

## **STEPHEN S. STANDIFIRD**

School of Business Administration  
University of San Diego  
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San Diego, CA 92110-2492  
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### **EDUCATION**

- Ph. D. University of Oregon, Organization Studies, 1999
- M. B. A. Northwestern University, Kellogg GSM, 1994
- B. S. Purdue University, Chemical Engineering, 1989

### **APPOINTMENTS**

Associate Dean of Professional Programs, School of Business – University of San Diego  
San Diego, CA, Spring 2009 to Present

Director of Undergraduate Programs, School of Business – University of San Diego  
San Diego, CA, Fall 2006 to Spring 2009

Associate Professor of Management – University of San Diego,  
San Diego, CA, Fall 2006 to Present

Assistant Professor of Management – University of San Diego,  
San Diego, CA, Fall 2003 to Summer 2006

Assistant Professor of Management - Western Washington University,  
Bellingham, WA, Fall 1999 to Summer 2003

Visiting Lecturer - Academy of Entrepreneurship and Mgmt,  
Warsaw, Poland, Fall 1998

Graduate Teaching Fellow – University of Oregon  
Eugene, OR, 1994 to 1999

### **CURRENT RESEARCH INTERESTS**

The determinants of reputation and its effects on individual and organizational performance.

## RESEARCH EXPERIENCE

### Publications (Refereed)

Weinstein, M & Standifird, S. (forthcoming) "The Advent of the Internet and the On-line Book Trade: The Role of Managerial Cognition and the Liabilities of Experience," *Academy of Strategic Management Journal*, forthcoming

Randel, A., Jaussi, K. & Standifird, S. (forthcoming) "Organizational responses to negative evaluation by external stakeholders: The role of organizational identity characteristics in organizational response formulation," *Business and Society*, forthcoming

Standifird, S. (2009) "From faculty to administrator: The time management challenge," *Journal of Academic Administration in Higher Education*, 5(1), pp. 25-30

Standifird, S. & Leonard, J. (2009) "Rankings as a lever for improving program performance," *Journal of Academic Administration in Higher Education*, 5(1), pp. 13-18

Barkacs, L. & Standifird, S. (2008) "Gender distinctions and empathy in negotiation," *Journal of Organizational Culture, Communications and Conflict*, 12(1), pp. 83-92

Moshavi, D., Dana, S., Standifird, S. & Pons, F. (2008) "Gender effects in the business school classroom: A social power perspective," *Journal of Behavioral and Applied Management*, 10(1), pp. 3-17.

Standifird, S., Pons, F. & Moshavi, D. (2008) "Influence tactics in the business classroom and their relationship to student satisfaction," *Decision Sciences Journal of Innovative Education*, 6(1), pp. 109-126 (nominee for best empirical paper published in DSJIE during 2007-2008)

Standifird, S. & Weinstein, M. (2007) "The transaction cost economics of market-based exchange: The impact of reputation and third party verification agencies," *International Journal of the Economics of Business*, 14(3), pp. 409-431

Standifird, S. (2006) "Using *guanxi* to establish reputation in China," *Corporate Reputation Review*, 9(3), pp. 171-178

Standifird, S. & Webb, E. (2006) "Seasoned equity offerings in emerging markets: Poland's experience," *Journal of Emerging Markets*, 11(1), pp. 5-15

Standifird, S. & Globberman, S. (2005), "Identifying liability of foreignness using eBay auction results," *Global Business and Finance Review*, 10(2), pp. 35-48

Standifird, S. (2005) "Reputation among peer academic institutions: An investigation of the *US News & World Report's* rankings," *Corporate Reputation Review*, 8(3), pp. 233-244

## **Publications (Refereed) - continued**

Marshall, R. & Standifird, S. (2005) "Organizational resource bundles and institutional change in the U.S. organic food and agricultural certification sector," *Organization & Environment*, 18(3), pp 265-286

Standifird, S., Roelofs, M. & Durham, Y. (2004) "eBay's "Buy-It-Now" function and the impact on bidder behavior," *International Journal of Electronic Commerce*, 9(2), pp. 167-176

Durham, Y., Roelofs, M. & Standifird, S. (2004) "eBay's Buy-It-Now function: Who, when, and how," *Topics in Economic Analysis and Policy*, 4(1), pp. 1-22

