

## MACKIE, KATE

Department of Marketing  
McCombs School of Business  
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### Education

- **Ph.D.** (1995) Department of Educational Psychology, University of Texas at Austin. Studies in social and developmental psychology. **Dissertation Title:** "The Relationship Between Exposure to Employee Involvement Management Practices, Sense of Coherence, and Depression Among Male and Female State Employees."
- **MBA in INTERNATIONAL MANAGEMENT**, (1974) American Graduate School of International Management (Thunderbird), Glendale, AZ.
- **B.S. IN SECONDARY EDUCATION**, (1973) University of Wisconsin, LaCrosse, WI.
- **Continuing Education**
  - Met with StratX training team to discuss current changes and new ideas for MarkStrat. (Dec. 5, 2012)
  - Attended Marketing Analytics Round Table. Organized by CCIMS (Oct. 5, 2012)
  - Attended MarkStrat Webinar for revised version of MarkStrat (May 5, 2012)
  - Attended Multicultural Marketing Roundtable. Organized by CCIMS. (October 21, 2011).
  - Attended Dee Biggs presentation on Customer Logistics for Welch Foods. Organized by CCIMS. (March 8, 2011).
  - Exec. Education Open Enrollment Program – Worked with Kapil Jain to develop 2-day Open Enrollment program on Driving Business Performance through Marketing, using the new Harvard simulation called "Managing Segments and Customers". Fall, 2010.
  - Learned new marketing simulation for use with executive courses: HBS Managing Segments and Customers (June, 2010)
  - Attended MarkStrat Webinar (August, 2010) to learn new version of MarkStrat software used in Strategic Marketing course.
  - Workshop/Residency, "Co-Creation Workshop", Center for Customer Insight and Marketing Solutions, Austin, TX, United States. (April 16, 2010)
  - Attended SCMC/CCIMS Interactive Workshop (November, 2009)
  - Participating in Social Media Lecturer Interest Group (2009)
  - Attended CCIMS - Speaker - Institute for the Future (March, 2008)

### Academic Positions

January, 1996 – present:

Senior Lecturer, UT Austin (McCombs School of Business, College of Engineering, IC2 Institute) (will be promoted to Distinguished Senior Lecturer effective Sept, 2013)

### Teaching Experience

- **Executive Education**
  - Houston MBA – Two sections of Advanced Marketing Management (Spring, 2007, 2008, 2009, 2010, 2011, 2012, 2013)
  - Executive Education custom program for National Oilwell Varco (NOV). Adapted Marketing Technological Innovations course from MSTC into two shorter-segment sections. "Round 1" -

First half taught in August, 2010; second half in June, 2011. "Round 2 – First half taught in August, 2011; second half taught in June, 2012. "Round 3" –First half taught in August, 2012; second half scheduled for June, 2013, 2012.

