
Mildred Pryor, Ph.D.
Professor
Management Department
College of Business
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Academic Background

Academic Degrees

Ph.D. University of Mississippi, Oxford, Mississippi, Production & Operations Management (Quantitative Methods, Organizational Theory and Behavior, and Economics Emphasis), 1971.

M.B.A. The University of Memphis (formerly Memphis State University), Memphis, Tennessee, Business Administration, 1965.

B.B.A. The University of Memphis (formerly Memphis State University), Memphis, Tennessee, Business Administration (Education Emphasis), 1964.

Other Credentials & Relevant Courses Taken

Relevant Courses

Post-doctoral courses and seminars: Computer Science, Psychology, Statistics, Organizational Development, Leadership, Quality Management, Operations Management, Change Management, Taguchi Methods, Quality Function Deployment, and Six Sigma. Post-doctoral Courses and Seminars by Dr. W. Edwards Deming, Dr. Joseph Juran, Dr. Peter Block, Philip Crosby, et al. Studied Organizational Transformation at National Training Labs (NTL), Bethel Maine.

Doctoral courses: Production and Operations Management 10 hours dissertation (plus 12 hours - 3 hours quantitative); Quantitative Methods (9 hours); Organizational Theory and Behavior (12 hours); Economics (12 hours - six hours Quantitative); Accounting (3 hours)

MBA courses: Management (5), Finance (2), Managerial Accounting (1), Economics - Investments (2), Business Education (2)

Work Experience

Work Experience

Professor (progressed from Assistant to Associate to Full Professor, Texas A&M University-Commerce (August, 2002 - Present), Commerce, Texas.

I am a Texas A&M University System Regents Professor.

Also, I am a full professor in the Management Department, College of Business at Texas A&M University-Commerce. My responsibilities are in the areas of Teaching, Research, and Service.

Co-Owner, Golden Pryor Consulting and Training (January, 1999 - Present), Commerce, Texas, United States of America. Training and consulting expertise includes: Strategic Management, Leadership Development, Operations Management, Performance Excellence/Process Improvement, Six Sigma, Statistical Process Control, Organizational Development, Systems Improvement, Self-Directed Work Teams, High Performance Teams, Teambuilding, and Quality Award Criteria and Assessments.

Director, Organizational Development and Training, Campbell Soup (January, 2000 - July, 2002), Paris, Texas, United States of America Responsible for implementing High Performance Work Teams focused on improving safety, quality, productivity, and cost. Responsible for organizational development, training, staffing, and process improvement activities **Wrote, acquired, and administered State grants (\$134,000 Smart Jobs Grant and \$500,000 Skills Development Grant) that were used to support cross training and operator certification, a new concept at this union facility.**

Director and Executive in Residence, E-Systems, Raytheon (now L-3) (June, 1992 - December, 1999), Greenville, Texas, United States of America.

Served as Executive-in-Residence, responsible for the design and operation of the Center for Excellence, a Texas A&M University-Commerce and E-Systems (Raytheon) partnership which offered courses, workshops, seminars, applied research and consulting, as well as benchmarking and networking opportunities. Missions included: (1) To implement Continuous Process Improvement at TAMU-C and (2) To provide workshops and consulting to other organizations in the improvement mode of operation. For Mission One, I served as an internal consultant for the design and implementation of a continuous improvement system at TAMU-C, worked with teams focusing on improving processes and relationships and eliminating process constraints and non-value activities, and assisted with strategic planning. For Mission Two, I achieved significant positive visibility for the University and played a socially responsible role as I assisted K-12 schools, healthcare institutions, factories, banks, and other organizations with process and relationship improvement. I also assisted with Six Sigma and other continuous improvement efforts for the I²AIS Division of Raytheon.

Director (previously Manager), E-Systems, then Raytheon (now L-3) (December, 1985 - June, 1992), Greenville, Texas, United States of America.

