

# CURRICULUM VITAE

Donald L. Caruth, Ph.D., SPHR

## EDUCATION

**Ph.D.**                      **University of North Texas, January, 1970**

Major: Management  
Supporting fields: Finance, Economics, and Marketing

Grade Point Average: 3.96

Dissertation: *Development of a Generalized Approach to Establishing Work Measurement Programs in Commercial Banks*

Dissertation research, funded by a grant from the Bank Administration Institute, encompassed a questionnaire survey of 164 commercial banks throughout the United States and personal visits to twenty-six banks in seven states and twelve cities to conduct in-depth interviews with sixty-one bank officers and employees.

**B.B.A.**                      **Southern Methodist University, June, 1958**

Major: Economics  
Minor: Management

Grade Point Average: 3.21

## ACADEMIC EXPERIENCE

**Texas A&M University-Commerce: 2005 to present.**

- *Professor of Management*

**Courses Taught:** Business Policy, Compensation Management, Current Issues in Human Resource Management, Human Resource Management, Management and Organizational Behavior, Staffing and Research, Strategic Management.

**American Intercontinental University (AIU) Online: 2003 to 2005.**

- *Adjunct Instructor*

**Courses Taught:** Business Communications, Business & Society, Business Management & Leadership, Business Research for Decision Making, Decision Making, Human Resource Strategy, Leadership & Ethics for Managers.

**Amberton University: 1997 to 2003.**

- *Professor of Management, 1999 to 2003.*
- *Instructor of Management, 1996-98.*

**Courses Taught:** Alternative Dispute Resolution, Compensation Management, Crisis Management, Development of Training Programs, Emerging Issues in Human Resources & Training, Human Resource Management, Human Resource Management Law, Information Channels, International Human Resource Management, Issues in Organizational Staffing, Management of Health and Wellness Programs, Management: Responsibilities & Practices, Management Systems, Negotiation Skills for Managers, Strategic Management, Supervisory Management.

**Our Lady of the Lake University, Dallas Weekend Program: 1996-98. 2004-05.**

- *Adjunct Professor.*

**Courses Taught:** Compensation Management, Human Resource Management, Selection and Training of Personnel.

**Texas A&M University--Commerce: 1982-97, 1978-80, 1974-75.**

- *Professor of Management, 1986-97.*
- *Interim Head Department of Marketing & Management, Fall, 1995.*
- *Administrative Intern, Office of the President, Spring & Fall 1994.*
- *Associate Professor of Management, 1982-86.*
- *Member, Graduate Faculty, 1982-97.*
- *Adjunct Professor, 1978-80, 1974-75.*

**Courses Taught:** Business Policy, Compensation Management, Contemporary Issues in Human Resource Management, Executive Development, Human Resource Development, Human Resource Management, Labor Management Relations, Management and Organizational Behavior, Managerial Policy, Organizational Theory, Principles of Management, Staffing and Research, Systems Analysis.

**University of Hawaii: Summer, 1984.**

- *Visiting Associate Professor of Management.*

**Courses Taught:** Business Policy, Management and Organizational Behavior.

**University of Dallas (Graduate School of Management): 1969-75.**

- *Associate Professor of Management, 1973-75.*
- *Assistant Professor of Management and Director, MBA Programs, 1971-73.*
- *Assistant Professor of Management, 1969-71.*

**Courses Taught:** Business and Society, Business Policy, Human Resource Management, Industrial Relations, Management Theory and Practice, Supervisory Management, Systems Analysis.

**Responsibilities as Director, MBA Programs:** Supervision of degree programs in business, health service administration, public administration, and university administration. Coordination of course content for nineteen courses. Scheduling of

course offerings. Selection and direct supervision of adjunct faculty. Participation in student admission decisions. Design of student degree programs. Counseling and advising students

**University of North Texas: 1974-76, 1972, 1966-68.**

- *Adjunct Professor, 1972, 1974, 1976.*
- *Assistant Director, Business Oral History Project, 1974-75.*
- *Instructor, 1968-69.*
- *Teaching Fellow, 1966-68.*

**Courses Taught:** Personnel Management, Principles of Management, Problems in Personnel Administration, Supervisory Management, Systems Analysis, Work Simplification in Food Service.

**Responsibilities as Assistant Director, Business Oral History Project:** Interviewing noted business leaders such as Mary Kay Ash, Norman Brinker, W. W. Caruth, Jr., Herman Lay, Lamar Muse, and Richard Rogers and recording their experiences in starting, developing, and managing successful business enterprises.