- Austin Intensive - Mx-EMBA version of Marketplace Venture Strategy (August, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 12; scheduled for August, 2013.)
- Exec. Education Open Enrollment Program – Updated and taught ½ of 2-day Open Enrollment program on Marketing Strategy (April and November, 2008, 2009, 2010, 2011, 2012)
- Exec. Education Open Enrollment Program – Updated and taught ½ of new 2-day Open Enrollment program called "Driving Business Performance through Marketing". (May and October, 2012)
- Executive Education Custom Course – One-day session on International Marketing for SK Global. (Sept. 17, 19, 2012)
- Executive Education Custom Course – One-day session on Marketing Management for Sinopec. (March 19, 2012, July 13 and 18, 2011, March 11, 2011)
- Custom Educ Design, "Marketing Strategy for India Incubator Managers", IC2 Institute - Global Commercialization Group, Austin, TX, United States. (July 15, 2010 - August 16, 2010; Aug. 9-17, 2011).
- IC2 - MCCT-CMAV. Designed and taught version of MSTC Marketing Technological Innovations for CMAV Institute (CGIE) in Monterrey, Mexico. (Sept-Oct., 2008, 2009, 2010, 2011, 2012)
- IC2 – Designed and taught two-day seminar on Marketing Technological Innovation for USAA (Round 5 = March 4-5, 2013 (scheduled). Round 4 = July 16-17, 2012. Round 3 = May 7-8, 2012. Round 2 = March 5-6, 2012. Round 1 = July 11-12, 2011)
- Executive Education Short Course: Association of Corporate Counsel (Sept. 17, 2010)
- Continuing Education, College, Center for Lifelong Engineering Education. (June 25, 2010 - June 26, 2010). Designed and taught two-day workshop on marketing strategy for students in the Executive Engineering Management Program
- IC2 – Designed/presented 16 hour short course on Marketing Technology Innovation for visiting Portuguese technologists. (May and August, 2009)
- IC2 - Traveled to Santiago, Chile to present 4-day Marketing Technological Innovations module as part of a 6 week workshop on Technology Commercialization. (May, 2009)
- IC2 - Traveled to Delhi, India to present 4-day Marketing Technological Innovations module as part of a 6 week workshop on Technology Commercialization. (June, 2008)
- IC2 - Traveled to Delhi, India to present 4-day Marketing Technological Innovations module as part of a 6 week workshop on Technology Commercialization. (June, 2008)
- IC2 – Designed and presented semester long course on marketing to 9 executives from Korea Electric Power Company (KEPCO) (Fall, 2007)
- IC2 - Traveled to Kuala Lumpur, Malaysia to present 4-day Marketing Technological Innovations module as part of a 6 week workshop on Technology Commercialization. (March, 2007)

- IC2 - Traveled to Delhi, India to present 4-day Marketing Technological Innovations module as part of a 6 week workshop on Technology Commercialization. (June, 2007)
- IC2 – Designed and presented semester long course on marketing to 9 executives from Korea Electric Power Company (KEPCO) (Fall, 2006)
- IC2 – University of Lodz, Poland. Traveled to Poland to teach master’s program course and a faculty seminar in marketing concepts in technology commercialization (March, 2006)
- IC2 – Designed and presented one-day seminar in Marketing Technological Innovations for the INVITE Program developed by the IC2 Institute and the state of Nuevo Leon: Monterrey, Mexico (December, 2006)
- IC2 – Visiting executive coaching (Korea Telecom) (Spring/Fall, 2005)
- Axalto – Mktg Strategy and Cust. Insights (McCombs Exec. Educ.) (Mexico City, Aug., 2005)
- IC2 – Designed and presented semester long course on marketing to 14 executives from Korea Electric Power Company (KEPCO) (Fall, 2005)
- IC2 – Designed and presented two-day seminar in Marketing Technological Innovations for the INVITE Program developed by the IC2 Institute and the state of Nuevo Leon: Monterrey, Mexico (December, 2004)
- IC2 – Designed and presented semester long course on marketing to 16 executives from Korea Electric Power Company (KEPCO) (Fall, 2004)
- Texas Instruments –Marketing Fundamentals (McCombs Executive Education) (June, 2004)
- Axalto – Marketing Strategy and Customer Insights (McCombs Exec. Educ.) (Sept, 2004)
- Marketing Technological Innovations (Bogotá, Colombia - 2001, 2002; Guayaquil, Ecuador - 2001) (ITESM)
- National Instruments – Semester-long course in Marketing Fundamentals (College of Engineering – Center for Lifelong Engineering Education (CLEE; 2001, 2002)
- Transfer course in Marketing Technological Innovations to University of Lodz, Poland (IC2 Institute, 2003)
- Institute for Project Management – Conflict Management Seminar (CLEE, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010)
- **Graduate (MBA; MS-Technology Commercialization; MS-Engr. Mgmt)**
  - Strategic Marketing (MBA)
  - Pricing/Channels (MBA, TEMBA)
  - Marketing Core (DMBA, HMBA, MxEMBA)
  - Advanced Marketing Management (HMBA)
  - Marketing and Customer Insights Practicum (MBA)
  - Global Marketing (South America) (MBA)
  - Marketing Technological Innovation (IC2 – MSTC; Degree Program in Austin and Certificate Program in Monterrey, Mexico)
  - Advanced Marketing Management (College of Engineering – MS-Engr. Mgmt))
  - Managing Process Change with FordRAPIDS (MBA)
  - Managerial Aspects of Buyer Behavior (MBA)
  - Marketing Management (MBA Core)
- **Undergraduate**
  - International Corporate Management (CIBER)
  - Customer Insights
  - International Business Operations
  - Commercial Software Systems

