

Karen E. Mishra, Ph.D.

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@KarenMishra

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EDUCATION

The University of North Carolina at Chapel Hill 2007

Ph.D., Integrated Marketing Communications

Roy H. Park Fellow; Carol Reuss Doctoral Student Award

The University of Michigan 1988

M.B.A., Ross School of Business

President, Business School Student Council

Albion College 1985

B.A., Economics & Management; Music

Gerstacker Institute (Honors Economics program)

First liberal arts co-op student at Oldsmobile in Lansing, Michigan

CURRENT ACADEMIC POSITION

East Carolina University, Greenville, NC 2016-Present

Visiting Instructor, Marketing & Supply Chain, College of Business

Teach introductory marketing and global business.

PREVIOUS ACADEMIC POSITIONS

Meredith College, Raleigh, NC 2011-2016

Assistant Professor, School of Business

- MBA Professor of the Year (2013-14)
- Taught global corporate communication, business consulting, global leadership, and digital marketing in the executive MBA program
- Taught undergraduate marketing, advertising, international marketing and social media marketing in the undergraduate business program
- Completed Gallup Training: "Strengths-based mentoring and advising in higher education"
- Founding Advisor, American Marketing Association collegiate chapter and Alpha Mu Alpha marketing honorary
- Supervised over 30 service-learning marketing and advertising plans for local nonprofit organizations and start-up firms per year
- Served as marketing chair of Meredith College 2013 TedX committee
- First professor at Meredith College to teach a hybrid course in 2008
- Faculty adviser for business majors and marketing minors; three-time freshman advisor
- Unanimously passed third-year review in spring 2014

Michigan State University, East Lansing, MI 2009-2011

Clinical Professor, Marketing Department, Broad College of Business

- Taught marketing strategy in the undergraduate program
- Taught entrepreneurship and innovation in the full-time MBA program and Marketing Management as a hybrid course in the eMBA program.
- Advisor: Retailing Student Association, Impulse Dance Troupe.

Organizational Development Consultant, Faculty and Organizational Development

Work with faculty and staff on the MSU campus in the areas of teaching evaluation, assessment, and improvement; strategic planning; Strategic Visioning; Performance Reviews; Change Management;

Climate and Culture; Leadership Development; Meeting facilitation; and Retreat planning/facilitation.

- Mentored junior faculty to help them improve their teaching performance.

Assistant Professor, Department of Advertising, Public Relations and Retailing

- Taught Public Relations Techniques and Ethics, Retail Promotion Strategies, and Integrated Strategy
- Advisor, Retailing Student Association

Meredith College, Raleigh, NC

2007-2009

Assistant Professor of Marketing, School of Business

- Taught marketing and advertising in the undergraduate program
- Taught MBA course in digital marketing (first hybrid course at Meredith College)
- Founding Advisor, American Marketing Association
- Supervised over 20 service-learning marketing plans for local nonprofit organizations per year
- Completed faculty training in “ethics across the curriculum”

Duke University, Durham, NC

2006-2009

Executive Coach, The Fuqua School of Business, Executive Education and Duke Corporate Education, Leadership Development Program

- Custom programs include *Deutsche Bank; Omgeo; bioMerieux; Duke University*
- Provide 360-degree feedback and coaching using Delta Leadership assessment

North Carolina State University, Raleigh, NC

2006-2007

Graduate Assistant for Dr. Michael Rappa.

- Teaching Assistant, Managing the Digital Enterprise
- Marketing Assistant for the creation of the M.S. in Advanced Analytics in the Institute for Advanced Analytics

The University of North Carolina at Chapel Hill

2004-2007

Graduate Assistant, School of Journalism and Mass Communication.

- Worked with IMC Professor Robert Lauterborn and PR Professor Dr. Lois Boynton

Wake Forest University, Winston-Salem, NC

1998-2004

Director/Champion, Social Entrepreneurship Initiative, Angell Center for Entrepreneurship, Babcock Graduate School of Management.

- Created and provided capacity building programs for Winston-Salem nonprofits
- Editor of the *Non-Profit News*
- Advisor to three non-profit MBA interns. (2001-2002)

Adjunct Instructor of Marketing, Babcock Graduate School of Management

- Created and Taught Non-Profit Marketing
- This course was listed as one of the contributing courses to Wake Forest’s #10 worldwide ranking by BeyondGreyPinstripes
- Students created nonprofit marketing plans for local nonprofits
- Local nonprofits executives were invited to sit in the class for free

Visiting/Adjunct Instructor, The Calloway School of Business.

- Taught International Marketing, Principles of Marketing, Marketing Strategy, Organizational Theory and Behavior, and Sports Marketing to undergraduate business students
- Faculty member in the Summer Management Program (for non-business majors)
- Advisor to six independent study students
- Selected to be the first adjunct ACE (Academic & Community Engagement) Fellow

Vienna University of Economics and Business Administration Summer 2000
Visiting Instructor, Department of Business English, Wirtschaftsuniversität Wien Negotiation Course

Juniata College, Huntingdon, PA 1993-1994
Adjunct Professor, Department of Economics and Business Administration.
 Taught Introductory Marketing; Marketing Research; Marketing Communications

The Pennsylvania State University, State College, PA 1992-1997
Instructor, Introductory Marketing, Personal Selling

The University of Michigan, Ann Arbor, MI 1991-1993
Research Associate, Executive Education/Organizational Behavior-HRM.