**El Centro College:** 1967-68.

- *Part-time Instructor in Economics.*

**Course Taught:** Principles of Macro-Economics.

## **COMPREHENSIVE EMPLOYMENT HISTORY**

*Texas A&M University-Commerce: 2005 to present.*

*American Intercontinental University (AIU) Online: 2003 to 2005.*

*Amberton University: 1996 to 2003.*

*City of Dallas: 1997-98.*

*Our Lady of the Lake University: 1996-98, 2004-05.*

*Texas A & M University—Commerce: 1982-97, 1978-80, 1974-75.*

*Management Consultant: 1972 to 2002.*

- Human Resource Management Systems (Principal)
- Caruth Stovall International (Managing Principal)
  - Don Caruth Associates (Principal)
  - Work Management Institute (Vice President)
    - Barakel Corporation (Vice President)
    - Drake Beam Morin (Vice President)
  - Caruth Management Consultants (President)
- Caruth, Rachel & Associates (Managing Partner)
  - Tri Mark, Inc. (Vice President)

*University of Hawaii: Summer, 1984.*

*Fox & Jacobs, Inc.: 1977-78.*

*University of Dallas: 1969-75.*

*University of North Texas: 1976, 1974-75, 1972,  
1966-69.*

*El Centro College: 1967-66.*

*Texas Instruments, Inc.: 1965-66.*

*First National Bank in Dallas: 1963-65.*

*United States Air Force: 1961-63.*

*Republic National Bank of Dallas: 1959-63.*

*Frito-Lay, Inc.: 1959.*

*Texas Bank & Trust Company: 1953-59.*

## **PUBLICATIONS**

### **BOOKS**

*Staffing the Contemporary Organization*, 3<sup>rd</sup> ed., coauthor, Praeger Publishing Company, 2009.

*Managing Compensation (and Understanding It Too)*, coauthor, Quorum Books, 2001.

*Staffing the Contemporary Organization*, 2<sup>nd</sup> ed., coauthor, Quorum Books, 1997.

*Taking Care of Business: The Dictionary of Contemporary Business Terms*, coauthor, NTC Publishing Group, 1997.

*NTC's American Business Terms Dictionary*, coauthor, National Textbook Company, 1994.

*Staffing the Contemporary Organization*, coauthor, Praeger, 1990; and Quorum Books, 1988.

*Compensation Management for Banks*, Bankers Publishing Company, 1986.

*Work Measurement in Banking*, 2<sup>nd</sup> ed., Bankers Publishing Company, 1984.

*Management Dynamics II*, coauthor, Spinnaker Publications, 1983.

*Management Dynamics*, coauthor, CMC Publications, 1979.

*The Management of Office Operations*, coauthor, Prentice-Hall, Inc., 1978.

*Basic Supervision: A Workbook for First-Line Managers*, coauthor, CMC Publications, 1977.

*Study Guide to Accompany Business Systems*, coauthor, Canfield Press, 1975.

*Lexicon of American Business Terms*, coauthor, Simon & Schuster, 1973.

*Business Systems: Articles, Analyses, and Cases*, coauthor, Canfield Press, 1972.

*Work Measurement for Commercial Banks*, Bankers Publishing Company, 1971.

*Guidelines for Organizing a Work Measurement Program*, Association for Systems Management, 1971.

*Planning for Clerical Work Measurement*, American Management Association, 1970.

*Office and Administrative Management*, 3<sup>rd</sup> ed., coauthor, Prentice-Hall, Inc., 1970.  
(Also published in two Japanese editions and one Indian edition).

#### ACADEMIC SUPPORT MATERIALS

*Test Bank for Strategic Management: An Integrated Approach*, 8<sup>th</sup> edition, Houghton Mifflin Company, 2008.

#### JOURNAL ARTICLES

“The Best of Times Are Yet to Come: The Transformation of HRM in Relation to Work Motivation,” coauthor, proceedings paper, currently on review.

“Toward an Understanding of Sexual Harassment: A Summary and Interpretation of Supreme Court Decisions from *Meritor to Burlington*,” coauthor, currently on review.

“Outsourcing Human Resource Activities: A Proposed Model,” coauthor, *Supervision*, future issue.

“The ABC Success Plan,” coauthor, *The American Salesman*, March 2010.