Responsible for the design, implementation, and operation of the Continuous Improvement System at E-Systems, Greenville Division (Raytheon, L-3). Responsible for significant savings through the involvement of (and improvements in) areas such as Engineering, Finance, Human Resources, and Materiel, as well as Quality, Hangar Operations, and Manufacturing. Baselines improved include safety, quality, cycle time, and overtime, as well as the elimination of process constraints and non-value-added activities. This enabled us to submit aggressively lower bids and win new programs in an era of shrinking defense budgets and fierce competition. In addition, I was a consultant for process improvement, people and organizational development, succession planning, change management, statistical methods, and organizational restructuring. I was also responsible for interface with military and non-military customers, suppliers, and sister Divisions. This included assistance with the design and deployment of their improvement initiatives. Military customers included: Andrews AFB, Tinker AFB, Wright Patterson AFB, DCMC Dallas and San Antonio, and Air Force Intelligence Command.

Chairman, Management and Marketing Department and tenured Full Professor, Stephen F. Austin State University (September, 1979 - August, 1984), Nacogdoches, Texas, United States of America. Responsible for the management of all resources including faculty, budgets, etc. Numerous assignments as chairman and/or member of various committees, teams, and cabinets with major responsibility, interacting with and/or reporting directly to the president or vice president of the university. Examples are: President's Cabinet, Long-Range Planning Team, Research Council, Faculty Senate, and Chairman's Forum. Developed an Executive-in-Residence Program and acquired the first donation to be designated to the Management and Marketing Department. CONOCO provided the first Executive-in-Residence and the first donation.

Tenured full professor (promoted from Assistant in 1968 to associate to full), East Texas State University (now Texas A&M University-Commerce) (August, 1968 - August, 1979), Commerce, Texas, United States of America. Taught Management Courses, Developed new Management Courses, Served on a variety of committees and teams in service to ETSU, the College of Business, and the Marketing and Management Department.

Management courses included Production and Operation Management, Production Control, Business Strategy, etc. During 195-1976, I took a leave of absence from ETSU and taught the military in England, Germany, and Turkey.

Professor, Troy State University (European Division) (September, 1975 - August, 1976), England, Germany, and Turkey, England. Through the Troy State University European program, I served as professor at various military bases, including Alconbury England; Bentwaters/Woodbridge, England; Wiesbaden, Germany; and Karamursel, Turkey. I taught graduate courses to United States Military Officers. Courses included Quantitative Methods, Organizational Theory and Behavior, Personnel Management, and Operations Management.

Intellectual Contributions

Intellectual Contributions Grid

Category	BDS	AIS	TLS	Total
Articles in Refereed Journals	2	16		18
Articles-in-Progress (All)		1		1
Publications in Refereed Conference Proceedings		4		4

Refereed Articles

Applied or Integrative/application Scholarship

Pryor, M. G. (2017). Small Business Systems and Their Entrepreneurial Owner-Managers. *Journal of Applied Management and Entrepreneurship*, 22 (3), 42-53, doi: [10.9774/T&F.3709.2017.ju.00005].

Pryor, M. G. & Poursaied, N. (2017). Comparing the Performance of Quality Management in SMEs with and without ISO 9001 Certification. *Journal of Applied Management and Entrepreneurship*, 22 (1), 49-67.

Pryor, M. (2016). Executive Interview. Jay Champion of Elevations Credit Union, 2014 Malcolm Baldrige National Quality Award Recipient. *Journal of Applied Management and Entrepreneurship*, 21 (3), 119-123.

Pryor, M. G. (2015). Executive Interview with Döv Baron, Cultural Momentum Strategist, Author of several books, including *Fiercely Loyal*, international speaker, and leading authority on Authentic Leadership. *Journal of Applied Management and Entrepreneurship*, 20 (4), 108-111.

Pryor, M. G. (2015). Game-Changing Strategies to Build Billion-Dollar Businesses: Interview with John Sculley, CEO of Pepsi and Apple, Mentor, and Entrepreneur Author of *Moonshot*. *Journal of Applied Management and Entrepreneurship*, 20 (2), 119-122.

