

Dan Baugher

Curriculum Vitae

Professor of Management
Chair, Graduate Management Department
Lubin School of Business, Pace University, N.Y., N.Y. 10038
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1/2023

EDUCATION

- Ph.D. (1976) Rutgers University, New Brunswick, New Jersey, in Psychology (Psychometrics and Clinical Psychology), Clinical Dissertation Topic: "The Assessment of Dysphorias."
- M.S. (1974) Rutgers University, New Brunswick, New Jersey, in Social-Personality Psychology. Thesis Topic: "The Effect of Personal Competence on the Significance of Interpersonal Disagreements: Physiological Activation and Social Judgments."
- B.A. (1972) University of Virginia, with High Honors in Psychology. Thesis in Field of Psychophysiology and Autonomic Nervous System, entitled: "The Relationship of the Non-specific Galvanic Skin Response to Performance and Psychological Stresses."

INTERNSHIPS

- 1974 to 1976 Clinical Intern, The Carrier Clinic and the Interdisciplinary Research Center, under J. R. Wittenborn, Ph.D. and Arthur Sugarman, M.D., Belle Meade, New Jersey.
- 1975 to 1976 Research Intern, AT&T, Human Resources Research Laboratory, under Richard Campbell, Ph.D., Mary Tenopyr, Ph.D., & Robert Ramos, Ph.D., New York City.

UNIVERSITY TEACHING EXPERIENCE

- 1985 to Present Professor, Department of Management, Management Science, Lubin School of Business, Pace University, New York City.
- 1981 to 1985 Associate Professor, Department of Management and Management Science, Lubin School of Business Administration, Pace University, New York City.
- 1978 to 1981 Assistant Professor, Department of Management and Management Science, Lubin School of Business Administration, Pace University, New York City. (*Tenure Granted 1980*).
- 1976 to 1978 Visiting Assistant Professor, Department of Psychology, Rutgers College, Rutgers University, New Brunswick, New Jersey.
- 1975 Lecturer, University College, Rutgers University, for Life Inmates Seeking Undergraduate Degrees and Serving Life Sentences in Rahway State Prison, Rahway, New Jersey.

UNIVERSITY ADMINISTRATIVE APPOINTMENTS

- 2018-Present Chair, Graduate Management Department, All campuses.
- 2008 to 2018 Dean for Graduate Programs, Lubin School of Business, Pace University, New York City – All Campuses (800 FT and PT students plus Executive MBA Program (EMBA), Masters in Finance for Professionals (MFP), DPS program (doctoral program), and on site EMBA for New York Power Authority in White Plains, N.Y. 109 FT faculty, 80 PT faculty.
- 1994 to 2009 Chair, Department of Management and Management Science (including International Business), Lubin School of Business, Pace University, All Campuses, 42 FT faculty, 50 PT faculty, 1200 UG and Grad majors.
- 1983 to 1995 University Research Design and Statistical Consultant, Pace University, All Schools, All Campuses.
- 1986 to 1994 Director, Hotel Management Program, Lubin School of Business, Pace University, New York City Campus. (1986-87; 1989-1994; program stopped in 1988 for AACSB accreditation and reinstated in 1989), All Campuses.
- 1983 to 1995 Member, Editorial Board, Center for Applied Research, Graduate School of Business, Pace University.

HONORS AND GRANT AWARDS

- 2019 Best Track Paper (with Chris Ramos), 26th Annual ASBBS Conference (American Society of Business and Behavioral Sciences), “Waiting in Line for Gasoline: An Analysis of the Emotional State of Drivers in the United States Gasoline Crisis of 1979,” Las Vegas, Nevada, March 2019.
- 2018 Best Track Paper (with Chris Ramos), 25th Annual ASBBS Conference (American Society of Business and Behavioral Sciences), “The Relationship of Amazon Ratings of DVDs with Netflix Ratings of Movie Quality Across Global Markets,” Las Vegas, Nevada, March 2018.
- 2013 Best Track Paper (with Chris Ramos), 20th Annual ASBBS Conference (American Society of Business and Behavioral Sciences), “The Impact of the Great Recession of 2007 to 2009 on Funding and Staffing for Arts Education in New York City,” Las Vegas, Nevada, February 2013.
- 2011 University Kenan Award for Teaching Excellence, Conferred by the faculty at the 2011 Pace University Commencement, Radio City Music Hall, New York, N.Y., May 2011.
- 2010 Best Case Award (with Alan Eisner and Helaine Korn), The Case Association, Eastern Academy of Management, “Campbells: Is the soup ready?” May 2010.
- 2010 Recipient Outstanding Scholar Award from the American Society of Business and Behavioral Sciences (ASBBS) at its 17th Annual Meeting in Las Vegas, Nevada, February 2010.
- 2009 Elected to Epsilon Delta Sigma (National Honor Society in Management), May 2009.