- Participated in a large-scale study on Organizational Change and Effectiveness in the U.S. Automotive Industry
- Co-authored research articles
- Conducted case studies of selected participating organizations
- Managed production and presentation of feedback reports to all study participants

PUBLICATIONS

Refereed Publications

Mishra, Karen E. & Mishra, Aneil K. (In press). Building Brand Engagement through Twitter Marketing Strategies. Journal of Digital and Social Media Marketing.

Mishra, Aneil, Mishra, Karen & Grubb, Lee. (2015). Reducing Turnover in Franchise-Based Small Business Organizations: The Role of Trust, Empowerment, Vulnerability and Commitment. Small Business Institute Journal.

Mishra, Karen E., Boynton, Lois, and Mishra, Aneil. (2014). Driving employee engagement: The expanded role of internal communications. The International Journal of Business Communication, 51(2), 183-202. Paper was nominated for the 2015 "Outstanding article in the *International Journal of Business Communication*" award.

Mishra, Aneil K. & Mishra, Karen E. (2013) The Research on Trust in Leadership: *The Need for Context*. Journal of Trust Research 3(1), 61-71.

Mishra, Karen E. (2009). J. Walter Thompson: Building Trust in Troubled Times. Journal of Historical Research in Marketing, 1(2), 246-269.

Mishra, Aneil K., Mishra, Karen, and Spreitzer, Gretchen. (2009). Downsizing the company without downsizing morale. Sloan Management Review, 50(3), 39-44.

Mishra, Karen E. and Li, Cong. (2008) Relationship Marketing in the Fortune 500 U.S. and Chinese websites. Journal of Relationship Marketing, 7(1), 29-43.

Mishra, Karen E. (2006). Help or Hype: Symbolic or Behavioral Communication During Hurricane Katrina. Public Relations Review, 32(4).

Mishra, Karen E., Mishra, Aneil K., and Spreitzer, Gretchen M. (1998) Maintaining trust and empowerment during downsizing. Sloan Management Review.

Mishra, Aneil K. and Mishra, Karen E. (1994) The role of mutual trust in effective downsizing strategies. Human Resource Management, 33 (2), 261-279.

Books

Garris, Molly & Mishra, Karen (2014). A Beginner's Guide to Mobile Marketing Strategies. Dr. Vicky Crittenden, Ed. Business Expert Press.

Mishra, Aneil K. & Mishra, Karen E. (2013). Becoming a Trustworthy Leader: Psychology and Practice. New York: Routledge Press.

Mishra, Aneil K. & Mishra, Karen E. (2008). Trust is everything: Become the leader others will follow. Lulu.com: Chapel Hill, NC.

Courses Taught

Advertising	Market research
Business Consulting (mba, hybrid)	Marketing strategy
Consumer Behavior	Negotiation
Digital Marketing (mba, hybrid)	Nonprofit marketing (mba)
Entrepreneurship and Innovation (mba)	Organizational behavior
Global business (bba, mba)	Public relations
Global leadership (mba, hybrid)	Retail promotions
Integrated marketing communications	Sales management
International Marketing	Social Entrepreneurship
Marketing communications	Social media marketing
Marketing management (bba, mba, hybrid)	Sports marketing

Executive Education Courses: leadership development; sales and marketing management; team development, team communication

Grants and Fellowships

\$2,600 Research Grant to benchmark MBA leadership initiatives, Meredith College, School of Business, Summer 2014

\$1,000 Conference Grant, Meredith College, School of Business, 2008-2009

\$1,000 Summer Conference Travel Grant, Meredith College, Office of Professional Development, 2008

\$1,000 Travel Grant, Ohio University, Blogging Ethics Conference, Athens, OH, April 2006.

\$19,500/year Roy H. Park Fellowship, University of North Carolina at Chapel Hill, 2004-2007

\$9,000 Grant, Fund for Ethics and Leadership, Wake Forest University, 2001

Refereed Conference Proceedings

DeFanti, Mark, Kilburn, Ashley, Mishra, Karen & Veronda, Cheryl (2016). Innovations in Teaching Advertising, Marketing Management Educators Conference, September, Providence, RI.

Mishra, Karen E. (2014). Employee Blogging: Building Buzz from the Inside. Revolution in Marketing: Market Driven Changes, Developments in Marketing Science: Proceedings of the Academy of Marketing Science, 175-180.

Mishra, Karen E. & Boynton, Lois (2009). Talk-the-Talk: Using Internal Communication to Build Trust with Employees. International Public Relations Research Conference, Miami, FL, March 11-15.

Mishra, Karen E. (2008). Are We Good Citizens?: A Cross-Cultural Analysis of CSR Webpace. Academy of Management Conference, Anaheim, California, August 8-13.

Mishra, Karen E. & Hendrick, Tim. (2007). "Coffee Talk: The Culture of Communication at Starbucks." The International Public Relations Research Conference, Miami, Florida, March 8-11.

Mishra, Karen E. (2006). Employee Blogging: Building Buzz from the Inside. Academy of Marketing Science Conference, May 24-27, San Antonio, Texas.

Mishra, Karen E. (2006) The Leadership Lessons of J. Walter Thompson in the 1930s. American Academy of Advertising Conference in Reno, Nevada March 30-April 2.