## Awards and Honors

- Joe Beasley Award for MBA Teaching (May, 2012)
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- MBA Applause Teaching Award (April 7, 2011)
- MBA Applause Teaching Award (Oct. 27, 2011)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2011)
- Outstanding Faculty Award, MSTC Program, (May, 2011)
- Outstanding Faculty Award, MSTC-CMAV Program in Monterrey, MX, (October, 2011)
- 
- MBA Applause Teaching Award (Sept. 29, 2010)
- MBA Applause Teaching Award (Feb. 23, 2010)
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- MBA Applause Teaching Award (Sept., 2009)
- Outstanding Faculty Award, MxEMBA (May, 2009)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2009)
- MBA Applause Teaching Award (Feb., 2009)
- 
- MBA Applause Teaching Award (Sept., 2008)
- Outstanding Faculty Award, MxEMBA (May, 2008)
- Outstanding Faculty Award, MSTC Program, IC2 Institute (May, 2008)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2008)
- MBA Applause Teaching Award (Feb., 2008)
- 
- MBA Applause Teaching Award (Sept., 2007)
- Outstanding Term 1 (Summer) Faculty Award, MSSTC Program, IC2 Institute (May, 2007)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2007)
- MBA Applause Teaching Award (Feb., 2007)
- 
- MBA Applause Teaching Award (Sept., 2006)
- Outstanding Term 1 (Summer) Faculty Award, MSSTC Program, IC2 Institute (May, 2006)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2006)
- Outstanding Faculty Award. College of Engineering, EEM Program (Aug. 2006)
- 
- MBA Applause Teaching Award (Sept., 2005)
- Outstanding Term 1 (Summer) Faculty Award, MSSTC Program, IC2 Institute (May, 2005)
- MBA Honor Roll Teaching Award (March, 2005)
- Nominated for Joe Beasley Award by Marketing Dept. (March, 2005)
- 
- Outstanding Faculty Award. College of Engineering, Executive Engineering Management Master's Program (EEM) (Aug. 2004)
- Outstanding Term 1 (Summer) Faculty Award, MSSTC Program, IC2 Institute (May, 2004)
- Nominated for Best Faculty Mentor – McCombs MBA (May, 2004)
- MBA Honor Roll Teaching Award (March, 2004)
- 
- Outstanding Faculty Award. College of Engineering, EEM Program (Dec. 2003)
- Outstanding Faculty Award. College of Engineering, EEM Program (Aug. 2003)
- Outstanding Term 1 (Summer) Faculty Award, MSSTC Program, IC2 Institute (May, 2003)
- Nominated for Best Faculty Mentor – McCombs MBA (May, 2003)
- MBA Applause Teaching Award for Fall, (March, 2003)
- 
- Outstanding Faculty Award, MSSTC Program, IC2 Institute (May, 2002)

- Program Quality Enhancement and Exceptional Service Award, IC2 Institute (May, 2002)
- Outstanding Faculty Award, MSSTC Program, IC2 Institute (May, 2001)

## **Consulting and Training**

*Owner, Catalytics*

- **Projects (1999-2010)**

GSD&M – Idea City

- Developed and developed 12-hour custom training on marketing strategy for advertising account executives (May, 2008)