Standifird, S. (2003) "Institutional stability and organizational reputation: The impact for firms traded on the Warsaw Stock Exchange," *Corporate Reputation Review*, 6(2), pp. 133-146

Standifird, S. & Sandvig, J. (2002) "Control of B2B e-commerce and the impact on industry structure," *First Monday*, 7(9), [http://www.firstmonday.org/issues/issue7\\_11/standifird/](http://www.firstmonday.org/issues/issue7_11/standifird/)

Standifird, S. & Weinstein, M. (2002) "Establishing legitimacy in emerging markets: An empirical comparison of the Warsaw, Budapest, and Prague stock exchanges," *Journal of Comparative Policy Analysis*, 4(2), pp. 143-163

Standifird, S. (2002) "Online auctions and the importance of reputation types," *Electronic Markets*, 12(1), pp. 58-62

Globerman, S., Roehl, T. & Standifird, S. (2001) "Globalization and e-commerce: Inferences from retail brokering," *Journal of International Business Studies*, 32(4), pp. 749-768

[reprinted in *Globalization and Economy*, James & Heikki (eds.), Sage Publications Ltd, London, UK, v2, pp. 196-217]

Standifird, S. (2001) "Reputation and e-commerce: eBay auctions and the asymmetric impact of positive and negative ratings," *Journal of Management*, 27(3), pp. 279-295

Standifird, S. (2001) "Conceptual bonds: Network analysis as a way of understanding institutional rigidity," *Emergence*, 3(3) pp. 7-21

Standifird, S. & Marshall, R. (2000) "The transaction cost advantage of *guanxi*-based business practices," *Journal of World Business*, 35(1), pp. 21-42

[reprinted in *Managing International Business Ventures in China*, Li (ed.), Elsevier, Amsterdam, the Netherlands, pp. 341-364]

## **Book Chapters**

Pons, F. & Standifird, S. (2006) "Chapter 14: Marketing of professional soccer in the US: Some lessons to be learned" in M. Desborders (ed.) *Marketing and Football: An International Perspective*, Elsevier, Oxford, UK, pp. 395-414

## **Proceedings (Refereed)**

Standifird, S., Weinstein, M. & Meyer, A. (1999) "Establishing reputation on the Warsaw Stock Exchange: International brokers as legitimating agents," *Academy of Management Proceedings*, Chicago, IL

## **Conference Presentations**

Weinstein, M & Standifird, S. (2008) "The Advent of the Internet and the On-line Book Trade: The Role of Managerial Cognition and the Liabilities of Experience," *Allied Academies International Conference*, Reno, NV (Distinguished Research Award recipient)

Standifird, S. (2008) "From Faculty to Administrator: The Time Management Challenge," *Academic Business World International Conference*, Nashville, TN

Standifird, S. & Leonard, J. (2008) "Rankings as a Lever for Improving Program Performance," *Academic Business World International Conference*, Nashville, TN

Pons, F., Standifird, S. & Murali, M. (2008) "What Kind of Influence Tactics Lead to Higher Students' satisfaction in Business Schools' Classrooms? Cross-cultural Comparison of French and American Students," *Academy of Marketing Science Cultural Perspectives in Marketing Conference*, New Orleans, LA

Justine T. & Standifird S. (2007) "Innovative corporate citizen: A case study on Royal Dutch Shell's innovation in CSR initiatives and the link to reputational distinction," *11th Annual RI Conference on Corporate Reputation*, Oslo, Norway

Barkacs, L. & Standifird, S. (2007) "Gender distinctions and empathy in negotiations" *Pacific Southwest Academy of Legal Studies in Business*, Palm Springs, CA

Standifird, S. & Marshall, R. (2006) "Global sustainability: A multi-stage case study approach," *Business as an Agent of World Benefit Global Forum*, Virtual Program

Moshavi, D., Dana, S., Standifird, S. & Pons, F. (2006) "Gender effects in the business school classroom: A social power perspective," *Academy of Management*, Atlanta, GA

Marshall, R., Standifird, S. and Brown, D. (2006) "The institutionalization of 'organic' and NFP certification agencies' strategies: An exploratory study," *Academy of Management*, Atlanta, GA

## Conference Presentations - continued

Standifird, S., Randel, A. and Jaussi, K. (2006) "Stakeholder Saliency, Stigmatization and Perceived Organizational Identity Threat," *10th Annual RI Conference on Corporate Reputation*, New York, NY