Mishra, Karen E. (2006). Help or Hype: Symbolic or Behavioral Communication During Hurricane Katrina. Ninth Annual International Public Relations Research Conference, Miami, Florida, March 9-12.

Mishra, Karen E. (2005) Technologically Savvy Consumers are Driving the Need for Integrated Marketing Communications. Academy of Marketing Science Conference in Tampa, Florida, May 25-28.

Scholarly Book Chapters

Mishra, Karen E. (Forthcoming). Adding Value through Strengths Coaching. In *Restoring Trust in Higher Ed: Making the Investment Worthwhile Again*. Praeger.

Mishra, Karen E. and Aneil K. Mishra (Forthcoming). Alumni-Nation: Building financially strong colleges starting with engaged students. In *Restoring Trust in Higher Ed: Making the Investment Worthwhile Again*. Praeger.

- Mishra, Karen E., Mishra, Aneil K. & Walker, Khaner (2016). Leadership Communication, internal marketing and employee engagement: The perfect recipe to create brand ambassadors. In Javidi, Long & Normore (Eds.) *Handbook of Effective Communication, Leadership and Conflict Resolution*.
- Mishra, Karen E., Walker, Khaner & Mishra, Aneil K. (2014). Employee Use of Social Media in the Workplace: How “*Lenovo Central*” brings employees together. In I. Lee’s (ed.) [Integrating Social Media into Business Practice, Applications, Management, and Models](#).
- Mishra, Aneil K. & Mishra, Karen E. (2012) Trust and Positive Organizational Leadership. In K. Cameron and G. Spreitzer’s (eds). *The Oxford Handbook of Positive Organizational Scholarship*. Cary, NC: Oxford University Press.
- Mishra, Karen E., Schwarz, Gavin, M. and Mishra, Aneil K. (2011). The Evolution of Trust and Control as Seen through an Organization’s Human Resources Practices. In R. Searle. [Trust and Human Resource Management](#). Cheltenham, UK: Edward Elgar.

Academic Honors and Awards

Meredith College MBA Professor of the Year, 2014
 Founding Editorial Board Member, Journal of Trust Research, 2009-Present
 Carol Reuss Doctoral Student Award , University of North Carolina at Chapel Hill, 2007
 Roy H. Park Fellow, University of North Carolina at Chapel Hill, 2004-2007
 Guest Coach, Wake Forest University Basketball team, 12/28/02
 Academic and Community Engagement Fellow, Wake Forest University, 2000-2001
 The Jenny Worthington Cup (1985)
 The Stephen Wheeler Choir Cup (1985)
 The F. Dudleigh Vernor Music Prize (1985)
 Mortar Board, Senior Honor Society (1984-1985)
 Sigma Alpha Iota (1983)
 Omicron Delta Epsilon (1982)
 Albion College Music Scholarship (1981-85)
 Professional Management Program, Honors Economics Program (1981-1985)
 The John Philip Sousa Award (1981)

Refereed Presentations

- DeFanti, Mark, Kilburn, Ashley, Mishra, Karen & Veronda, Cheryl (2016). Innovations in Teaching Advertising, Marketing Management Educators Conference, September, Providence, RI.
- Mishra, Karen E., Wilder, Kelly & Mishra, Aneil K. (2015). Updating the Marketing Curriculum: Blending student, professor and market demands. Presented to the Marketing Management Educator’s Fall Conference.
- Mishra, Aneil K., Schwartz, Gavin, & Mishra, Karen E. (2009). Human Resource Practices as Indicators of Trust and Control When Organizations Grow. Part of the Professional Development

Workshop on Organizational Trust at the Academy of Management Conference, Chicago, IL, August 7, 2009.

Mishra, Karen E. & Mishra, Aneil K. (2009). Blogging Basics and Blogging Ethics. Part of the Professional Development Workshop on Blogging for Management Scholars at the Academy of Management Conference, Chicago, IL, August 7, 2009.

Mishra, Karen E. & Boynton, Lois. (2009). Talk-the-Talk: Using Internal Communication to Build Trust with Employees. Selected to be presented at the International Public Relations Research Conference, Miami, FL, March 11-15.

Mishra, Karen E. (2008). Are We Good Citizens?: A Cross-Cultural Analysis of CSR Webpage. Presented at the 2008 Academy of Management Annual Conference, Anaheim, California, August 8-13.

Mishra, Aneil K, Schwartz, Gavin & Mishra, Karen E (2008). The co-evolution of trust and control. Presented at the 2008 Academy of Management Annual Conference, Anaheim, California, August 8-13 as a Showcase Symposium.

Mishra, Karen E. & Li, Cong. (2007). Relationship Marketing in the Fortune 500 U.S. and Chinese Websites. Presented at the 2007 Academy of Marketing Science Annual Conference in Coral Gables, Florida from May 23-26.

Mishra, Karen E. & Hendrick, Tim. (2007). Coffee Talk: The Culture of Communication at Starbucks. Presented at the International Public Relations Research Conference, Miami, Florida, March 8-11.

Sinclair, Janas & Mishra, Karen E. (2006). Building Trust and Loyalty through Corporate Social Responsibility Advertising: The Effects of Transparency and Intent. The Association for Education in Journalism and Mass Communication, August 3rd, San Francisco, California.