ZETEC

- Developed and presented ½ day seminar on High Technology Marketing for visiting Dutch executives. (April, 2008)

Walden University (National Technical University)

- Updated online course in Marketing Management for Walden’s traditional online MBA program. (Summer, 2008)
- Developed online course in Marketing Management for Walden’s traditional online MBA program. (Summer, 2007)
- Advised curriculum development committee on development of new online International MBA program. (Summer, 2006)
- Developed online course in Marketing Management course for Walden/NTU MBA program oriented to engineers. (2005)

College of Engineering (University of Texas at Austin)

- MCAA Institute for Project Management – Two ½ day seminars on Conflict Management (April/Oct., 2003-2009)

Tekstrategy, Ltd. London, England

- Scottish Institute for Enterprise (2004)
  - Collaborated with Tekstrategy to design and write curriculum and materials for Market Assessment and Marketing & Sales components of entrepreneurship program
- Bournemouth University – Entrepreneurship Program (2003)
  - Collaborated with Tekstrategy to design and write curriculum and materials for Marketing & Sales component of entrepreneurship program
  - Delivered “Train-the-Trainer” workshop for faculty teaching the program

Innovatech, Austin, TX

- Designed/delivered 1-day seminar on marketing for visiting Romanian business people and government officials (Oct., 2003)

3M Corporation

- Designed/delivered 3-day seminar on pricing (2002)

Austin Board of Realtors

- Customer Service Survey (1998, 2003, 2005, 2008 (not completed due to ABoR mgmt change)
- MLS Survey (2002)
- Directors Membership Survey (2001)
- ACTRIS Retention Project (2001)
- Survey of Organizational Excellence Follow Up (1999)

- Customer Service Training (1998-2000)

Women's Council of Realtors

- Guest Speaker – Managing Stress in Real Estate (May, 2005)

Dept. of Information Resources (State of Texas)

- Survey of Organizational Excellence Follow-Up Study (1999)

Concrete Research and Education Foundation

- ConREF Strategic Planning Retreat Facilitation (2000)

Council on Social Work Education

- Facilitate joint planning session for Commission on Accreditation and Commission on Educational Policy (2000)

## **Publications**

- Mackie, K., Holahan, C. & Gottlieb, N. (2001), Employee Involvement Management Practices, Work Stress, And Depression In Employees Of A Human Services Residential Care Facility, Human Relations, Vol. 54, No. 8
- Spirduso, W. & Mackie, K. (1995). Physical Dimensions of Aging: Chapter 10. Health, Exercise, and Emotional Function, Champaign, IL

## **Professional Service**

### **UNIVERSITY SERVICE**

- Served on dissertation committee for Marlene Neil in College of Communications. Completed final defense on Aug. 13, 2012
- Co-Facilitated full day FordRAPID process improvement workshop with Dr. Neal Armstrong of the Office of the Provost. Process improvement project was done with staff and stakeholders of the CIS office and the Center for Teaching and Learning. (Contracting/Planning Meetings; Workshop Meeting 03/09/11 – total 3 days of service)
- IC2 – Hosted 30+ Monterey MSTC students in my home for dinner (March, 2010, 2011, 2012)
- Volunteer Speaker (Guest Lecturer) Marketing concepts in Commercialization for “The Enterprise of Technology” cross-listed masters’ course in Bus/Engr/Pharmacy (October, 2005), Steve Nichols, Norm Kaderlan)
- Center for Teaching Effectiveness - New Faculty Teaching/Orientation Seminar – presented session titled “Using Small Group/Team Techniques: A Way to Increase Student Responsibility for Learning (August, 2004)
- Division of Instructional Innovation and Assessment - Blackboard Faculty Users Group – participated in videotaped interview to communicate methods of online teaching (Spring, 2004)
- Division of Instructional Innovation and Assessment – Weatherstation Report – participated in research study of use of online learning tools with Dr. Robert Zemsky (2003-2004)
- College of Engineering – serving on organizing committee for Engineering Management Conference (Spr/Sum 2004).
- Volunteer Speaker (Guest Lecturer) Marketing concepts in Commercialization for “The Enterprise of Technology” cross-listed masters’ course in Bus/Engr/Pharmacy (Oct., 2003; March, 2004), Steve Nichols, Norm Kaderlan)
- Volunteer facilitator for on campus problem solving and process improvement projects (FordRAPIDS program).
- Performance Appraisal, Reward and Recognition Team. Member of committee reviewing current, and recommending new, performance evaluation process for UT Staff (Summer, 1996).