Standifird, S. (2006) "Using *guanxi* to establish reputation in China," *Western Academy of Management*, Long Beach, CA

Moshavi, D., Baack, S., Cherry, B. Osland, J., Randel, A. and Standifird, S. (2006) "Competing Creatively for Research Resources," *Western Academy of Management*, Long Beach, CA

Durham, Y., Roelofs, M.R., Sorensen, T. and Standifird, S. (2005) "A laboratory study of auctions with a buy price" *Economic Science Association*, Tucson, AZ

Standifird, S., Pons, F. & Moshavi, D. (2005) "Influence tactics in the business classroom and their relationship to student satisfaction" *Academy of Management*, Honolulu, HI

Standifird, S. (2005) "Levers of influence in the US News & World Report annual ranking of America's Best Colleges," *9<sup>th</sup> International Conference on Reputation, Image, Identity, & Competitiveness*, Madrid, Spain

Standifird, S. & Webb, E. (2005) "Seasoned equity offerings in emerging markets: Poland's experience," *Midwest Finance Association*, Milwaukee, WI

Randel, A. & Standifird, S. (2004) "Organizational identity and organizational responses to stigmatization" *Academy of Management*, New Orleans, LA

Standifird, S. (2004) "Revisiting the role of reputation: eBay ratings and the impact on bidder behavior" *8<sup>th</sup> International Conference on Reputation, Image, Identity, & Competitiveness*, Fort Lauderdale, FL

Standifird, S. (2004) "Is bigger better? Size as a predictor of reputation among peer academic institutions" *Western Academy of Management*, Anchorage, AK

Standifird, S. & Weinstein, M. (2003) "The transaction cost economics of market-based exchange: The impact of reputation and third party verification agencies" *Academy of Management*, Seattle, WA

Roehl, T., Standifird, S. & Globerman, S. (2003) "Does technological change impact liability of foreignness for multinational retail brokerage firms?" *Academy of Management*, Seattle, WA

## Conference Presentations - continued

Standifird, S., Roelofs, M. & Durham, Y. (2003) "The hedonic benefit of online auctions: eBay's Buy-It-Now function and the impact on bidder behavior," *Western Academy of Management*, Palm Springs, CA

Standifird, S. (2002) "Future research in the area of e-commerce," *Western Academy of Management*, Santa Fe, NM

Standifird, S. & Sandvig, J. C. (2002) "Control of B2B e-commerce and the impact on industry structure," *Western Academy of Management*, Santa Fe, NM

Standifird, S. & Weinstein, M. (2002) "C2C E-Commerce and the importance of third party verification," *Western Academy of Management*, Santa Fe, NM

Marshall, R. S. & Standifird, S. (2002) "Pushing the environmental imperative: Developing a conceptual framework for sustainable corporate behavior," *Western Academy of Management*, Santa Fe, NM

Durham, Y., Roelofs, M. & Standifird, S. (2002) "A field study of buy prices in Internet auctions," *Economic Science Association*, Boston, MA (also presented at the 2002 *Western Economics Association International*, Seattle, WA)

Standifird, S. (2001) "Reputation and e-commerce: eBay auctions and the impact of negative feedback," *Western Academy of Management*, Sun Valley, ID

Globerman, S., Roehl, T. & Standifird, S. (2000) "Globalization and e-commerce: Evidence from retail brokering," *Academy of International Business*, Phoenix, AZ

Standifird, S. (2000) "Institutional stability and organizational reputation: The impact for firms traded on the Warsaw Stock Exchange," *Academy of Management*, OMT and IM Divisions, Toronto, OT

Globerman, S., Roehl, T. & Standifird, S. (2000) "Electronic commerce and international competition among large investment dealers," *E-Commerce and Global Business Forum*, Santa Cruz, CA

Standifird, S. (2000) "A general model of organizational reputation," *Western Academy of Management*, Honolulu, HI

Standifird, S. (2000) "Online auctions and the dissolution of an emergent institutional field" *Institutions, Conflict, and Change Research Workshop*, Northwestern University, Chicago, IL

Standifird, S. (1999) "Institutional stability and organizational reputation: The impact for firms traded on the Warsaw Stock Exchange," *Institutions, Conflict, and Change Research Workshop*, Northwestern University, Chicago, IL