- 2003 Recipient of Outstanding Service Award from the American Society of Business and Behavioral Sciences (ASBBS) at its 10th Annual Meeting in Las Vegas, Nevada, February 2003.
- 2003 Best Journal Article Award (with Andrew Varanelli and Ellen Weisbord), Decision Sciences Institute, "Student hits in an Internet-supported course: How can instructors use them and what do they mean?." *Decision Sciences Journal of Innovative Education*, Fall, Vol. 1(2), 159-179, 2003.
- 2002 to 2003 Recipient (with Andrew Varanelli and Kaustav Sen) of \$25,000 one-year competitive grant from SAP (Systems Analysis Program Development), Germany, for development of plug-and-play software module for demonstrating the value of Enterprise Resource Planning in the design and costing of a new manufacturing facility, June 2002 to July 2003.
- 2000 Keynote Address, "Using the Internet in Business Education." Association for Business Simulation and Experiential Learning (ABSEL) 27th Annual Conference, Savannah, Georgia, March 29-31, 2000.
- 1998 Recipient Teaching Innovation Award (with Andrew Varanelli), Lubin School of Business, Pace University, New York, N.Y., May 1998.
- 1981 to 1983 Recipient (with Andrew Varanelli) of \$92,000 Grant from the New York State Division of the Budget and Governor's Office to Develop an Innovative Promotional and Career Development System through the Pace University Center for Applied Research, May 1981 to June 1983.
- 1981 Article titled "Some Dimensions of Dysphorias and Their Assessment," cited by *Psychiatry Digest* as an exemplary article in field of assessment and clinical psychology, March 1981.
- 1978 Elected to Psi Chi, National Honor Society in Psychology, Rutgers University, New Brunswick, N. J., May 1978.
- 1976 Nominated for James McKeen Cattell Award for Excellence in Dissertations on Psychological Assessment to the New York Academy of Sciences, New York, N.Y., September 1976.
- 1975 to 1976 Grant Award for Research on the Assessment of Clinical Depression from the Carrier Clinic Foundation and the Lillian Babbitt Hyde Foundation, Belle Meade, New Jersey, April 1975 to April 1976.
- 1972 Elected to Phi Sigma, National Honor Society for Research in the Biological Sciences, University of Virginia, Charlottesville, Virginia, May 1972.
- 1972 Recipient of B.A., *with high honors* in psychology, one of 18 honors degrees for class of 1972, three in psychology, and the only honors degree designated as high honors, no highest honors, eight of 26 candidates admitted failed to meet program requirements across the mix of liberal arts majors and did not complete the two-year program. Level of honors designated by two outside reviewers based on an oral exam and submitted thesis including statistical analysis, University of Virginia, Charlottesville, Virginia, May 1972.
- 1970 to 1972 Selected for two-year UVa Honors Program in Psychology, one of three students selected in psychology, and one of 26 selected across all liberal arts majors, thesis research focused on how the biometric arousal measures of galvanic skin resistance and heart rate related to response time in a pre-test, post-test vigilance task,

September 1970 to May 1972.

PROFESSIONAL AFFILIATIONS

American Psychological Association
American Society of Business and the Behavioral Sciences
Eastern Psychological Association

AACSB ACCREDITATION

2012-2015 Senior Member, Reaffirmation AACSB Accreditation Team, Lubin School of Business, Pace University, Worked with AACSB Director to Develop Research Criteria for School Including Greater Focus on Mission-based Criteria, Worked with Chairs to Assure Ratio Criteria Met in Graduate Programs, Managed Executive Programs to Assure AACSB Ratio Criteria Met for EMBA, MFP, DPS, and Onsite EMBA at New York Power Authority as well as all other graduate programs.

2007-2010 Senior Member, Reaffirmation AACSB Accreditation Team, Lubin School of Business Pace University, Developed Plan for Reaffirmation with Team, Worked with AACSB Director to Determine Doctoral Program Qualification Criteria for Faculty, Worked with Chairs to Assure Graduate Programs Met Ratio Criteria, Managed Executive Programs to Assure AACSB Ratio Criteria Met for EMBA, Masters in Finance for Professionals (MFP), and Doctorate in Professional Studies (DPS).

2003-2005 Senior Member, Reaffirmation AACSB Accreditation Team, Lubin School of Business Pace University, Developed Plan for Reaffirmation with Team, Assured Academically Qualified (AQ) and Professionally Qualified (PQ) standards were met by Management and Management Science Department and International Business Department faculty.