“The ABC Success Plan,” coauthor, *Special Living Magazine*, Spring 2010.

“The ABCs of Prayer,” coauthor, *Kids’ Ministry Ideas*, April-June 2010.

“Getting Off to a Good Start,” coauthor, *Industrial Management*, March/April 2010.

**“Toward an Experiential Model of Problem Initiated Decision Making,” coauthor, *Journal of Management Research*, December 2009.**

**“The Reemergence of Personality Testing as an Employee Selection Procedure,” coauthor, *Supervision*, March 2009.**

**“Fair Pay: A Step-by-Step Plan for Implementing an Effective Compensation Plan,” *Your Church Magazine*, coauthor, January-February 2009.**

**“Performance Appraisal: Essential Characteristics for Strategic Control,” coauthor, *Measuring Business Excellence*, (Vol. 12, Issue 3), 2008.**

**“Take the ABC Approach to Exceptional Student Service,” *Momentum*, coauthor, September/October 2007.**

**“How to Manage a Parish Meeting,” *The Priest*, September, 2007.**

**“How to Avoid the 12 Big Decision-Making Mistakes,” coauthor, *Rental Management*, May 2005.**

**“Got Goals? The Key to Personal Success,” *The Toastmaster*, January 2004.**

**“Decisions, Decisions,” coauthor, *Quality Digest*, December 2003.**

**“Personal Goal Setting: The Key to Success,” *The Messenger Magazine*, September 2003.**

**“A Company’s Number one Killer: Procrastination,” coauthor, *Innovative Leader* May, 2003.**

**“The ABCs of Managing a Meeting,” coauthor, *Communicator*, Spring 2003.**

**“Common Law Torts: The Latest Employment Lawsuit Nightmare,” coauthor, *Supervision*, November 2002.**

**“The ABCs of Managing a Meeting”, coauthor, *Monthly Mentor*, July 2002.**

**“The ABCs of Managing a Meeting,” coauthor, *Executive Update Online*, July 2002.**

**“Fundamentals of International Compensation,” coauthor, *Innovative Leader*, July 2002.”**

**“Compensating Sales Personnel, coauthor, *The American Salesman*, April 2002.**

**“By the Letter,” *Home Furnishings Review*, September 2001.**

**“8 Mistakes You Can Make in Decision-Making...and How to Avoid Them,” *Rental Management*, March 2001.**

**“Mistakes to Avoid in Decision Making,” coauthor, *Innovative Leader*, July 2000.**

**“How to Avoid Costly HR Lawsuits,” coauthor, *Fitness Management*, March 2000.**

**“11 Characteristics of Highly Effective Performance Appraisal Systems,” coauthor, *HR Professional*, January/February 2000.**

**“By the Letter: 26 Tips to Make Exceptional Customer Service Your Shop’s Guiding Principle in 2000 and Beyond,” coauthor, *Florist*, January 2000.**

**“Avoiding HR Lawsuits,” coauthor, *Executive Journal*, November-December 1999.**

**“How to Avoid HR Lawsuits,” coauthor, *Funworld*, November 1999.**

**“8 Mistakes to Avoid in Decision Making,” *Manage*, August, 1999.**

**“Keys to Effective Coaching,” coauthor, *Innovative Leader*, August, 1999.**

**“The Good, the Bad, and the Ugly: Contrasting Management Styles, coauthor, *Supervision*, December, 1998.**

**“Running Etiquette: Unwritten Rules of the Road,” *Startlines*, September, 1998.**

**“Meeting Management: The A-B-C Approach,” coauthor, *Sales Manager’s Bulletin*, August, 1998.**

**“The Good, the Bad, and the Ugly: Contrasting Management Styles,” coauthor, *Manage*, August, 1998.**

**“The ABCs of Public Speaking,” coauthor, *The Toastmaster*, July, 1998.**

**“The World’s Number One Killer,” coauthor, *Leaders Magazine*, Spring, 1998.**

**“The ABCs of Training Your Parrot,” coauthor, *Bird Talk*, February, 1998.**

**“Teaching the ABCs: 26 Steps to a Well-trained and Happy Dog,” coauthor, *National Coton de Tulear Association Newsletter*, Fall, 1997.**