## **Conference Presentations - continued**

Standifird, S., Weinstein, M. & Meyer, A. (1999) "Establishing reputation on the Warsaw Stock Exchange: International brokers as legitimating agents," *Academy of Management*, IM Division, Chicago, IL

Standifird, S. (1998) "Establishing legitimacy in emerging markets: An empirical comparison of the Warsaw and Budapest Stock Exchanges," *Southern Management Association*, IM Division, New Orleans, LA

Standifird, S. (1997) "The transaction cost advantage of *guanxi*-based business practices," *Academy of Management*, IM Division, Boston, MA

Standifird, S. (1997) "Conceptual bonds: Network analysis as a way of understanding institutional rigidity," *Western Academy of Management*, Lake Tahoe, CA

Standifird, S. (1997) "Survival of the sanctioned: Legitimacy as the link to organizational survival," *Western Academy of Management*, Lake Tahoe, CA

Mills, P., Standifird, S. & Dalton, D. (1996) "A commonsense analysis of empowerment: Understanding and managing potential loss of control," *Academy of Management*, OMT Division, Cincinnati, OH

Moshavi, D. & Standifird, S. (1996) "*Guanxi*: Recognizing trust as institutional constraint," *Midwest Academy of Management*, South Bend, IN

## **TEACHING EXPERIENCE**

### **Courses Taught (Undergraduate)**

Strategic Management  
International Management  
Doing Business in China  
Organizational Behavior  
Organizational Design and Change  
Principles of Management

### **Courses Taught (Graduate)**

Strategic Management  
Power and Politics in Organizations  
Doing Business in China

### **Courses Taught (Executive Education)**

Leadership for High Performing Organizations (Masters of Science in Executive Leadership)  
Leadership, Power and Politics (Masters of Science in Executive Leadership)  
Designing and Executing Strategy (Masters of Science in Executive Leadership)  
Reframing Change (Masters of Science in Executive Leadership – Continuing Education)

### **Courses Taught (Community Extension)**

Power and Politics in Orgs (UCSD's Executive Perspective for Scientists & Engineers)  
Global Business Strategy (Ahlers Center - Global Strategy and Management Certification)  
Business Policy/Strategy (Small Business Development Center - Entrepreneurial Leadership)

### **Publications (Non-refereed)**

Russo, M., Moshavi, D. & Standifird, S. (1996) "The greening of strategy: Readings and discussion notes," Teaching module prepared for *The Management Institute for Environmental Business*

### **Presentations and Workshops (Refereed)**

Cook, C., Standifird, S., Semenik, R., Moshavi, D, Posner, B. and Madsen, T. (2005) "Practicing What We Preach: Linking Rewards to Performance in Academia (an interactive panel discussion)," *Western Academy of Management*, Las Vegas, NV

Standifird, S., Bryant, S. & Moshavi, D. (2004) "Starting over, for the first time: Reflections on teaching in a new environment," *Western Organization and Management Teaching Conference*, Malibu, CA

Whitney, G. and Standifird, S. (2004) "MGD technologies," *Western Decision Sciences Institute*, Manzanillo, Mexico

Burton, B., Williams, T. & Standifird, S. (2001) "Showdown in Lynden: Haggen, Inc. and Brown & Cole Stores Inc.," *North American Case Research Association*, Memphis, TN.

Standifird, S. (2001) "Strategy in action: Real time case studies and the teaching of undergraduate business strategy," *Western Academy of Management*, Sun Valley, ID

Moshavi, D. & Standifird, S. (2000) "Acting up: Enhancing management education through improvisation," Professional Development Workshop (co-facilitators), *Academy of Management*, Mgmt Education Division, Toronto, OT

## **Presentations (Invited)**

Standifird, S. (2008) "Addressing rigor and student-centric teaching: Can these coexist? Are they reinforcing or mutually exclusive themes?" *Teaching Excellence Committee Seminar Series*, invited panelist, University of San Diego, San Diego, CA

Standifird, S. (2002) "Strategy in action: A just-in-time- approach to teaching," *Center for Excellence in Management Education Faculty Seminar Series*, Western Washington University, Bellingham, WA