Mishra, Karen E. (2006). Employee Blogging: Building Buzz from the Inside. Presented at the Academy of Marketing Science Conference, May 24-27, San Antonio, Texas.

Mishra, Karen E. (2006). Can blogging be more than punditry and emotional rhetoric?: Ethical blogging through authenticity. One of 20 participants selected to participate in Ohio University's 2006 Blogging and Online Journalism conference, Athens, Ohio, April 4-6. Granted travel stipend. Paper can be located at <http://freud.citl.ohiou.edu/ethics/conferences.php?year=2006&session=Bloggging%20Practices%20Workshop&record=84>

Mishra, Karen E. (2006). The Leadership Lessons of J. Walter Thompson in the 1930s. Presented at the American Academy of Advertising Conference in Reno, Nevada, March 30-April 2.

- Mishra, Karen E. (2006). Help or Hype: Symbolic or Behavioral Communication During Hurricane Katrina. Presented at the Ninth Annual International Public Relations Research Conference, March 9-12, 2006 in Miami, Florida.
- Mishra, Aneil K. & Mishra, Karen E. (2005). Trust from Near and Far: Organizational Commitment and Turnover in Franchise-Based Organizations. Presented in a symposium: "When Trust is an Uphill Climb: Studying Trust in Contexts that Do Not Encourage It" at the 2005 Academy of Management Meeting, August 5-10, in Honolulu, Hawaii.
- Mishra, Karen E. (2005) Technologically Savvy Consumers are Driving the Need for Integrated Marketing Communications. Presented at the Academy of Marketing Science Annual Conference in Tampa, Florida from May 25-28.
- Mishra, Karen E., Spreitzer, Gretchen M., Mishra, Aneil K. (1997) Making a difference during downsizing: Mitigating the damage to trust and empowerment. Presented at the Western Academy of Management meeting, Squaw Creek, NV, April 3-5.
- Mishra, Aneil K., Mishra, Karen E., Cameron, Kim S. (1993) Developing mutual trust in creating the boundaryless organization: An exemplar from the U.S. auto industry. Presented at the 53rd annual meeting of the Academy of Management, Atlanta, GA, August 8-11.

Published Case Studies

- Mishra, Aneil K. and Mishra, Karen E. (2008). *Outsourced* Case Materials. Published by Shadowcatcher Entertainment.
- Mishra, Aneil K., Mishra, Karen E., & Cameron, Kim S. (2005) Power or empowerment at General Motors? In Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N., Managing Organizational Behavior, Ninth Edition, (W58-W60). New York: John Wiley & Sons.
- Mishra, Aneil K. and Mishra, Karen E. Two Men and a Truck International. (2004) S. McShane & M. V. Glinow. Organizational Behavior, Third Edition.

Publications-Other

- Contributor, [Entrepreneur Magazine](#), February 2014 to present
- Garris, Molly & Mishra, Karen (2014). [5 Mistakes You're Probably Making While Marketing on Mobile](#), *Spinnakr.com*.
- Mishra, Karen E. (2012-2013). Business and Culture Pundit, [PolicyMic.com](#)
- Mishra, Karen E. (August, 2012). [What one thing PR Pros should know](#). <http://www.commpro.biz/>
- Mishra, Karen E. and Mishra, Aneil K. (2010). Effects of downsizing. *The Workstyle Magazine*, 3: 24-25.
- Mishra, Karen E. (2009). Author, PowerPoint slides for Marketing Public Relations by Gaetan T. Giannini.

Camblos, Grace, Hauser, Caroline, Mishra, Karen, Rabil, Sarah (2005). Editorial Vigor. In Grading newspaper quality: An examination of the *Daily Tar Heel* in a professional context, Rachel D. Mersey (Ed.), College Media Advisors.

Orlowsky, Shaine, and Mishra, Karen E. (2000). Building Army Equity. In Marketing News, August 28, The American Marketing Association: Chicago.

Mishra, Karen E. (1997). Build relationships on ROCC of Trust. In Marketing News, June 23, The American Marketing Association: Chicago.

Invited Professional Presentations

Mishra, Karen E. (2016). The Essence of Followership, Office of Student Leadership and Service, Meredith College Emerging Leaders Series (Feb. 23).

Mishra, Karen E. (2015). Social Entrepreneurship and Service Learning at Meredith College, Presented to International Focus delegation from Belarus. (June 18, 2015).

Mishra, Karen E. (2014). Do you have what it takes to be a follower? Office of Student Leadership and Service, Meredith College, Emerging Leaders Series. (Feb 18).

Mishra, Karen E. (2013). Becoming a Strong Leader. North Carolina Central University Iota Tau Chapter of Phi Beta Lambda. (Oct. 23).

Mishra, Karen E. (2013). The Trustworthy Ways Female Leaders Communicate. The Accounting & Financial Women's Alliance, Raleigh, NC. (June 20).

Mishra, Karen E. (2013). Creating a Personal Development Plan: Getting you closer to that dream job. The Meredith College MBA Program. (June 1).

Mishra, Karen E. (2013). Building Trust and Managing Expectations: A workshop for student leaders. The Office of Student Leadership and Service, Meredith College. (April 22).