1994-1995 Senior Member, Initial AACSB Accreditation Team, Lubin School of Business, Pace University, Developed Plan for Accreditation with Team, Assured Academically Qualified (AQ) and Professionally Qualified (PQ) standards were met by faculty in Management and Management Science Department.

PROGRAM DEVELOPMENT (In-Class, Hybrid, Online, and Onsite Programs)

1. 2020 – Graduate Program (Committee Chair and Graduate Dean): (With Dr. Alan Eisner): MS Arts and Entertainment Management, Approved by NYS, 2020.
2. 2019 - Graduate Program: (Committee Chair and Graduate Dean): (With Dr. Alan Eisner): New 39-credit MBA, nine credits allocated to a concentration but no waiver of courses. General Business Concentration possible from any combination of three department-based concentration courses; other majors possible for specific topics (e.g., talent management, investment management, marketing analytics), Online and In-Class, Approved by faculty, 2019, Approved by NYS, 2019.

3. 2018 - Graduate Program: (Graduate Dean): MS Accounting Data Analytics and Technologies (CPA Path to meet 150 credit CPA licensing requirement) (With Dr. Charles Tang), Approved by faculty, 2017, Approved by NYS, 2018.
4. 2017 - Graduate Program: (Graduate Dean): Fast Track MBA Program in Financial Management and Marketing Management for 12-month completion of MBA for high-performing AACSB undergraduates with reduced pricing, New York City Campus, first class, 2017.
5. 2016-2018 - Graduate Executive Onsite MBA Program: (Graduate Dean): Renewal of New York Power Authority (NYPA) Executive MBA Program for new cohort. Multi-million dollar competitive bid, Contract amended, awarded, and extended, 2015, Program began 2016, ended 2018.
6. 2016 - Graduate Program: (Graduate Dean): Fast Track MBA Program in Financial Management for 12-month completion of MBA for high-performing AACSB undergraduates with reduced pricing, Pleasantville Campus, first class, 2016.
7. 2016 - Graduate Program (Committee Chair and Graduate Dean): M.S. Entrepreneurship (with Dr. Alan Eisner, Dr. Casey Frid, and Dr. John Byrne) (2013-14), Approved by NYS, 2016.
8. 2015 - Graduate Program (Committee Chair and Graduate Dean): M.S. Strategic Management (with Dr. Alan Eisner, Dr. John Byrne, Dr. Noushi Rahman), Approved by NYS, 2015.
9. 2015 - Graduate Program (Graduate Dean): MBA International Finance (with Dr. P.V. Viswanath), Approved by NYS, 2015.
10. 2013-2015 - Graduate Executive Onsite MBA Program: (Graduate Dean): The New York Power Authority (NYPA) Executive MBA Program for initial cohort (2013-2015). Multi-million dollar competitive bid, Contract awarded, 2013, Program began 2013, ended 2015, Approved by NYS, 2013.
11. 2012 - Graduate Program (Graduate Dean and Committee Chair): MBA Change Management (with Dr. Alan Eisner), Approved by NYS, 2012.
12. 2012 - Graduate Program: (Graduate Dean and Committee Member): Restructuring of Doctor of Professional Studies (DPS), Greater Emphasis on Research Requirements to Provide senior managers the ability to move to university faculty careers and meet AACSB Scholarly Academic (SA) requirements through their research, also narrowing of major options to Management, Marketing and Finance, Accounting major eliminated (with Dr. John Dory) (2012), Approved by NYS, 2012.
13. 2012 - Graduate Program: (Graduate Dean): M.S. Financial Risk Management (with Dr. P. Viswanath), Approved by NYS, 2012.
14. 2012 - Graduate Program: (Graduate Dean): M.S. Social Media and Mobile Marketing (with Dr. Martin Topol and Dr. Randi Priluck), Approved by NYS, 2012.
15. 2012 - Graduate Program: (Graduate Dean): BBA Public Accounting/MBA Public Accounting, Multiple Degree Award, Combined Program and Combined CPA Path (with Professor Pat Healy), Approved by NYS, 2012.
16. 2012 - Graduate Program: (Graduate Dean): M.S. Customer Intelligence and Analytics (with Dr. Martin Topol), Approved by NYS, 2012.
17. 2012 - Graduate Program: (Graduate Dean): BBA Public Accounting/MS Taxation, Multiple Degree Award, Combined Program and Combined CPA Path (with Dr. Walter Antognini), Approved by NYS, 2012.