Taneja, S., Atinc, G., & Pryor, M. G. (2015). Strategic Reorientation in Failing Firms: The CEO Perspective. *Journal of Business Strategies*.

Toombs, L. A., Kernek, C., & Pryor, M. G. (2014). Don't Declaw....Get Sticky Paws. *Journal of Business and Entrepreneurship*, 26 (2), 179-201.

Pryor, M. & Wulf, M. (2014). The Role of Social Media in Transforming Governments and Nations, *International Journal of Business and Public Administration*, 2 (1), 19-30.

Taneja, S., Pryor, M. G., & Sewell, S. M. (2014). Strategic Crisis Management: A Basis for Renewal and Stability. *Journal of Management Policy and Practice*, 15 (1), 78-85.

Pryor, M. G., Toombs, L., & Odom, R. (2014). Organizational Implosion -- A Threat to Long-Term Viability. *Academy of Strategic Management Journal*, 13 (2), 111-122.

Pryor, M. G., Taneja, S., & Sewell, S. S. (2013). How Much are Fingers Worth? A case of Safety, Leadership, and Change. *Journal of Business Cases and Applications*, 8, 1-19.

Taneja, S., Pryor, M. G., Humphreys, J. H., & Singleton, L. K.P. (2013). Strategic Management in Conditions of Paradigmatic Chaos: Lessons for Managers. *International Journal of Management*, 30 (1), 112-126.

Pryor, M. G., Odom, R. Y., & Oyler, J. (2013). Out-of-Control Executives: What Trumps Smart? *Journal of Management Policy and Practice*, 14 (6), 1-18.

Pryor, M., Poursaied, N., & Zarei, A. (2013). The Impact of Quality Management Systems on Organizational Performance in Small and Medium Sized Enterprises in Northeast Iran. 1(1), 44-60. *International Journal of Management and Human Resources*, 1 (1), 44-60.

Pryor, M. G., Hendrix, M., Alexander, C., & Collins, J. R. (2010). World Class University-The Implementation of Strategic Quality Management (SQM). *International Journal of Education Research*.

Taneja, S., Pryor, M. G., & Zhang, L. (2010). Crisis management: a strategic and tactical leadership imperative for

organisational sustainability. *International Journal of Sustainable Strategic Management*, 2 (1), 60-73.

Basic or Discovery Scholarship

Taneja, S., Pryor, M. G., & Hayek, M. (2016). Leaping Innovation Barriers to Small Business Longevity. *Journal of Business Strategy*, 37 (3), 44-51.

Humphreys, J. & Williams, Jr., W. A. (2014). Servant leadership: Approaching the paradox from the life-stories of Ping Fu. *Journal of Applied Management and Entrepreneurship*, 19 (4), 43.

Refereed Proceedings

Applied or Integrative/application Scholarship

Taneja, S., Atinc, G., & Pryor, M. G. (2016). Strategic Reorientation in Failing Firms: The CEO Perspective. *Southwest Academy of Management*.

Toombs, L. A., Kernek, C., & Pryor, M. G. (2014). Fe-Lines, Inc.: Don't Declaw...Get Sticky Paws! *Association for Small Business & Entrepreneurship*.

Pryor, M. G. & Toombs, L. A. (2014). Successful Small Businesses and Their Owner-Managers. *Association for Small Business & Entrepreneurship*.

Pryor, M. G., Odom, R. Y., & Toombs, L. A. (2013). Organizational Implosion – A Threat to Long Term Viability. *Sam Houston State International Business Conference*.

Patents/Inventions

1992 - Training Manuals (27) on which I have copyrights.

Honors & Awards

Honors/Awards

2017-2018: Star Award, Texas A&M University Commerce. Recognized by the Dean, TAMUC College of Business, as one of the first two COB faculty members designated as Star Faculty [Type: Award]

[Category: Teaching-Research-Service] [Status: Received]

2017-2018: Martin Luther King Lifetime Achievement Award, Hunt County African American Leadership Conference.