Mishra, Karen E. & Mishra, Aneil K. (2011). Leading Change by Building the ROCC of Trust. Women In Leadership Development (WILD) Conference, Center for Student Leadership, Ethics & Public Service, Hosted at Meredith College, Raleigh, North Carolina.

Mishra, Karen E. & Mishra, Aneil K. (2010). Trust and Teamwork. Three-University Positive Workplace Seminar, (University of Michigan, Wayne State University, Michigan State University), "How to Thrive at Work in Trying Times: Making It Happen," U-M Ross School of Business, Ann Arbor, Michigan.

Mishra, Karen E. (2009). A Historical Look at Trust in Advertising. School of Communication Arts and Sciences, Michigan State University, East Lansing, Michigan.

Mishra, Karen E. (2008). Outsourcing and cross-cultural leadership. Duke University, Fuqua School of Business, Durham, North Carolina.

Mishra, Karen E. (2007). Corporate communications, corporate ethics, and social responsibility. University of North Carolina at Chapel Hill, School of Journalism and Mass Communication, Chapel Hill, North Carolina.

Mishra, Karen E. (2003) How Integrated Marketing Communication is relevant to Advertising. Invited presentation to American Advertising Federation Club. Wake Forest University, Winston-Salem, North Carolina.

Mishra, Karen E. (2001) Non-profit innovation. Invited presentation to Downtown Rotary Club, Winston-Salem, North Carolina.

Mishra, Karen E. (1996) Why women make successful salespeople. Invited to present at the opening meeting of Zonta International. Lansing, Michigan, October 17.

Mishra, Karen E., Hosmer, LaRue & Didier, Elaine (1987) An Ethics Case Study for MBA orientation. The University of Michigan, Ann Arbor, Michigan, September 1987.

Under Review

Mishra, Karen E., Wilder, Kelly & Mishra, Aneil K. Are “digital native” students ready for marketing careers? Digital Literacy in the Marketing Curriculum Under review at *Journal of Education for Business*.

To be submitted summer 2016

Sinclair, Janas & Mishra, Karen E. Building Trust and Loyalty Through CSR Advertising. To be submitted to the *Journal of Advertising Research*.

Mishra, Karen E. & Mishra, Aneil K. What is the difference between Donor Defection and Donor Retention: Impactful Marketing Messages which build Trust. To be submitted to *Marketing Management Journal*.

Working Papers

Mishra, Karen E. From founder’s newsletter to corporate blog: Entrepreneurial communication at Two Men and a Truck.

Mishra, Aneil K. & Mishra, Karen E. Restoring More than Property: The BELFOR Way.

Mishra, Aneil K. & Mishra, Karen E. Emerging issues in Healthcare Leadership.

Mishra, Karen E. The role of followership.

Mishra, Karen E. The importance of building trust in teams.

Mishra, Karen E. & Mishra, Aneil K. The role of the front-line manager: “Linking pins” can build trust through internal communication

Mishra, Karen E. & Mishra, Aneil K. Are We Good Citizens?: A Cross-Cultural Analysis of CSR Webpace.

Mishra, Karen E. Communication and employee satisfaction: The role of trust and commitment

Mishra, Karen E. & Mishra, Aneil. The Influence of Feelings-as-Information on Trust Judgments over Time.

Mishra, Karen E. Do I know you?: Do our impressions of Starbucks match their mission statement?

Mishra, Karen E. The Unique Influence of Bloggers.

Technical Reports

Mishra, Karen E., Spreitzer, Gretchen M. and Mishra, Aneil K. (1994) Best practices in downsizing: The human factors. State College, PA. 20 pp.

Cameron, Kim S., Mishra, Aneil K., and Mishra, Karen E. (1992) Organizational change and effectiveness in the U.S. Automotive industry. Ann Arbor, MI: The University of Michigan School of Business Administration. 23 pp.

Blogs

www.trustiseverything.com

www.meredithmba.blogspot.com (need permission to view this class blog)

<http://msuclassblog.blogspot.com> (need permission to view this class blog)

Non Academic Publications

1. June 13, 2016—[Show them you care and they'll keep coming back](#), Entrepreneur.com
2. May 18, 2016—[Make no apologies for marketing your business](#), Entrepreneur.com
3. April 26, 2016—[How to get noticed in today's crowded business environment](#), Entrepreneur.com
4. April 22, 2016—[Will an MBA help you in business](#), Entrepreneur.com
5. March 10, 2016 – [Do you have a touchpoint plan?](#), Entrepreneur.com
6. December 10, 2015—[3 Ways to Retain Loyal Customers by Going Above and Beyond](#), Entrepreneur.com
7. October 29, 2015 – [Don't wait for a crisis to put your crisis PR plan in place](#), Entrepreneur.com
8. October 22, 2015 – [Four ways to show your customers you are listening to them](#), Entrepreneur.com
9. July 30, 2015—[When building your company's digital presence, 'Build it where they are'](#), Entrepreneur.com
10. July 14, 2015—[Size doesn't matter: Internal marketing starts with transparency](#), Entrepreneur.com
11. May 18, 2015—[Where do you find your marketing talent](#), Entrepreneur.com
12. April 9, 2015—[Hiring is 'marketing' too](#), Entrepreneur.com
13. January 22, 2015—[Treat loyal customers as well as you do new ones](#), Entrepreneur.com
14. January 5, 2015—[Enlist your advisors for your startup wisely](#), Entrepreneur.com
15. December 5, 2014—[Aim directly at your target market to find new clients](#), Entrepreneur.com
16. October 17, 2014—[Leverage Honest Reviews to Rack up new customers](#), Entrepreneur.com
17. June 24, 2014—[MBA students can help spice up your start-ups special sauce](#), Entrepreneur.com
18. June 19, 2014—[My Spouse, My Business Partner](#), Entrepreneur.com