18. 2012 - Graduate Program: (Graduate Dean): BBA Public Accounting/MS Financial Management, Multiple Award, Combined Program and Combined CPA Path (with Dr. P.V. Viswanath), Approved by NYS, 2012.
19. 2012 - Graduate Program: (Graduate Dean and Committee Chair): (Online Program) Online M.S. in Strategic Global Human Resources Management (with Dr. Ibraiz Tarique), Approved by NYS, 2012.
20. 2011 - Graduate Program: (Graduate Dean): M.S. Financial Management, White Plains Campus (with Dr. P. Viswanath), Approved by NYS, 2011.
21. 2009 - Graduate Program: (Graduate Dean): MS Strategic Global Human Resources Management for in-class instruction (not online or hybrid instruction) (with Dr. Ibraiz Tarique), Approved by NYS, 2009.
22. 2003 - Graduate Program: (Dept. Chair): MBA Human Resources Management (with Dr. Alvin Hwang), Approved by NYS, 2003.
23. 2000 - Graduate Program: E.MBA, (Dept. Chair and Committee Member): (Hybrid Program, Mix of In-Class and Online Courses). Developed hybrid instructional format, online program with nine 6-credit residencies, completion time 18-20 months (with Dr. Andrew Varanelli, Jr., and Dr. Jim Hall), Approved by NYS, 2000. Name returned to EMBA in 2010.
24. 2000 - Graduate Program: (Dept. Chair): MBA Entrepreneurship, Approved by NYS, 2000.
25. 2000 - Undergraduate Program: (Dept. Chair): BBA Entrepreneurship, Approved by NYS, 2000.
26. 1996 - Undergraduate Program: (Dept. Chair): Modifications to BBA in Management Science to add analytics, (now known as Quantitative Business Analysis or QBA) (with Dr. Janice Winch and Dr. Wiley Mangum), Approved by NYS, 1996.
27. 1986 - Undergraduate Program: (Professor and Committee Chair): BBA Hotel Management (now Hospitality Management), modeled after the University of Hawaii at Manoa Program (with input from New York City General Hotel Managers from the Barbizon Plaza, Doral Park Avenue, Inter-Continental, Grand Hyatt, Helmsley Palace, Marriott's Essex House, New York Hilton at Rockefeller Center, The Pierre Hotel, Roosevelt Hotel, and Vista International, and jointly worked on with Dr. Mortola, University Chancellor, and Leonia Helmsley, Pace Trustee, and owner of the New York Helmsley Hotel and Park Lane Hotel, Approved by NYS, 1986.
28. 1981 - Undergraduate Program: (Professor and Committee Chair): BBA Human Resources Management, Approved by NYS, 1981.

REFEREED ACADEMIC JOURNAL ARTICLES

- (1) Baugher, D., & Ramos, C. (2022), User Reviews and Their Relationship to the Online Sale of Used DVDs. *Atlantic Marketing Journal*, 11(2), 1-17.
- (2) Baugher, D., & Ramos, C (2021). Crisis and mood: Waiting in line for gasoline during the 1970 oil shock in the United States, *Southeast Business Research Association Journal (SEBRAJ)*, 1(1), 52-69.
- (3) Eisner, A. Nazir, S., Korn, H. J., & Baugher, D. (2020). Flipcart: Winning in India. *Global Journal of Business Pedagogy*, 4(1), 79-96.