### **MCCOMBS AND MARKETING DEPARTMENT SERVICE**

- Discuss MSTC program with External Reviewer (Nov. 13, 2012)
- Film interview with Christine Chen for McCombs recruitment video (Nov. 13, 2012)

- Conducted peer reaching evaluation for Linda Gerber (Nov. 12, 2012)
- Taught sample case for prospective MBA students (Nov. 2, 2012)
- Speak for CIBER in foreign language case teaching seminar (Nov. 2, 2012)
- Presented guest lecture to Tx Venture Lab students (Sept. 17, 2012)
- Attended MBA Coffee in Carpenter Center (Sept. 5, 2012)
- Presented marketing workshop/overview for GMN internships (April 24, 2012)
- Attended Women in Business Leadership Luncheon (April 24, 2012)
- Chaired Staff Awards Committee Meeting (April 16, 2012)
- Attended MBA Electives Fair (April 2, 2012)
- Participated in Marketing Curriculum Review process (March 27, April 10, 12, 26, May 16, 24, 2012)
- Presented case study to prospective MBA students (March 30, 2012)
- Presented guest lecture to Tx Venture Lab students (January 30, 2012)
- Attended MSTC Ladies Night for current/prospective students (Jan. 25, 2012)
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- Judged case competition for the BHP sophomore lyceum class (Dec. 2, 2011)
- Spoke for Marketing Concentration Panel for Prospective MBA's (Nov. 11, 2011)
- Hosted Thanksgiving dinner in my home for eight international MBA students (Nov. 24, 2011)
- Attend MBA Electives Fair (Oct. 10, 2011)
- Made presentation for Diversity Forum (Oct. 21, 2011)
- Hosted MBA Epicurian Club at my house (Oct. 2, 2011)
- Presented case study to prospective MBA students (Sept. 16, 2011)
- Attend MSTC "Meet the Faculty" recruiting event (Sept. 12, 2011)
- Volunteer Lecturer for McCombs Future Executive Academy (June 14, 2011)
- Hosted lunch for 10 MBA students at my home – (May 9, 2011)
- Presented Marketing Internship Boot Camp for GMN – (April 25, 2011)
- Facilitated employer focus group session for 2011 McCombs Recruiter Summit (April 14, 2011)
- 
- Chair, Staff Excellence Awards (April, 2010)
- Hosted Thanksgiving dinner in my home for eight international MBA students – Nov. 25, 2010
- Hosted lunch for 15 MBA students at my home – Nov. 13, 2010
- Participated in MBA Electives Fair – Oct. 11, 2010
- 
- International student orientation session – Aug. 11, 2010
- MBA Program Office - Marketing Course Overview for Staff, Guest Speaker (July 27, 2010). Participate in panel of other marketing faculty to help MBA program office staff understand offerings.
- Evaluated MBA scholarship application essays for merit and need – July 7-8, 2010
- Made one hour presentation on marketing to the Future Executive Academy – June 15, 2010
- Hosted international GWIB members dinner at my home – May 13, 2010
- 
- Judge, L'Oreal competition (November, 2009)
- Judge, Marketing Challenge (November, 2009)
- Attended "Meet the Faculty" meeting with students for Spring registration (October, 2009)
- Chair, Staff Excellence Awards (April, 2009)
- Taught case study for MBA Preview Week (April, 2009)
- Attended GMN Meet-the-Faculty Meeting (April, 2009)
- 
- Participated in High Technology Marketing Subcommittee for new Marketing Dept. Curriculum (Fall, 2008)
- Hosted Graduate Women in Business dinner at my home (November, 2008)
- Attended MBA Orientation luncheon (Sept. , 2008)
- 
- Volunteer Lecturer for McCombs Future Executive Academy (June, 2008)
- Chair, Staff Excellence Awards (May, 2007 and May, 2008)
- Moderated panel discussion for GMN Marketing Bootcamp (April, 2008)