My husband, Dr. William D. (Don) Pryor and I both received 2018 MLK Lifetime Achievement Awards.

[Type: Award] [Category: Teaching-Research-Service] [Status: Received]

2017-2018: Martin Luther King Educator of the Year (MLK) Award, Hunt County African American Leadership Conference. This Award was based on Teaching, Research, and Service, including Community Service. The Award includes acknowledgement of innovations in Teaching, Research and Service. [Type: Award]

[Category: Teaching-Research-Service] [Status: Received]

2017-2018: TAMU System Regents Professor, Texas A&M University System. TAMU Regent Professor (A TAMU System honor for the duration of my career with the TAMU System).

2016-2017: Leader, Quality Initiatives and Awards, Texas A&M University Commerce. Texas A&M University-Commerce received the Engagement Level of the Texas Award for Performance Excellence at the Quality Texas Conference in June, 2017. [Type: Honor] [Category: Service-University] [Status: Received]

2015-2016: Global Fellow, Texas A&M University Commerce. Global Fellow – Recognition for individuals who serve as role models in assisting students achieve Global Scholar Status. [Type: Honor] [Category: Service-University]

[Status: Received]

2014-2015: Dan and Jalinna Jones Professor of the Year Educator Award, Hunt/Hopkins County African American Conference. This Award is based on Teaching, Research, and Service and also acknowledges inclusion and diversity in terms of teaching (mentoring), research (co-authors), and service (to TAMUC and the community). [Type: Award]

[Category: Service-Community] [Status: Received]

2013-2014: William L. Mayo Professorship Award, Texas A&M University Commerce. The purpose of the William L. Mayo Professorship Award is to provide recognition to an individual who epitomizes the goals of Professor Mayo's motto: "Ceaseless Industry, Fearless Investigation, and Unfettered Thought." [Type: Award]

[Category: Teaching-Research-Service] [Status: Received]

2012-2013: Teaching Excellence Awards (2012, 2011, 2010), Texas A&M University System. Students chose professors they wanted to receive the Texas A&M University System Teaching Excellence Awards. These System

Teaching Awards were championed by the CEO of the TAMU System. [Type: Award] [Category: Teaching] [Status: Received]

2012-2013: College of Business and Entrepreneurship Provost Award for Research & Creative Service, Texas A&M University Commerce. This Provost Research Award is based on the quality and quantity of research and publications of the awardee. [Type: Award] [Category: Research] [Status: Received]

2011-2012: Research Award (H.M. Lafferty Distinguished Faculty Award for Scholarship and Creative Activity), Texas A&M University Commerce Faculty Senate. This Faculty Senate Award is based on the quantity and quality of research and publications of the awardee. [Type: Award] [Category: Research] [Status: Received]

2010-2011: Teaching Excellence Awards (2012, 2011, 2010), Texas A&M University System. Students chose professors they wanted to receive the Texas A&M University System Teaching Excellence Awards. These System Teaching Awards were championed by the CEC of the TAMU System. [Type: Award] [Category: Teaching] [Status: Received]

2010-2011: Teaching Excellence Awards (2012, 2011, 2010), Texas A&M University System. Students chose professors they wanted to receive the Texas A&M University System Teaching Excellence Awards. These System Teaching Awards were championed by the CEC of the TAMU System. [Type: Award] [Category: Teaching] [Status: Received]

Teaching

Courses Taught

MGT 594 Transforming Organizations

MGT 585 Management and Organizational Behavior

Teaching Activities and Efforts toward Continuous Improvement

2017-2018 - MGT 527 Strategic Management (Graduate course).

Course Description: A study of administrative processes and policy determination at the general management level through the use of case analysis. Course is open to Business majors only. Course should be taken during semester of graduation. (Required for MBA and MS Management Degrees).