- (4) Baugher, D., Noh, S., & Ramos, C. (2016). The relationship of online Netflix user reviews to days to sale for new DVDs on Amazon. *Academy of Marketing Studies Journal*, 20(2), 135-148.
- (5) Baugher, D., and Ramos C. (2016) The cross-platform consistency of online user movie ratings. *Atlantic Marketing Journal*, 5(3), 121-136.
- (6) Baugher, D., Ramos, C., & Eisner, A. (2016). The consistency and validity of online user ratings of movie and DVD quality. *Journal of Business and Behavioral Sciences*, 28(2) (Fall) 94-103.
- (7) Baugher, D., Weisbord, E., & Ramos, C. (2014). Is the empirical validity of prior experience for performance affected by rating approach? *Personnel Review*, 43(3), 438-463.
- (8) Ramos, C., & Baugher, D. (2013). The impact of the Great Recession of 2007 to 2009 on funding and staffing for arts education in New York City. *ASBBS eJournal*, 9(1), 82-89.
- (9) Ramos, C., & Baugher, D. (2013). The impact of the Great Recession of 2007 to 2009 on perception of the value of arts education and ability to gain funding in New York City. *American Journal of Arts Management*, 1(1) (March 2013), 1-11.
- (10) Eisner, A., Baugher, D., & Korn, H. (2012). Campbells: Is the soup still simmering? *Journal of the International Academy for Case Studies*, 18(5), 65-81.
- (11) Baugher, D., Bucar, B., & Weisbord, E. (2011). Which policy areas foster the greatest conflict between corporate headquarters and operating units of diversified firms? *Advances in Management*, 4(6), 50-55.
- (12) Baugher, D., Weisbord, E., & Eisner, A. (2011). Damping the elasticity of demand function in a business simulation: Does lower market volatility decrease student satisfaction with their experience? *Journal of Business and Behavioral Sciences*, 23(3), 4-13.
- (13) Baugher, D., Weisbord, E., & Tarique, I. (2010). The relationship between prior work experience quality and job performance for financial analysts seeking promotion in state government: A 15-year study. *Journal of Business and Behavioral Sciences*, 22(1) 51-61.
- (14) Baugher, D., Varanelli, A., & Weisbord, E. (2009). "Hybrid and traditional course formats." In *Encyclopedia of Distance Learning, 2nd Edition*, Patricia Rogers, Gary Berg, Judith Boettcher, Caroled Howard, Lorraine Justice, & Karen Schenk (Eds), Chapter 156, 1101-1106, Hershey, Pa.: IGI Global. (ISBN13: 9781605661988).
- (15) Baugher, D., Varanelli, A., & Weisbord, E. (2008). What factors affect a promotion system's long-term use? *Journal of Management and Marketing Research*, 1, 30-43.
- (16) Baugher, D., Varanelli, A., & Weisbord, E. (2007). Are students more likely to hold an enlightened self-interest or traditional view of corporate social responsibility? *Journal of Business and Behavioral Sciences*, 15(1), 51-62
- (17) Baugher, D., Varanelli, A., & Weisbord, E. (2005). "A comparison of hybrid and traditional course formats." In *Encyclopedia of Distance Learning*, Caroline Howard, Judith Boettcher, Lorraine Justice, Karen Schenk, Patricia Rogers, and Gary Berg (Eds.), 4(1), 1012-1018, Hershey, Pa.: IGI Global. (ISBN13: 9781591405559)
- (18) Mangum, W., Baugher, D., Winch, J., & Varanelli, A. (2005). Longitudinal study of student dropout from a business school. *Journal of Education for Business*, 80(4), 218-221.

- (19) Baugher, D., Varanelli, A., & Weisbord, E. (2003). Student hits in an Internet-supported course: How can instructors use them and what do they mean? *Decision Sciences Journal of Innovative Education*, Fall, Vol. 1(2), 159-179. (Best Journal Article)
- (20) Baugher, D., Varanelli, A., & Weisbord, E. (2003). Relating group diversity to group performance in a business game: Some findings for ancestral diversity. *Journal of Business and Behavioral Sciences*, Spring, Vol. 10(1), 27-36.
- (21) Varanelli, A., Baugher, D., & Hall, J. (2001). A problem-based collaborative learning approach to distance education at the MBA level: e.MBA@Pace.edu. *The Business, Education, and Technology Journal*, Spring, Vol. 3(1), 36-44.
- (22) Baugher, D., Varanelli, A., & Weisbord, E. (2000). Gender and culture diversity occurring in self-formed work groups. *Journal of Managerial Issues*, Winter, Vol. XII(4), 391-407.
- (23) Baugher, D., Dennehy, R., & Varanelli, A. (1999). The MetroCard: A longitudinal examination of user entry difficulties in the New York City Subway System. *Journal of Business and Behavioral Sciences*, Vol. V(1), 203-215.
- (24) Baugher, D., & Varanelli, A. (1998). An instructional support software module for demonstrating graphical linear programming (programmed in True Basic). *The Journal of Private Enterprise*, Vol. XIII(2) 145-147.
- (25) Baugher, D., Dennehy, R., & Varanelli, A. (1996). Token versus stored value card use in the New York City Subway System: Observational study over two time periods. *Transportation Research Record, Public Transportation 1996: Planning, Management, Marketing, New Technology, and Safety and Security*, No. 1521, 91-97.
- (26) Baugher, D., Varanelli, A., & Hall, J. (1994). Ten years of experience with a performance-based promotional selection and career development system within state government. *Public Personnel Management*, Vol. 23(4), Winter, 551-571.
- (27) Baugher, D. (1981). Guest Editor. *New Directions for Program Evaluation: Measuring Effectiveness*, No. 11. A Publication of the Evaluation Research Society, San Francisco, Ca. Jossey-Bass Publishers, Inc.
- (28) Baugher, D. (1981). Evaluating and improving remedial training programs. *New Directions for Program Evaluation: Measuring Effectiveness*, No. 11, 53-68.
- (29) Baugher, D. (1981). Summary: Developing a successful measurement program. *New Directions for Program Evaluation: Measuring Effectiveness*, No. 11, 101-105.
- (30) Baugher, D. & Wittenborn, J. R. (1980). Some dimensions of dysphorias and their assessment. *The Journal of Nervous and Mental Disease*, 168(2), 75-83.
- (31) Baugher, D. (1978). Age-related changes in psychological processes and mandatory retirement: Is the older worker inherently incompetent? *Aging and Work: A Journal on Age, Work and Retirement*, 1(4), 243-250.
- (32) Baugher, D., & Gormly, J. (1975). The effect of personal competence on the significance of interpersonal disagreements: Physiological activation and social judgments. *Journal of Research in Personality*, 9, 356-365.
- (33) Baugher, D. (1975). An examination of the non-specific skin resistance response. *Bulletin of the Psychonomic Society*, 6(3), 254-256.