19. May 16, 2014 – [The Savvy Business Owner’s Guide to Honesty via Social Media](#), Entrepreneur.com
20. April 4, 2014 – [5 Mistakes You’re probably making while marketing on mobile](#), Spinnakr.com.
21. March 7, 2014 – [Social Media is Great, but Don’t Forget Old School Marketing](#). Entrepreneur.com
22. February 6, 2014 – [Business Still not on Facebook? Get up to speed with these four steps](#). Entrepreneur.com

Media Hits

1. Aug 25, 2015 -- [Want to become a home salesperson?](#) U.S. News and World Report
2. July 8, 2015 -- [Husna Haq, Starbucks raises prices—again. Why customers will drink it up.](#) The Christian Science Monitor. Retrieved on July 8 from <http://www.csmonitor.com/Business/The-Bite/2015/0707/Starbucks-raises-prices-again.-Why-customers-will-still-drink-up.-video>
3. Feb 2, 2015 – [Professors says Nationwide ad resonated with marketing students](#), wncn.com (online article and tv interview).
4. October 31, 2014 -- [Halloween, pumpkin spice and everything nice](#), The Malay Mail.
5. August 6, 2014—[The Reviews are In](#), QConline.com
6. March 14, 2014 – [J. Walter Thompson gave Magazine Advertising Impact and Respect](#), Investors Business Daily.
7. December 2013—*“Thoughts on Global Leadership Development”* Chief Learning Officer Magazine
8. Fall, 2013 – *“The Starbucks Connection”* by Joseph Michelli.
I was interviewed for this book about my Starbucks’s experience and expertise.
9. June 2013 – *“How do you build trust?”* Chief Learning Officer Magazine
10. May 2013 – *“What does McDonald’s do now with Cleveland hero Charles Ramsey?”* Christian Science Monitor
11. May 2013 – *“A wise investment: Making the time to read”* in National Oil and Lube News
12. March 2013 – *“Some Restaurants have Secret Menus”* by Geoff Williams, US News & World Report
13. September 2012 – *“Merging Marketing with your Business Plan”*, Business Perspectives.baml.com
14. July 2012 – *“Is there such a thing as compulsive networking?”* Forbes.com
15. July 2012 – *“Trust and Personal Development”* Radio interview with [Ricky Young, What’s in your hand, WCHR 90.3 FM, NYC](#)
16. June 2012 – *“Color Your Business: Best Colors For Your Office, Products And Packaging”* Huffington Post, http://www.huffingtonpost.com/2012/06/30/best-colors-for-your-office-products-and-packaging_n_1640420.html#es_share_ended
17. June 2012 – *“5 Tips for Adding Student-Generated Content to Your Curriculum”*, EdCetera, <http://edcetera.rafter.com/5-tips-for-adding-student-generated-content-to-your-curriculum/>
18. February 2012 – *“Warm up your profits this winter with Valentine’s Day promotions”*, Independent Joe magazine
19. January 2012 – *“Early PR Stumbles hurt Penn State”* Pittsburgh Tribune-Review
20. January 2012 – *“How to create a Mexico marketing plan”*, www.travelweekly.com

21. January 2, 2012 – Radio Interview with Bonnie D. Graham, BlogTalkRadio, http://bit.ly/ReadMyLips_010212
22. November 9, 2011—“Mixing Business strategy, “social responsibility”, Forbes.com <http://www.forbes.com/sites/sageworks/2011/11/09/mixing-business-strategy-social-responsibility/>
23. October 2010—“Filling in the Gap: 4 Logo lessons for Churches”, ChurchMarketingSucks.com
24. November/December 2009—“Outsourcing the curriculum”, *BizEd Magazine*.
Interview about the creation of the case study to accompany the film *Outsourced*.
25. September, 2009. “Downsizing: Not Just About Doing More With Less,” *Business Digest*.
26. April 21, 2009—“American Greetings cuts 40 workers from Carlton Cards division...” ,
Cleveland Plain Dealer.
27. April 20, 2009—“Picking up Fallen Dominos” AdWeek.
28. April 1, 2009--Interviewed by [News14Carolina](#) about advertisers attempts to lure consumers with ads about the poor economy.
29. February 23, 2009—“Home, and then what? Pondering the ex-president”, *Measure of a Nation*, The Associated Press.
30. December 23, 2008—“Retail Returns,” *Raleigh News & Observer*.
31. September 2008—“*Women’s Edge Magazine*”. Book Review of “Trust is Everything”.
32. June 10, 2008—“The Chris Holman Show”, *WJIM Radio*.
33. Jan/Feb 2007—“The Evolution of E-Learning”, *BizEd Magazine*
34. Sep 1, 2003—“Marketing Yeast”, *Portland Oregonian*.
35. Nov 12, 2002—“*Creating Customer Evangelists*” by Ben McConnell & Jackie Huba.