Global Course: MGT 527, a Texas A&M University-Commerce Global Course, seeks to prepare students for an interconnected world through a focus on improved global competence. As a part of their respective Strategic Audits, students will demonstrate ability to apply their knowledge of the interconnectedness of global dynamics as they analyze organizations, their industries, and their internal and external environments. After grading, students will submit their Strategic Audits to ePortfolio, ManeSync tab. This course meets QEP Global Objectives 1 and 2. Final grades are input AFTER Strategic Audits are submitted to ePortfolio.

One innovation was: Student teams are required to develop team strategic plans and execute them during the semester. I now require this in all classes that I teach.

Innovations in Course Content / Presentation.

2017-2018 - MGT 591 Quality Management.

Course Description: Quality Management is a course in which students learn continuous improvement philosophies and methodologies. The focus is on the continuous improvement of processes, relationships, products and services. Students completing this course will be able to establish and improve process baselines in educational institutions, engineering and manufacturing organizations, health care facilities, financial institutions, governmental agencies, and service organizations. Examples of process baselines are safety, customer satisfaction, quality, cycle time, and on-time delivery.

One innovation was the requirement that each student will design a Strategic Quality Management system and implementation plan and include the plan for the culture and infrastructure required to make it work.

Innovations in Course Content / Presentation.

2017-2018 - Institutional Effectiveness Plan and Results for the MBA Degree (Annual).

As the IE author for the annual MBA Degree Plan and Results, I am responsible for coordinating and assessing the degree program goals. I am involved in data collection, creation and standardization of rubrics and streamlining feedback between learners and faculty to help build a culture of continuous improvement.

Program Assessment Projects.

2017-2018 - Global Supply Chain Management.

Global Supply Chain Management explores the key issues, theories, and tools associated with the design, management and improvement of integrated global supply chain systems. It focuses on the strategic, tactical, and financial aspects of supply chain management. Also, it provides an overview of concepts and decision processes that can be used to effectively and efficiently manage the flow of goods, services, and information in a global environment. Firms are procuring, producing, and selling globally which requires ever increasing amounts of coordination within the firm and with supply chain partners. This course will be included in the MS Management Degree.

Course (New) - Creation/Delivery: Online.

2017-2018 - Operations Management (Graduate Course).

A study of the use of Operations Management concepts, models, methods, and tools to ensure effectiveness and efficiency in for-profit and not-for-profit, private and public organizations. The focus is on the transformation of inputs (e.g., labor, materials, machinery, and methods) into outputs (i.e., goods and services) for customers and other stakeholders. This course will be included in the MS Management Degree.

Course (New) - Creation/Delivery: Online.

Service

Unassigned

Department Assignments

Chair:

2017: Post Tenure Review Committee for Management Professor (Dr. Leslie Toombs)

Mentoring Activities:

2016-2017 – 2017-2018: TAMUC Quality Enhancement Plan (QEP) Mentor

Other Institutional Service Activities:

2014-2015 – 2017-2018: Course Owner, Management Courses

College Assignments

Assurance of Learning - Institutional Service:

2014-2015 – 2017-2018: Institutional Effectiveness Plan for MBA and Institutional Effectiveness Plan Results for MBA (Author/Writer)

Mentoring Activities:

2014-2015 – 2017-2018: TAMUC and College of Business Faculty Mentor

Other Institutional Service Activities:

2017-2018: College of Business Curriculum Committee

2014-2015 – 2016-2017: Member of Doctoral Dissertation Committees in the College of Education

Member:

2016-2017 – 2018-2019: College of Business Faculty Committee. Focus = AACSB, Tenure & Promotion, Development of Mentoring Process and Procedure, etc.)