REFEREED ACADEMIC PROCEEDINGS AND PRESENTATIONS

- (1) Baugher, D., & Ramos C. (2019). Waiting in Line for Gasoline: An Analysis of the Emotional State of Drivers in the United States Gasoline Crisis of 1979. *Proceedings of the American Society of Business and Behavioral Sciences*, 26(1), March 9-11, Las Vegas, Nevada.
- (2) Baugher, D., & Ramos, C. (2018). The Relationship of Amazon Ratings of DVDs with Netflix Ratings of Movie Quality Across Global Markets. *Proceedings of the American Society of Business and Behavioral Sciences*, 25(1), 25-35, March 15-18, Las Vegas, Nevada.
- (3) Baugher, D., & Ramos, C. (2017). The Consistency of Online Ratings of DVDs Across Global Markets. *Proceedings of the American Society of Business and Behavioral Sciences*, 24(1), 46-55, March 23-26, Las Vegas, Nevada.
- (4) Baugher, D., & Ramos, C. (2016). The Consistency of Online Ratings of DVDs. *Proceedings of the American Society of Business and Behavioral Sciences*, 23(1), 51-58, February 18-21, Las Vegas, Nevada.
- (5) Baugher, D., & Ramos, C. (2015). The Relationship of Online Netflix User Reviews to Days to Sale for Used DVDs on Amazon. *Proceedings of the American Society of Business and Behavioral Sciences*, 22(1), 35-49, February 19-21, Las Vegas, Nevada.
- (6) Baugher, D., & Ramos, C. (2014). The Relationship of Online Netflix User Reviews to Days to Sale for New DVDs on Amazon. *Proceedings of the American Society of Business and Behavioral Sciences*, 21(1), 68-80, February 20-23, Las Vegas, Nevada.
- (7) Baugher, D. (2013). Using Multiple Raters and Consensus to Evaluate Prior Experience for Middle Managers: Do These Approaches Improve the Association of Experience with Job Performance? *Proceedings of the 14th Hawaii International Conference on Business*, 13-24 May 23-26, Honolulu, Hawaii.
- (8) Baugher, D., and Weisbord, E. (2012). Multiple Raters and Hybrid Consensus in Evaluating Prior Experience for a Financial Analyst Position: Are Reliability and Empirical Validity Impacted? *Proceedings of the American Society of Business and Behavioral Sciences*, 19(1), 37-49, February 23-26, Las Vegas, Nevada.
- (9) Baugher, D., Weisbord, E., & Eisner, A. (2011). Evaluating Training and Experience: Do Multiple Raters or Consensus Make a Difference? *Proceedings of the American Society of Business and Behavioral Sciences*, 18(1), 380-393, February 22-27, Las Vegas, Nevada.
- (10) Paladi, A., Eisner, A. B., Baugher, D., & Russell, J. (2010). Campbells: Is the soup ready? *Eastern Academy of Management*, May 12-15, Portland, Maine (Best Case).
- (11) Baugher, D. & Weisbord, E. (2010). Reliability and agreement of observers regarding the clerical behavior of nurses. *Proceedings of the American Society of Business and Behavioral Sciences*, 17(1), 310-319, February 18-21, Las Vegas, Nevada.
- (12) Baugher, D., Bucar, B., & Weisbord, E. (2009). Does the source of policy conflict in diversified firms differ as a function of industry sector? *Proceedings of the American Society of Business and Behavioral Sciences*, 16(1), 1-15, February 19-22, Las Vegas, Nevada.
- (13) Baugher, D., Varanelli, A., & Weisbord, E. (2008). Employee attitudes toward content-based oral exams and organizationally-based exams: Do initial views predict a selection technique's life? *Proceedings of the American Society of Business and Behavioral Sciences*, 15(1), 591-603, February 21-24, Las Vegas, Nevada