**“Teaching the ABCs: 26 Steps to a Well-trained and Happy Dog,” coauthor, *Dog Fancy*, August, 1997.**

**“The World’s Number One Killer,” coauthor, *The Rotarian*, June, 1997.**

**“People Management: The A-B-C Approach,” coauthor, *Illinois Banker*, May, 1997.**

**“Alternative Dispute Resolution,” coauthor, *Chemical Engineering*, January, 1997.**

**“People Management: The A-B-C Approach,” coauthor, *The Rotarian*, October, 1996.**

**“Cost Effective Alternatives to Litigation,” coauthor, *Funworld*, June, 1996.**

**“How to Implement an Alternative Dispute Resolution Program,” coauthor, *Funworld*, June, 1996.**

**“Avoid the Courts,” coauthor, *Florist*, April, 1996.**

**“Courting Alternatives to the Courtroom,” coauthor, *Restaurants USA*, February, 1996.**

**“The ABCs of Customer Service,” coauthor, *Today’s Dallas Woman*, September, 1995.**

**“It’s All in the Service,” coauthor, *Independent Banker*, August, 1995.**

**“How to Handle an Irate Customer,” *Customer Service Report*, March, 1993.**

**"The ABC's of Customer Service: The Competitive Advantage," coauthor, *TeleProfessional*, January, 1993.**

**"Member Service Excellence: It's as Simple as ABC," coauthor, *Sam's Scene*, December, 1992.**

**"The ABCs of Customer Service for Grocers," coauthor, *Florida Grocer*, November, 1992.**

**"How to Conquer America's Number One Killer," *CQSS Reporter*, August, 1992.**

**"America's Number One Killer," *CQSS Reporter*, June, 1992.**

**"The Least Effective Words in Customer Service," *CQSS Reporter*, September, 1991.**

**"A Manager's Guide to Effective Interviewing and Hiring," coauthor, *Executive*, Spring, 1990.**

**"Developing Incentive Plans," *The Executive Series*, vol. II, February, 1988.**

**"Words: A Supervisor's Guide to Communications," *Management Solutions*, June, 1986.**

**"The First Computer Users," *Sting*, February, 1986.**

**"How Not to Motivate," coauthor, *Management World*, October, 1985.**

**"Overcoming Resistance to Change," coauthor, *SAM Advanced Management Journal*, Summer, 1985.**

**"Working Toward Better Union Relations," coauthor, *Supervisory Management*, February, 1985.**

**"Dealing with Procrastination," *Opportunity*, September, 1984.**

**"Key Factors in Positive Delegation," coauthor, *Supervisory Management*, July, 1984.**

**"Motivate!" coauthor, *Management World*, June, 1984.**



**"Operations Audit: Finding Your Credit Union's Weak Link,"** *Executive*, Spring, 1983.

**"Seven Steps to Sales Success,"** *Salesman's Opportunity Magazine*, April, 1983.

**"This Matter of Discipline,"** coauthor, *Supervisory Management*, April, 1983.

**"How to Delegate Successfully,** coauthor, *Supervisory Management*, February, 1983.

**"Personal Goal Setting: The Key to Successful Living,"** *Salesman's Opportunity Magazine*, October, 1982.

**"Performance Appraisals: Much More Than a Once-a-Year Task,"** coauthor, *Supervisory Management*, September, 1982.

**"How to Communicate to Be Understood,"** coauthor, *Supervisory Management*, July, 1981.

**"How to Make a Better Decision,"** coauthor, *Supervisory Management*, July, 1981.

**"How to Administer Equitable Salary Plans,"** *Credit Union Executive*, Spring, 1979.

**"Operations Audit: A Management Tool,"** *Burroughs Clearing House*, August, 1978.

**"Work Measurement: Programs and Problems,"** *Management World*, February, 1974.

**"Basic Psychology for a Systems Change,"** *Journal of Systems Management*, February, 1974.

**"A Look at the Four-Day Workweek,"** coauthor, *Business Studies*, Fall, 1973.

**"Thinking of Using a Management Consultant?"** coauthor, *Burroughs Clearing House*, June, 1973.

**"Work Measurement: Some Questions and Answers,"** *The Magazine of Bank Administration*, December 1972.

**"Programs to Assist Unemployed Engineers, Scientists, and Technicians,"** coauthor, *Marquette Business Review*, Fall 1972.