## **PROFESSIONAL AFFILIATIONS**

Western Academy of Management  
Academy of Management  
Reputation Institute

## **COMMUNITY SERVICE**

### **Editorial/Professional Association Board Service**

*Corporate Reputation Review*, Editorial Board, Summer 2005-present  
*Journal of Management Inquiry*, Editorial Board, Fall 2003-present  
Western Academy of Management, Board Representative-At-Large, Fall 2005- Spring 2006

### **Academic Community**

Session Chair, Reputation Institute 10th International Conf., 2006  
Co-coordinator, Junior Faculty/Doctoral Consortium, Western Academy of Mgmt Conf., 2006  
Track Chair, Strategic Management, Western Academy of Mgmt Conf., 2005  
Invited Panelist, Junior Faculty/Doctoral Consortium, Western Academy of Mgmt Conf., 2005  
Session Chair, Western Academy of Mgmt Conf., 2005  
Session Chair, Reputation Institute 8th International Conf., 2004

### **Academic Reviewing**

Academy of Mgmt Review, Adhoc Reviewer  
Academy of Mgmt Journal, Adhoc Reviewer  
Decision Sciences Journal of Innovative Education, Adhoc Reviewer  
Electronic Markets, Adhoc Reviewer, Adhoc Reviewer  
International Journal of Electronic Commerce, Adhoc Reviewer  
International Journal of Emerging Markets, Adhoc Reviewer  
Journal of Management Information Systems, Adhoc Reviewer  
Social Psychology Quarterly, Adhoc Reviewer

## **Academic Reviewing - continued**

External Tenure Reviewer, Montana State University, 2007  
Journal of Mgmt Studies, Special Issue "Field Configuring Events," 2006  
Western Academy of Mgmt Conference, 2000-2006  
Administrative Sciences Association of Canada, Marketing Division, 2005  
Academy of Mgmt Conference, OMT Division, 1996-2001  
Journal of Mgmt, Special Issue "Managing in the Information Age," 2000

## **University of San Diego**

Retirement Plan Investment Committee, Fall 2008-present  
Ahlers Center for International Business, Advisory Board, Spring 2007-present  
Master's of Science in Global Leadership, Executive Committee, Spring 2009-present  
Master's of Science in Executive Leadership, Executive Committee, Fall 2006-present  
Rankings Committee, SBA, Summer 2006-present  
Appointment, Reappointment, Rank and Tenure Committee, SBA, Spring 2005-present  
Faculty Senate (alternate), Fall 2004-present  
Core Curriculum Committee, Fall 2008-Fall 2009  
International Study Abroad Committee, Fall 2007-Spring 2008  
Sophomore/Middle Years Experience Committee, Spring 2007-Spring 2008  
WASC Reaccreditation Steering Committee, Spring 2007-Spring 2008  
Family Weekend, Mini-Class Invited Presenter, Fall 2008  
Invited Speaker, New Faculty Orientation, Fall 2008  
WASC Writing Group, Spring 2008-Summer 2008  
Commencement Marshal, Spring 2008  
Core Strategic Planning Group, SBA, Spring 2006-Fall 2007  
Teaching Excellence in Undergraduate Business Education, Chair, Fall 2006-Fall 2007  
Invited Speaker, New Faculty Orientation, Fall 2007  
Dean's Search Committee, SBA, Fall 2006-Spring 2007  
Dean's Search Committee, Founding Dean School of Peace Studies, Spring 2006-Spring 2007  
Entrepreneurship/Strategic Mgmt Search Committee, SBA, Spring 2006-Fall 2006  
Moderator, Int'l Conf. on Gender-Inclusive Decision Making for Peace with Justice, Fall 2006  
Invited Speaker, New Faculty Orientation, Fall 2006  
Invited Speaker, New Faculty Catholic Identity Seminar, Spring 2006  
Dean's Search Committee, SBA, Summer 2004-Spring 2005  
Commencement Reader, Spring 2005  
Invited Speaker (Managing Your Reputation), SBA Alumni Reunion Weekend, Spring 2005  
Strategic Planning Faculty Focus Group Participant, Fall 2003

## **Western Washington University**

College of Business and Economics, Policy Council, Fall 2002-Summer 2003  
Management Department Search Committee (Strategy position), Summer 2002- Summer 2003  
Management Department Curriculum Core Redesign Committee, Fall 2001- Fall 2002  
CEME E-Commerce Incubator Group, Faculty Participant, Winter 2001-Fall 2002  
Discovery Days, Faculty Participant, Spring 2001-Fall 2002  
Admissions Advisory Committee, Winter 2000-Fall 2002  
CEME Leadership Lunch Program, Faculty Participant, Fall 2001  
Management Department Search Committee (OB position), 2000/2001