- Taped segment of Leave a Legacy video for graduating MBA class (April, 2008)
- Attended GMN Preview Weekend cruise (April, 2008)
- Attended GWIB Faculty-Staff-Student happy hour (April, 2008)
- Attended and presented Fall course information at GMN Professor Night (April, 2008)
- Developed/presented guest lecture on Interviewing Skills for Janet Dukerich's Middle East trip class. (Feb., 2008)
- Judge, Green Venture Challenge (Feb., 2008)
  
- Member, AACSB Professional Qualifications Committee (Fall, 2007-Spring, 2008)
- Acted as Judge for Consulting Challenge (Oct., 2007).
- Participated in Staff Awards Committee and took on last-minute chair responsibilities (April, 2007)
- Hosted Graduate Circle Dinner (April, 2007)
- Attended MBA Preview Weekend luncheon (March, 2007)
- Developed/presented guest lecture on Interviewing Skills for Raj Raghunathan's India trip class. (Feb., 2007)
- Attended Graduate Business Council luncheon with faculty. (Feb., 2007)
- Advisor to Graduate Marketing Network, and attended kickoff meeting (Feb., 2007)
- 
- Attend MBA student welcome dinner at Dean Hirst's house (Sept. 2006)
- Attend prospective MBA student luncheon (Nov. 2006)
- MBA Program – hosted Graduate Circle Dinner for MBA students (Oct, 2006)
- Volunteer Lecturer for Young Leaders Entrepreneurial Academy (June, 2006)
- Volunteer Lecturer for McCombs Academy (June, 2006)
- Attend Marketing Dept. Professor Night to introduce next term's courses (Spring, Fall – 2006)
- 
- Participated in CCI – RFID Symposium (Oct, 2005)
- Spoke on Ethics in Marketing for MBA students in Net Impact (Dec., 2005)
- Assisted new marketing faculty member in opening additional section of Strategic Marketing course and learning MarkStrat simulation (Fall, 2005).
- Volunteer Case Study Presenter – Explore McCombs (Fall, 2005)
- MBA Program – hosted Graduate Circle Dinners for MBA students (April, 2004, 2005)
- Volunteer Lecturer for Young Leaders Entrepreneurial Academy (June, 2005)
- Volunteer Lecturer for McCombs Academy (June, 2005)
  
- McCombs Consulting Challenge – Judge (Nov., 2004)
- McCombs International Business Challenge – Judge (Sept., 2003; Sept., 2004)
- Recruited Linda Baker, Sr. VP for Shopper Insights at J. Brown to speak with undergraduate classes, faculty, and MBA students regarding trends in and applications of data mining, and examine possible research collaborations, practica, and/or sponsorships with the Center for Customer Insight. (Sept., 2004)
- McCombs Branding Task Force – participated in interview process with GSD&M (Spring, 2004), and with review of possible value propositions (Fall, 2004)
- MBA Program – hosted Graduate Circle Dinners for MBA students (Nov., 2003; April, 2004)
- Marketing Department – Winter Retreat Follow-Up, Marketing Dept model development – (Spring, 2004)
- Marketing Department – Winter Retreat Follow-Up – Marketing Core Committee – (Spring, 2004)
- Volunteer Lecturer for LEAD and Future Executives Academy programs (Summer 2001, 2002, 2003, 2004)
  
- Volunteer Speaker – Explore McCombs (Fall, 2003)
- Marketing Department – Curriculum Committee (Fall, 2003)
- Marketing Department – Winter Retreat Planning (Fall, 2003)
- Acted as volunteer advisor to two Plus projects (Fall, 2003)
- Center for Customer Insight (CCI). Assisted in program review and discussions (Spring, 2003)
  
- Advisor, Marketing Network (Spring, 2000 – Present)
- MBA Core Council Member (1999-2000).