**"Planning for the Four-Day Workweek,"** coauthor, *Baylor Business Studies*, August-October 1972.

**"The Trouble With Work Measurement Is...,"** *Notes and Quotes*, March 1972.

**"Work Measurement and the Smaller Bank,"** *Burroughs Clearing House*, March 1972.

"The Trouble With Work Measurement Is...," *Michigan Business Review*, January, 1972.

"Surveying Bank Use of Work Measurement," *Journal of Methods-Time Measurement*, Vol. XV, no. 4.

"Work Measurement in Banks: Some Plaguing Program Problems," *Business Studies*, Fall 1970.

"Surveying Bank Use of Work Measurement," *Burroughs Clearing House*, July 1970.

"The Black Consumer," coauthor, *MAC/Western Advertising*, September 2, 1969.

"Media and The Negro Market," *Business Studies*, Spring 1969.

"How Will Total Systems Affect the Corporation?" *Journal of Systems Management*, February 1969.

"Work Measurement: A Valuable Tool for Management," coauthor, *Management Services*, January-February, 1969.

"Is Salary History a Basis for Discrimination?" *The Office*, November 1968.

"The Total Systems Concept," *Business Studies*, Fall 1968.

"Changing Concepts in the Marketing of Bank Services," *Business Studies*, Fall 1967.

#### **REPRINTED AND EXCERPTED ARTICLES AND CASES**

"Plainly Speaking," *Boardroom Reports*, October 15, 1983, excerpt from "How to Communicate to Be Understood," *Supervisory Management*, July, 1981.

"Common Mistakes in Decision Making," *Boardroom Reports*, September 7, 1981, highlights from "How to Make a Better Decision," *Supervisory Management*, July, 1981.

"The City of Dalton," case study, reprinted in Robert J. Mockler, *Information Systems for Management*, Charles E. Merrill Publishing Company, 1974.

"Work Measurement: A Valuable Tool for Management," article reprinted in *The Office Management Handbook*, Hospital Financial Management Association, 1972.

"How Will Total Systems Affect the Corporation?" article reprinted in Donald H. Sanders, *Computers and Management*, McGraw-Hill Book Company, Inc., 1970.

#### **PAPERS PUBLISHED IN ASSOCIATION PROCEEDINGS**

"TQM in the Classroom: A Pedagogical Model," coauthor, *Southwest Business Symposium Proceedings*, 1995.

"Theoretical Considerations in the Design of Quality Systems," *27th Annual Technical Conference Transactions*, American Society for Quality Control, 1973.

### BOOK REVIEW IN TRADE JOURNAL

Review of Richard S. Sloma, *How to Measure Managerial Performance*, in *Personnel Administrator*, December, 1980.

### CASE STUDIES

"Broadside National Bank--Charge-A-Lot Department," coauthor, *Intercollegiate Bibliography*, ICH 9-473-800, Harvard University.

"Southern Electronics Company," coauthor, *Intercollegiate Bibliography*, ICH 9-672-607, Harvard University.

"The Fly-By Aviation Services Company," coauthor, *Intercollegiate Bibliography*, ICH 13H77, Harvard University.

"The City of Dalton," coauthor, *Intercollegiate Bibliography*, ICN 13C16, Harvard University.

### AUDIO TAPES

"Personnel Management Doesn't Have to Be a Can of Worms!" Credit Union Executives Society, 1983.

"Job Burnout: Meet It and Beat It!" American Society for Personnel Administration, 1982.

"Job Burnout," Texas Library Association, 1982.

### POETRY

"Look Around You," in *A Time to Be Free*, Quill Books, 1988.

"Within," in *Chasing Rainbows*, Quill Books, 1987.

### RADIO AND TELEVISION APPEARANCES

"Honolulu Marathon for Leukemia Society of America," Interview KETR Channel 3, Commerce, Texas, September 15, 1995.

"Job Burnout," Channel 33, Dallas, "Money Talks to..." Interview by Jim Mitchell, July 17, 1981.