Professional Experience

Total Trust Coaching & Consulting, *President* **1992 to Present**
Executive Training and Coaching; Leadership and Team Development;
Strategic Marketing and Sales Consulting

Executive Education and Sales Training Clients

Abbott Nutrition, AICPA, DC Bar Association, MSU HREE, McNeilus Corporation/Oshkosh Truck, SC Johnson, Glabman-Himes, Johnson Controls, Minitab, ATL Ultrasound Supplies and Accessories (now Philips Medical Systems), Lansing Printing, Sanofi, Tri Bio Laboratories, Forsyth County YMCA, Forsyth Country Day School

For-Profit Clients: Butterfields Candy, Radiant Systems Group, Measurement Incorporated, Oshkosh Truck, AlliedSignal, Two Men and a Truck, Fairchild Industries, The Leap Partnership, Market Perspectives, Competing Values and the Innovatrium.

Not-for-Profit Clients: CarsINC, Grow and Share, Brick Scholars, Nittany Valley Symphony, State College Centennial Commission, WPSU Public Radio, WFDD Public Radio, Samaritan Ministries, Triad Chapter of the Susan G. Komen Foundation (Community Profile), Reach out and Read/Chapel Hill, MSU Human Resources and Labor Relations.

Business Plan Development

Respiratory Trials **2001-2003**
Developed business plan for new allergy and asthma clinical trials practice.
Business plan received \$500,000 line of credit to start business.

<i>Point Dx</i> Restructured business plan to enable start-up radiology reporting firm to secure round A financing of \$1,000,000.	2000-2001
Entrepreneur.com, Columnist	2014-Present
PolicyMic.com, Columnist (Business & Culture)	2012 and 2013
Boardroom Prep workshop by Goodwin & Associates	Fall 2013
JOHNSON CONTROLS, INC. (now Amcor) Plastic Container Division , Beverage Sales and Marketing <i>Account Manager for \$75 million Pepsi-Cola National Account.</i> <i>Completed Karass Negotiating Course.</i>	Manchester, Michigan August 1988 to April 1992
JACOBSONS STORES <i>Advertising Intern</i>	Jackson, Michigan May 1987 to August 1987
GENERAL MOTORS Buick-Oldsmobile-Cadillac Group Human Resources Management <i>Recruiter, Summer Intern Program; Salaried-Employee-In-Training</i> <i>One of the very first liberal arts Cooperative Education Students</i>	Lansing, Michigan May 1982 to August 1986
ST. BARTHOLOMEW'S EPISCOPAL CHURCH <i>Public Relations Intern</i>	New York, New York Fall 1983

Professional Service

Reviewer, Marketing Management Educators Conference, 2016

Member, Assoc. of North America Higher Education International (ANAHEI)'s Educational Council; youth leadership summit committee, 2015-present

Moderator, ECU Entrepreneurial Leadership Summit, 2015

Editorial Board Member, Asia Pacific Journal of Innovation and Entrepreneurship, 2014-Present

Board Member, *International Journal of E-Business Research (IJEER)*, 2014-Present.

Reviewer, *Journal of Relationship Marketing*, 2015-Present

Reviewer, Routledge Books, 2014

Reviewer, The Journal of Applied Behavioral Science, 2012-Present

Reviewer, Chinese Journal of Communication, 2012-Present

Reviewer, Journal of Business Communication, 2011-Present

Reviewer, First International Network on Trust (FINT), 2010-Present

Track Chair, (2010). First International Network on Trust (FINT) and The European Institute for Advanced Studies in Management, "Trust within and between Organizations."

Member/Reviewer, Editorial Board, Journal of Trust Research, Appointed 2009-Present.

Corporate Board Member, Family-Owned Construction Business, 2006-2008

Moderator, Involvement Panel, 2006 American Academy of Advertising Conference in Reno, Nevada. March 30-April 2.

Vice President Communications, Chapter co-founding Board Member, Triad Chapter, American Marketing Association, 1998-2002

Symposium Chairperson, "And the Walls Come Tumbling Down: Organizational Strategies for Breaking Down Barriers Within and Between Organizations." 1993 Academy of Management Annual Meetings, August 8-11.

Vice-President for Programming and Board Member, Detroit Chapter, American Marketing Association, 1991-92.

University Service

Faculty Development and Instructional Technology Committee, Meredith College, 2015-2016

School of Business Restructuring Committee, Meredith College, 2015-2016

Marketing/Business Plan Advisor for Service Learning Projects: Academic & Career Planning, Library, Residence Housing Assn., Nello's Pasta Sauce, Yillio, 2011-2016

Founding Faculty Advisor, Alpha Mu Alpha Marketing Honorary, 2013-2016

MBA committee, Meredith College School of Business, 2011-Present. Chair 2011-2014.