## **Local Community**

Crime Victims Fund, San Diego, CA, Board President, 2005-2007  
Crime Victims Fund, San Diego, CA, Board Vice President, 2004  
Crime Victims Fund, San Diego, CA, Board Member, 2004-2007  
Brigid Collins Healthy Families, Whatcom Co., Board Vice President, 2003  
Brigid Collins Healthy Families, Whatcom Co., Strategic Planning Retreat Facilitator, 2002  
Brigid Collins Healthy Families, Whatcom Co., Board Secretary, 2002  
Brigid Collins Healthy Families, Whatcom Co. Board Member, 2001-2003  
Whatcom County Solid Waste Advisory Committee, Citizen's Rep., 1999-2003

## **Community Presentations/Media Interviews/Coverage**

San Diego Society of Human Resource Management, August 12, 2009, invited speaker on  
"Managing your Reputation, You Most Valuable Organizational Resource"

Voice of San Diego, interviewed for September 10, 2007 story "A Peek Into How the Mayor's Office Runs" (McLaughlin, <http://www.voiceofsandiego.org/articles/2007/09/11/government/664mayor091007.txt>)

Australian Financial Review, interviewed for April 8, 2005 story "Life trumps the TV set" (Carruthers, p. 89)

San Diego Union Tribune, interviewed for February 28, 2005 story "Federated to buy May, creating a retail giants" (Freeman, p. A1)

HR Magazine Executive Briefing (Pomeroy, January 2005, p. 14) on the use of "The Apprentice" as a teaching tool in my MBA Power and Politics in Organizations class

San Diego Channel 7/39 (NBC Affiliate), Nov. 11, 2004 story "Apprentice 101" on the use of "The Apprentice" as a teaching tool in my MBA Power and Politics in Organizations class

San Diego Channel 10 (CBS Affiliate), interviewed for May 10, 2004 story "Outsourcing: Is your job moving overseas?"

## **Community Presentations/Media Interviews/Coverage - continued**

San Diego Union Tribune, interviewed for March 21, 2004 business editorial "Trump's 'The Apprentice' shows lessons to be learned" (Kinsman, p. H2)

## **AWARDS AND HONORS**

SBA Outstanding Undergraduate Business Educator, Finalist, 2009  
SBA Outstanding Undergraduate Business Educator, Finalist, 2008  
Kappa Alpha Theta, Faculty Member of the Month, University of San Diego, April 2006  
*Marquis Who's Who in American Education*, first listed in 2006 (7<sup>th</sup>) Edition  
*Marquis Who's Who in Finance and Business*, first listed in 2006 (35<sup>th</sup>) Edition  
*Marquis Who's Who in America*, first listed in 2005 (59<sup>th</sup>) Edition  
Above and Beyond Award, University of San Diego, October 2004  
Summer Research Grant, Western Washington's Bureau of Faculty Research, 2002  
Dean's Research Award, Western Washington's College of Business and Econ, 2001  
Summer Teaching Grant, Western Washington's Bureau of Faculty Research, 2001  
Summer Research Grant, Western Washington's Bureau of Faculty Research, 2000  
Doctoral Student Consortium, BPS Division, Academy of Mgmt, 1999  
Doctoral Student Consortium, OMT/OB Division, Academy of Mgmt, 1998

## **PROFESSIONAL EXPERIENCE**

### **Amoco Chemical Company, Management Consultant/Team Leader, 1993-1994**

JOLIET, IL. Assisted teams shifting to a team-based organization. Served as team leader.

### **Amoco Chemical Company, Human Resource Representative, 1992-1993**

JOLIET, IL. Provided general human resource support. Served as Team Interaction Trainer.

### **Amoco Chemical Company, Responsible Care Coordinator, 1991-1992**

JOLIET, IL. Developed and facilitated Responsible Care plan and Citizen's Advisory Panel.

### **Amoco Chemical Company, Environmental Specialist, 1989-1991**

WHITING, IN. Assured regulatory compliance. Chaired the Quality Improvement Team.