- (14) Baugher, D., Weisbord, E., & Varanelli, A. (2007). Egoism, justice, rights, and utilitarianism: Student views of classic ethical positions for business. *Proceedings of the American Society of Business and Behavioral Science*, 14(1), 181-190, February 22-25, Las Vegas, Nevada.
- (15) Baugher, D. & Varanelli, A. (2006). The relationship of training and experience (T&E) self-evaluations, T&E expert evaluations, and job performance ratings over a fifteen-year timeframe. *Hawaii International Conference on Business Proceedings*, 6(1), 98-109, May 25-28, Waikiki, Hawaii.
- (16) Baugher, D., Weisbord, E., & Varanelli, A. (2006). Are students more likely to hold an enlightened self-interest or traditional view of corporate social responsibility? *Proceedings of the American Society of Business and Behavioral Sciences*, 13(1), 79-84, February 23-26, Las Vegas, Nevada.
- (17) Baugher, D., Weisbord, E., & Varanelli, A. (2005). Which policy areas foster the greatest conflict between corporate headquarters and line operating units within diversified firms? *Proceedings of the American Society of Business and Behavioral Sciences*, 12(1), 134-137, February 24-27, Las Vegas, Nevada.
- (18) Baugher, D., Butler, R., Morgan, S., & Varanelli, A. (2004). Implementing distance approaches to education: A Panel Discussion for ABSEL Las Vegas, 2004. *Proceedings of the Association for Business Simulation and Experiential Learning*, 31, 62-65., March 24-26, Las Vegas, Nevada.
- (19) Baugher, D., Weisbord, E., & Varanelli, A. (2004). Comparing student satisfaction and exam performance: A hybrid on-line class versus a traditional class in introductory management. *Proceedings of the American Society of Business and Behavioral Sciences*, 11(1), 112-121, February 19-23, Las Vegas, Nevada.
- (20) Mangum, W., Baugher, D., Winch, J., & Varanelli, A. (2004). Variables predictive of student dropout within a university. *Proceedings of the American Society of Business and Behavioral Sciences*, 11(1), 957-965, February 19-23, Las Vegas, Nevada.
- (21) Varanelli, A., Baugher, D., & Sen, K. (2003). "Procedures for developing a plug-and-play module for the use of SAP in the solution of a manufacturing case involving movement from a batch manufacturing process to a just-in-time process." Presented at the SAP 2003 Innovation Conference, February 15 to 17, Miami, Florida (Invited Address by SAP).
- (22) Baugher, D., Varanelli, A., & Weisbord, E. (2003). "Moving a principles of management course from in-class instruction to a mix of on-line and in-class instruction: Do students perform better?" *Proceedings of the American Society of Business and Behavioral Sciences*, 10(2), 175-183, February 20-24, Las Vegas, Nevada.
- (23) Varanelli, A., Baugher, D., & Sen, K. (2003). "The use of enterprise resource planning systems in an MBA program: Creating a plug-and-play module using SAP for the analysis of a manufacturing case." *Proceedings of the American Society of Business and Behavioral Sciences*, 10(2), 255-264, February 20-24, Las Vegas, Nevada.
- (24) Varanelli, A., Baugher, D., & Weisbord, E. (2002). Factors to consider in developing projects for an Internet-based asynchronous MBA program. *Proceedings of the American Society of Business and Behavioral Sciences*, 9(2), 185-189, February 8-11, Las Vegas, Nevada.
- (25) Baugher, D., Varanelli, A., & Weisbord, E. (2002). Relating group diversity to group performance in a business game: Some findings for ancestral diversity. *Proceedings of the American Society of Business and Behavioral Sciences*, 9(2), 190-196, February 8-11, Las Vegas, Nevada.