Faculty Advisor, Collegiate Chapter of the American Marketing Association, 2011-2016

Freshman Advisor, Meredith College, 2008; 2012; 2015

Global committee, Meredith College School of Business, 2012

Marketing Chair, TEDx Meredith College, 2011-2013

Undergraduate Curriculum Committee, Meredith College 2011-2012

Library Committee, Meredith College, 2011-2015

Faculty Advisor, Impact Dance Troup, Michigan State University, 2010-2011

Faculty Advisor, Retailing Student Association, Michigan State University, 2009-2011

Marketing department curriculum committee, Michigan State University, 2010-2011

MBA program Curriculum Committee, Michigan State University, 2010-2011

Undergraduate Curriculum Committee, Michigan State University, 2011

Undergraduate Education Committee, Michigan State University, 2009-2010

Library Committee, Meredith College, 2008-2009

Ethics Across the Curriculum, Faculty Development Program, Meredith College, 2008

Founding Faculty Advisor, American Marketing Association Chapter, Meredith College, 2007-2009

ACE Fellow, Academic and Community Engagement (Service-Learning) Fellows Program, Wake Forest University, 2000-2001

Mortar Board Advisor, Penn State, 1992-1996; University of Michigan, 1986-1989

President, Business School Student Council, Ross School of Business, 1987-88. Represented all graduate and undergraduate students in the Business School at the University of Michigan, Ross School of Business.

Student Advisor, Mortar Board Leadership Conference, Columbus, Ohio, July 1985.

Community Service

Board Member, Preston's League, 2016-Present

Board Member, Evolve Mentoring, 2016-Present

Public Relations Chair, CarsINC (In the name of Christ), 2009-present

Social Media Chair, Lansing Christian School, 2013-2014

Marketing Communications committee co-chair, Lansing Christian School, 2012-2013

Pro Bono Marketing Consultant through the NC Center for Nonprofits, 2010-2011

Chair, Marketing Communications committee, Lansing Christian School, 2009-2011

Alumni Representative, Ross School of Business, University of Michigan, 1988-2008.

20-year Reunion Committee, Ross School of Business, University of Michigan, 2008.

Board President, Samaritan Ministries, 2003-2004, and *Board Member*, 2000-2004. Marketing Committee Chair, Penny Campaign Chair, Vice President, founder, Jr. Board, Chair and founder of "Save Room for Dessert" event that raised \$16,000 in its first year and over \$20,000 in its second year.

Board Member, Leadership Winston-Salem, 2002-2003. Publicity Chair.

Board Member, Marketing Involvement Committee, 2001-2003. Forsyth Early Childhood Partnership.

Vice-Chair, 21st Century Leadership Committee of Leadership Winston-Salem Board. 2001-2003. Developed new leadership training program for Winston-Salem community.

Sisters Undivided Alumna, 2001-2002.

Board Member, The ARC of Forsyth County, 2000-2001

Class of 2000, Leadership Winston-Salem

Founding Board Member, The University of Michigan Ross School of Business Alumni Club of Detroit, 1998

Professional Affiliations

American Marketing Association
Marketing Educators' Association
Christian Communicators of the Triangle

Community Activities

Durham/Chapel Hill, North Carolina, (2011-Present)

Church World Relief, *Good Neighbor Team*
Durham Academy, *school volunteer*
Durham Academy Varsity Men's Lacrosse, *volunteer*
Prestonsleague.com, *volunteer, fundraising*

Lansing, Michigan (2009-2014)

Lansing Christian School, *School Volunteer*
Hidden Treasures, *Volunteer*

Durham/Chapel Hill, North Carolina (2004-2009)

Reach out and Read, *Fundraising volunteer*
Durham Academy, *School volunteer*
University of Michigan Ross School of Business, *NC Alumni Liaison*

Winston-Salem, North Carolina (1998-2004)

Samaritan Ministries Soup Kitchen, *Core Volunteer*
The Servant Leadership School of Greensboro: Servant Leadership 1.
Andy Goodman's Storytelling Workshop.
Reynolda Presbyterian Church: *Meals for Mothers team*
Knollwood Baptist Church: *Assistant director-children's choir, Adult choir member, Publicity committee Chair, Sunday School teacher*
Allen Joines for Mayor, *Campaign Volunteer*
Kappa Delta's Fundraiser for Brenner Children's Hospital, Mr. Wake Forest Contest, *Judge*
WFDD Public Radio, *Fundraising volunteer*
The Montessori School, Summit School, Forsyth Country Day School, Knollwood Preschool, *School volunteer*

Okemos, Michigan (1997-1998)

Alumni Member, University of Michigan Business School Strategic Planning Committee
Reunion Committee, University of Michigan Business School Ten Year Reunion
Founding Member, University of Michigan Detroit Alumni Club

State College, Pennsylvania (1992-1997)

Chair, Nittany Valley Symphony Guild Young Soloist Competition
Public Relations Committee, State College Centennial
Volunteer, Public Radio fundraising
Reunion Committee, Albion College 5-and 10-year Reunions
Alumni Member, University of Michigan Business School Strategic Planning Committee
Member, Mortar Board Alumni Chapter
Co-Director, Grace Lutheran Church Children's Choir

Director, University of Michigan Business School 5-year M.B.A. Reunion
Secretary, Junior Women's Club, 1993-1994
Volunteer, Pennsylvania Special Olympics, 1993 and 1994
Volunteer, U.S. Presidential Campaign, 1992

Ann Arbor, Michigan (1986-1992)

Member, St. Clare's Church Choir
Volunteer, Public Radio fundraising
Volunteer, Princeton University Annual Giving Campaign

East Lansing, Michigan (1985-1986)

Volunteer, Lucas for Governor Campaign
Director, St. Paul's Youth Group