**"Job Burnout," KRLD, Dallas, "Alex Burton's Persons," Interview by Alex Burton, July 13-14, 1981.**

**"Families and Careers in Conflict," WFAA, Dallas, "The Kevin McCarthy Show," Interview by Mitch Carr, December 17, 1980.**

## **SCHOLARLY & PROFESSIONAL ACTIVITIES**

### **CURRENT RESEARCH**

**"16 Decision Making Traps and How to Avoid Them," journal article, initial research begun, Fall 2009.**

**"Isaac Son of Abraham: First Victim of Post Traumatic Stress Disorder?" journal article, initial research begun, Summer 2008.**

**"Evaluating the Effectiveness of Human Resource Management through Benchmarking," journal article, initial research begun, Summer 2008.**

### **PROFESSIONAL & PERSONAL DEVELOPMENT**

**Attendee, Texas Business Conference, Texas Workforce Commission, Grapevine, Texas, April 24, 2009.**

**Attendee, Texas Business Conference, Texas Workforce Commission, Paris, Texas, August 24, 2007.**

**Graduate, Citizens Police Academy, Rockwall, Texas, December 12, 2006.**

**Attendee, Texas Business Conference, Texas Workforce Commission, Tyler, Texas, July 28, 2006.**

**Attendee, "The Fundamentals of Workers Compensation in Texas,' Council on Education in Management, Dallas, Texas, October 31, 2001.**

**Attendee, "Employee Discharge and Documentation in Texas," Lorman Education Services, Fort Worth, Texas, August 30, 2001.**

**Attendee, "Personnel Law Strategies for Managers and Supervisors in Texas," Lorman Education Services, Dallas, Texas, July 20, 2000.**

### **RECENT PRESENTATIONS**

**“Burke and Hare: The Terrible Pair, Scotland’s First Serial Killers,” Rockwall Rotary Club, Rockwall, Texas, May 4, 2006.**

**“How to Communicate to Be Understood,” Diocese of Dallas, Parish Managers Meeting, Dallas, Texas, October 13, 2005.**

### **ACADEMIC REVIEWS**

**\*Charles W. L. Hill & Gareth R. Jones, *Strategic Management*, 7<sup>th</sup> edition, for Houghton Mifflin, December 2006.**

**\*“A Fresh Look at Followership: A Model for Matching Followership and Leadership Styles,” for *Journal of Behavioral and Applied Management*,” October 2005.**

### **COLLEGE & UNIVERSITY COMMITTEES**

**Member, Curriculum Committee, College of Business & Technology, 2009 to present.**

**Member, Marketing & Management Department Search Committee, 2006.**

**Chair, Entrepreneurship Program Committee, 2005—06.**

**Member, AACSB Accreditation, Scholarship Committee, 2005—08.**

### **PROFESSIONAL CERTIFICATIONS**

**Health Promotion Director. The Cooper Institute for Aerobics Research, 1998.**

**Personal Fitness Trainer. The Cooper Institute for Aerobics Research, 1997.**

**Personal Fitness Trainer. National Institute of Preventive Medicine, 1997.**

**Personal Fitness Trainer. International Fitness Professionals Association, 1996.**

**Sports Nutrition Counselor. International Fitness Professionals Association, 1996.**

**Senior Professional in Human Resources. Lifetime Certification awarded by Human Resource Certification Institute, Society for Human Resource Management.**

### **HONORS AND AWARDS**

**“Rotarian of the Year,” Rockwall Rotary Club, June 2005.**

**Nominated for “Service to New Generations Award,” Rotary International, District 5810, 2004.**

**Recognition Award, Rockwall Rotary Club for “Service & Commitment,’2003—2004.**

**ACADEMIC MEMBERSHIPS**

**Beta Gamma Sigma**

**Sigma Iota Epsilon**

**COMMUNITY SERVICE**

**Stephen Minister (Lay Counselor), Commissioned by First United Methodist Church of Rockwall under the auspices of Stephen Ministeries, Inc., June 7, 2009.**

**Rotary International, Rockwall Rotary Club, 2001 to 2008.  
Vocational Service Chair, 2005 to 2007.  
International Service Chair, 2002 to 2005.  
Communications Coordinator, Hot Rocks Bike, 2002 to 2006.**

**Member, Civilians on Patrol, Rockwall Police Department, Rockwall, Texas, 2007.**

**Member, Appraisal Review Board. Rockwall County Central Appraisal District, 2005 to Present.**

**Foreman, Grand Jury. 382<sup>nd</sup> Judicial Court, Texas, July 2004 Term.**

**Commissioner, Grand Jury. 382<sup>nd</sup> Judicial District Court, Texas, July 2003 Term.**

**EXTERNAL COMMITTEES AND BOARDS**

**Member, Job Descriptions Standards Development Task Force, Society for Human Resource Management, June 2009 to present.**

**Editorial Review Board, *The International Journal of Training and Development*, 1995-96.**