT 205 (formerly BUS 201): Restructured content of required sophomore professional communication course to increase students’ expectations and skills for producing written and oral business deliverables
- Business Senior Seminar, BGEN 499 (formerly BUS 474): Restructured and revised content, format, and delivery of senior capstone course focused on strategy and business policy based on principles of team-based learning
- Marketing for Entrepreneurs, MKTG 446: Developed and delivered article- and case-based senior course examining role and strategies of marketing in early business growth
- Entrepreneurial Experience, MGMT 463: Re-structured and significantly revised content, format, and delivery of project-based internship course in which senior students work with start-up firms
- Introduction to System Dynamics: Developed and delivered 3-day workshop to MIT community on the basic grammar and uses of system dynamics modeling
- System Dynamics for Business Policy I, 15.874: Revised instructional material and assignments for graduate course, Sloan School of Management, MIT

### **Teaching Interests**

Collaborative processes; organizational studies; entrepreneurship and business dynamics; system dynamics modeling and simulation; professional communications; professional practices in nonprofit contexts; strategy and strategic planning; organization management, change, and effectiveness

## **SELECTED SERVICE AND PROFESSIONAL ACTIVITIES**

### **Service to College**

Member, Planning Committee Women's Entrepreneurship Night	Fall 2015
Member, Finance Faculty Search Committee, Jake Jobs College of Business and Entrepreneurship	August – December 2014
Coordinator, Management Option	August 2011 – June 2012
Member, College of Business Promotion and Tenure Committee	August 2010 – June 2012
Member, Management Faculty Search Committee	August – December 2010
Member, Curriculum Committee	August 2005 - June 2009
Chair, Curriculum Committee	August 2007 - August 2008
Advisor, Human Resources / Management Club	July 2005 - May 2008

### **Service to University**

Presenter, "Effective Meetings—Reducing the Pain, Increasing the Gain," Student Organization Leadership Conference	October 2015
Equity Advocate (through Office of Institutional Equity)	August 2015 – present
Member, Selection Committee for Women's Faculty Caucus Distinguished Mentor Award	2014– present
Member, Center for Faculty Excellence Advisory Committee	January 2012 – present
Member, SBE (Social/Behavioral/Economics) Research Strategic Planning Committee	July 2011 – July 2013
Presenter, Writing Professional Narratives (two interactive faculty workshops)	Spring 2013
Presenter, Effective Advising Workshop	March 2012
Presenter, Effective Meetings—Reducing the Pain, Increasing the Gain (½-day training), Developing Excellence in Academic Leadership (DEAL) Program	2012, 2013
Member, University Research Council	October 2010 – June 2012
Chair, Subcommittee on Interdisciplinary Infrastructures	
Member ADVANCE Institutional Transformation Proposal Planning Committee	
Chair, Subcommittee on Interdisciplinary Research in STEM	April – August 2011
Presenter, "Effective Meetings with Your Committee" The Graduate School	March 2011
Member, Liberal Studies Advisory Committee	2008 - 2009
Member, Faculty Partners in Recruitment	December 2007 -2010
Member, Undergraduate Studies Committee	August 2004 -2008
Presenter, "Organizational Decision-Making Paths," MSU Library Faculty	April 2007
Presenter, "Designing Effective Meetings," MSU Library Faculty	February 2007

### **Service to Community**

Visiting Scientist, Morning Star Elementary STEM Expo	January 2016
Sponsor, Etsy Craft Entrepreneurship Program for Bozeman (Human Scale Business and Jobs College of Business & Entrepreneurship)	October 2015
Presenter, The Women's Circle of Excellence Conference, sponsored by the College of Business, Montana State University, "Making Meetings More Effective"	May 2010



Presenter, Gallatin Valley Tech Alliance, Bozeman, MT, "The Beauty of REALLY Bad Drafts—Making Collaborations More Effective" March 2010  
 Researcher, facilitator, Montana Community Development Corporation February - July 2004  
 Presenter, TechRanch Brown-Bag Seminar, Bozeman, MT, "Business Physics 101" December 2002

**Service to Academy**

Thread Co-chair, International System Dynamics Conference 2015-present  
 Chair, PhD Colloquium Advisory Committee, System Dynamics Society July 2014 – present  
 Managing Editor, *System Dynamics Review* December 2012 – present  
 Reviewer for *Academy of Management Journal, Organization Science, Production and Operations Management, Systems Research and Behavioral Sciences, Public Administration Review* ongoing  
 Reviewer for International System Dynamics Conference submissions 2006-present  
 Jury member, master’s thesis defenses, University of Lugano 2013-2014  
 Reviewer for Academy of Management annual meeting submissions 2011-2014  
 Reviewer for *Academy of Management Journal* special issue on Organizational Learning 2004-2005  
 Reviewer for *Academy of Management Learning and Education* special issue on Entrepreneurship 2003  
 Policy Council Member, International System Dynamics Society 2009-2012  
 Reviewer, International System Dynamics Conference 1999 - 2001, 2004, 2006 - 2014  
 Chair, Organization Dynamics Thread, International System Dynamics Conference 2007  
 Reviewer, Western Academy of Management Conference 2007–2008, 2011  
 Reviewer, Organization and Management Theory Division, Academy of Management Conference 2005–2008, 2010-2014  
 Co-founder, System Dynamics Colloquium for doctoral students and faculty at the State University of New York at Albany Rockefeller College of Public Administration and MIT Sloan School of Management October 2000