2016-2017: College of Business Teaching and Learning (Learning and Teaching) Committee;

2015-2016 – 2016-2017: College of Business Teaching and Learning (Learning and Teaching) Committee;
2015-2016: College of Business Teaching and Learning (Learning and Teaching) Committee;

University Assignments

Member:

2018 – 2019: TAMUC Advisory Committee
2015: Member, TAMUC Search Committee for Dean of College of Business.
2015: Member, TAMUC Search Committee for Dean of College of Business.
2015: Texas A&M University-Commerce Strategic Planning Committee and Student Success Sub-Committee

Other Institutional Service Activities:

2017: Leader, Quality Initiatives and Awards (2016-2018)

Service to the Profession

Board Member: PRJ Editorial Review Board

2013-2014 – 2019-2020: Academy of Strategic Management Journal, (Travel not required), United States of America (International). At the invitation of the Editor, I served as a member of the Editorial Board of the Academy of Strategic Management Journal from 2013 to present.

2015-2016 – 2018-2019: The Global eLearning Journal, A Global Refereed Chronicle of Innovation, Implementation & Evaluation, (Travel not required), United States of America (International). At the invitation of the Editor, I served on the editorial board for The Global eLearning Journal, A Global Refereed Chronicle of Innovation, Implementation & Evaluation from 2015 to present.

2015-2016 – 2018-2019: Journal of Applied Management and Entrepreneurship, (Travel not required), United States of America (International). At the invitation of the Editor, I served on the editorial board for the Journal of Applied Management and Entrepreneurship from 2015 through 2018.

2013-2014 – 2018-2019: Journal of Management and Human Resources, (Travel not required), United States of America (International). At the invitation of the Editor, I served as a member of the Editorial Board for the Journal of Management and Human Resources from 2013 to present.

2013-2014 – 2017-2018: International Journal of Information Systems in the Service Sector, (Travel not required), United States of America (International). At the invitation of the Editor, I was a member of the editorial board for the International Journal of Information Systems in the Service Sector from 2013 to present.

Professional Memberships

Southwest Academy of Management, 2008-2018
Southwest Case, 2008-2018
Academy of Management, 2002 - 2018

Personal Professional Development

2018-2019: Completed internal TAMUC Ethics training,, Commerce, Texas.
2018-2019: Completed internal TAMUC FERPA (Family Education Rights and Privacy Act) training, Commerce, Texas.
2018-2019: Internal TAMUC training (Information Security Awareness), Commerce, Texas.
2018-2019: Internal TAMUC Training (Accessibility for Electronic Information Resources), Commerce, Texas.
2017-2018: Sedona Training, Commerce, Texas. Introduction to Sedona Training for TAMUC Faculty Members
2017-2018: Completed internal TAMUC training - D2L Orientation Training (D2L is the replacement platform for eCollege.), Commerce, Texas.
2016-2017: Completed internal TAMUC training, including Ethics, FERPA (Family Education Rights and Privacy Act), Information Security Awareness, and Accessibility for Electronic Information Resources., Commerce, Texas.
2016-2017: Completed research seminars, including presentations by Dr. Caroline Hayek and Dr. Stephanie Pane-Haden., Commerce, Texas.
2015-2016: Completed internal TAMUC training, including Reporting Fraud, Waste and Abuse, Effective Hiring Practices,

Creating a Discrimination-Free Workplace, and Required Emergency Alert System Notification., Commerce, Texas.

2014-2015: As part of TAMUC Strategic Planning Task Force, I completed training sessions 3/25/14 with Dr. Patrick Sanaghan, including Future Timeline Design, 10 Differentiators of Exceptional Teams, and a Strategic Planning Roundtable (experiential exercises),. Commerce, Texas.

Miscellaneous

2018-2019 - Self-Evaluation of Online Teaching (MGT 591 Quality Management) : I am posting my self-evaluation of MGT 591 Quality Management. This is Step One of Online Teaching Evaluation. I have made comments on all sub-elements of the Criteria, and I have noted (from my perspective) where improvements are needed.

2017-2018 - Mentoring Procedure/Process Development : As a member of the Faculty Credentials and Development Committee, I developed the process/procedure for Mentoring Faculty and submitted it to committee members for their review. After review by committee members, we submitted the approved Mentoring procedure/process to Dean Gibson for her editing and/or approval.

Last updated by member on 02-Jan-19 (04:35 PM)