**COMMUNITY SERVICE**

**LONE STAR EQUINE RECUE/HABITAT FOR HORSES** (2004 – Present). An organization dedicated to rehabilitating, fostering, and finding homes for unwanted, seized, and injured horses and donkeys. Provide rehabilitation nursing and foster care for 1-4 horses.

**AUSTIN QUALITY COUNCIL**, (1994 - 1999) Austin, TX. An organization dedicated to promoting the principles of Total Quality Management in the Austin area. Served as a general volunteer in 1994, as a Volunteer Examiner for the 1995 and 1996 Austin Quality Awards, and on the Marketing and Forum Committees in 1995 and 1998. Workshop leader at 1996 Austin Quality Forum.

**BUSINESS EXPERIENCE**

**CONSULTANT, SPEAKER** (1996 – Present). Consulting, facilitating and speaking on topics related to marketing management and in the areas of employee involvement, customer service surveys/research and consultation, organizational effectiveness consulting, work stress, total quality management, process improvement, and training needs analysis.

**FELLOW and PROGRAM COORDINATOR**, (November, 1996 – September, 1998). University of Texas at Austin, UT Quality Center. Responsibilities included: Developing and presenting seminars on employee involvement, productivity, and work stress; developing and facilitating client surveys and needs assessments; facilitating process improvement projects; coordinating on-campus Ford RAPID process improvement program.

**PROJECT MANAGER, GRADUATE RESEARCH ASSISTANT**, (1991-1995) Employee Involvement and Mental Health Research Project. (Principal Investigator: Nell Gottlieb, Ph.D., Professor, Dept. of Kinesiology and Health Education, University of Texas at Austin). Wrote grant proposal that was funded by the Hogg Foundation for Mental Health. Managed all aspects of research project including budget management, survey development, site negotiation, data entry and analysis, report writing, and publications development.

**ASSISTANT INSTRUCTOR**, (1990-1991) University of Texas at Austin, Department of Educational Psychology. Taught undergraduate classes in learning/study skills and stress management (EDP310).

**DIRECTOR OF MARKETING AND NEW BUSINESS DEVELOPMENT**, (1984-1989) Pillsbury de Venezuela, Caracas, Venezuela. A producer and marketer of flour, pasta, and vegetable products for the Venezuelan market. A \$37 million subsidiary of The Pillsbury Company, Minneapolis, MN. Started up and provided management direction for the company's local Green Giant vegetable business. Activities included strategic and tactical planning, financial planning and analysis, contract negotiation, government relations, marketing, market research, advertising agency management and investigating new business development opportunities, including acquisitions and new products. Coordinated and managed activities for teams of local staff and Minneapolis-based agricultural researchers and production experts. Recruited, trained, and managed marketing staff.

**MARKETING AND PRODUCT MANAGER**, (1978-1984) The Pillsbury Company, Minneapolis, MN. Promoted into positions of increasing responsibility for the marketing and product management of Green Giant canned vegetables and Pillsbury baking mixes. Activities included developing strategic and tactical plans, developing budgets and forecasts, working with advertising agencies and market research, and developing staff.

**SYSTEMS SUPPORT REPRESENTATIVE**, (1975-1978) National Semiconductor Corporation, Systems Division, Sunnyvale, CA. Provided support for the sales and installation of electronic cash register systems for grocery stores. Trained retail customer trainers and employees in system operation, assisted sales force in sales calls, acted as liaison between customers and programmers, and wrote manuals and training programs. Trained sales force and other system support representatives on system upgrades.