**Member**

Academy of Management, Organization and Management Theory Division and Entrepreneurship Division  
 System Dynamics Society

**INDUSTRY EXPERIENCE**

**Greer Black Company** (and previously as independent consultant) **Bozeman, MT**  
*Principal Consultant, 2000- present*

- Use dynamic modeling, organizational development, and change management methods to facilitate strategic and operational understanding of cross-organizational work and to identify and implement improvements to new product and service development, to reorient failing cross-functional projects, and to manage growth across multiple dimensions
- Use dynamic modeling to integrate and rationalize disparate sources of data over long time horizons for market research applications
- Facilitate collaborative process improvements for product development, information systems development, and service operations

- Provide simulation-assisted strategy development and scenario explorations to start-up, small, and medium-size businesses and nonprofit organizations

### **Federal Express Corporation**

**Colorado Springs, CO**

*Certified by Leadership Evaluation and Awareness Program 1996*

*Process Improvement Advisor, 1996 - 1997*

Quality & Process Improvement, Executive Office

- Served as internal consultant and facilitator to resolve critical operations and customer service process problems and improve cross-functional productivity
- Co-chaired team to develop methodology to identify and design reengineering efforts to improve corporation's customer satisfaction and service performance

*Business Applications Advisor, 1995 – 1996*

*Senior Business Analyst, 1993 - 1995*

Corporate Systems Development, Information & Telecommunications Division

- Performed internal consulting to improve cross-functional productivity between information systems and marketing divisions  
*Within first 12 months generated more than 50 percent increase in marketing division's customer satisfaction rating of package-tracking IT groups*
- Managed system development programs to support high-visibility new services
- Facilitated idea-generation, dependency-coordination, and contingency-planning sessions among multiple systems development groups for IT support of new package-delivery services
- Applied research on organizational development to align marketing and information systems groups and to create inter-division communication mechanisms
- Helped design two graduate courses on strategic uses of simulation in conjunction with professor and local university (and then enrolled as a student)

### **Texas Highways Magazine**

**Austin, TX**

Texas Department of Transportation

*Associate Editor, 1991 - 1993 (half-time while attending graduate school)*

*Assistant Editor, 1989 - 1991, Editorial Assistant, 1988 - 1989*

- Developed story ideas, planned editorial calendar, coached free-lance writers, and selected free-lance articles, photographs, and art for four-color magazine with circulation of 450,000
- Wrote feature articles and produced monthly columns
- Edited articles and captions for logic, clarity, accuracy, and style
- Served as lead coordinator of special issue on Texas' ethnic heritage
- Supervised research associates' work

Provided administrative services to legal, engineering, and academic offices, 1985-1988

## **AWARDS AND RECOGNITION**

Dean's Award for Outstanding Performance in Research, Jake Jabs College of Business and Entrepreneurship, Montana State University 2007, 2009, 2013

Women's Faculty Caucus 2013 Distinguished Mentor Award, Montana State University

Joe and Sharlene Loendorf Excellence in Teaching Award, Montana State University College of Business, 2010

ADVANCE Leadership Award Grant for Women Faculty, 2009

Outstanding Reviewer, Western Academy of Management Conference, 2008

Montana State University Alumni Association and Bozeman Area Chamber of Commerce Award for Excellence (each award-winning student selects one mentoring faculty member), 2008  
Dean's Award for Outstanding Performance in Service, College of Business, Montana State University, 2008  
Thomas Nopper Excellence in Teaching Award, College of Business, Montana State University, 2006  
Best Paper, Space System Engineering Risk Management Symposium, Los Angeles, CA, 2005  
Best Paper, Innovative Education Track, Western Decision Sciences Institute, Vancouver, British Columbia, Canada, 2005  
Gifford H. Symonds Fellowship, Sloan School of Management, MIT, 1997-98  
Federal Express Information and Telecommunication Division's Hall of Fame, 1995  
Federal Express Corporate Systems Development Hall of Fame, 1995  
Sord Scholar Award, University of Texas Graduate School of Business, 1993  
Texas Longhorn Business Scholarship (provided all tuition and fees), University of Texas Graduate School of Business, 1991-93  
Member, Phi Beta Kappa