- (26) Allen, V. P., Baugher, D., Butler, R. J. & Varanelli, A. (2001). "Implementing distance education approaches to education." Symposium presented and abstract published at the 38th *Annual Meeting of the Eastern Academy of Management: Managing in the Digital Age*, May 9-12, New York City.
- (27) Baugher, D., & Varanelli, A. (2001). The relationship of hits to performance in a course supported by web activities. *Proceedings of the American Society of Business and Behavioral Sciences*, 8(2), 236-239, February 22-25, Las Vegas Nevada.
- (28) Varanelli, A., Baugher, D., & Hall, J. (2001). Developing an Internet-based MBA program: e.MBA@Pace.edu. *Proceedings of the American Society of Business and Behavioral Sciences*, 8(2), 240-244, February 22-25, Las Vegas, Nevada.
- (29) Baugher, D. (2000). Keynote Address: "Using an internet-based courseware system to support delivery of an introductory management course." *Presented at the Association for Business Simulation and Experiential Learning (ABSEL) Conference*, March 29-31, Savannah, Georgia. (Refereed and Selected by Program Committee as Open Session Keynote Address).
- (30) Baugher, D., & Varanelli, A. (2000). "Netstrat: Student satisfaction with a web-based simulation for teaching business strategy." Paper presented and abstract published at the 37th *Annual Meeting of the Eastern Academy of Management: Profits and People: The Human Rights Challenge in Organizations*, May 10-13, Danvers, Massachusetts.
- (31) Baugher, D., & Varanelli, A. (2000). A factor analysis of student attitudes toward corporate social responsibility and business ethics. *Proceedings of the American Society of Business and Behavioral Sciences*, 7(1), 202-207, February 17-21, Las Vegas, Nevada.
- (32) Varanelli, A., & Baugher, D. (2000). Using Blackboard's Courseinfo as an Internet-based delivery system for an introductory management class. *Proceedings of the American Society of Business and Behavioral Sciences*, 7(1), 208-215, February 17-21, Las Vegas, Nevada.
- (33) Baugher, D., Varanelli, A., & Weisbord, E. (1999). Gender, racial, and ancestral diversity in self-formed work groups within a business strategy course. *IBAM 7: Proceedings of the 7th Annual Conference of the Institute of Behavioral and Applied Management (IBAM)*, 389-394, November 3-6, Annapolis, Maryland.
- (34) Baugher, D., & Varanelli, A. (1999). Evaluating the satisfaction of student participants in a management simulation employing varying elasticity of demand. *Proceedings of the American Society of Business and Behavioral Sciences*, 6(A & B), February 19-23, Las Vegas, Nevada.
- (35) Varanelli, A., & Baugher, D. (1999). An overview of several Internet-based MBA programs. *Proceedings of the American Society of Business and Behavioral Sciences*, 6(U, V, W, X, Y, Z), February 19-23, Las Vegas, Nevada.
- (36) Baugher, D., Dennehy, R., & Varanelli, A. (1998). Introduction of an Internet-based management simulation in a business strategy course. *Proceedings of the American Society of Business and Behavioral Sciences*, 5, 151-156, February 20-26, Las Vegas, Nevada.
- (37) Baugher, D., Varanelli, A., & Weisbord, E. (1998). An examination of the level of diversity occurring in naturally-formed task groups within a business strategy course. *Proceedings of the American Society of Business and Behavioral Sciences*, 5, 157-164, February 20-26, Las Vegas, Nevada.
- (38) Baugher, D., Dennehy, R., & Varanelli, A. (1997). "Are MetroCards smarter than tokens in the New York City Subway System? International Transportation Management Implications."

Presented at the 1997 *New England Business Administration Association International Conference*, November 14-15, New Haven, Connecticut.

- (39) Baugher, D., & Varanelli, A. (1997). "An instructional support software module for demonstrating graphical linear programming in the business school curricula." Presented and demonstrated at the *22nd Annual Conference of The Association of Private Enterprise and the 2nd Annual Conference on Innovation in Instruction for Business and Related Disciplines* (a joint acceptance by both conferences). Software module programmed and compiled in True Basic for Cross-Platform Implementation Across Personal Computers using IBM and Microsoft DOS Operating Systems), April 12-15, Washington, D.C.
- (40) Baugher, D., Dennehy, R., & Varanelli, A. (1997). Are work teams the answer? A skeptical view! *Proceedings of the American Society of Business and Behavioral Sciences*, 4, February 2-6, Las Vegas, Nevada.
- (41) Varanelli, A., Baugher, D., & Dennehy, R. (1997). Educating the health systems managers of the future. *Proceedings of the American Society of Business and Behavioral Sciences*, 4, February 2-6, Las Vegas, Nevada.
- (42) Baugher, D., Dennehy, R., & Varanelli, A. (1996). A longitudinal study of token versus stored value card users in the New York City Subway System. *Proceedings of the American Society of Business and Behavioral Sciences*, 3 (Abstract Published), Jan 28-Feb 1, Las Vegas, Nevada.
- (43) Baugher, D., Dennehy, R., & Varanelli, A. (1996). "Token versus stored value card use in the New York City subway system: An observational study over two time periods. Presented at the 75th Annual Meeting of the *Transportation Research Board*, A Division of the National Research Council and Operating Agency of the National Academy of Sciences and the National Academy of Engineering, January 7-11, Washington, D.C.
- (44) Baugher, D., Varanelli, A., & Dennehy, R. (1995). "An observational study of token vs. stored value card use in the NYC subway system." Presented at the *2nd Annual Transportation Management Conference* of the Maritime College of the State University of New York, May 24-26, Bronx, N.Y.
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- (46) Varanelli, A., & Baugher, D. (1994). The importance and evolution of instructional support software in the business school curriculum. *Proceedings of the National Conference on Business, Education, and Society: Building Bridges and Networks*, Nov. 10-12, Minneapolis, Minnesota.
- (47) Varanelli, A., Baugher, D., & Hall, J. (1993). "A New MBA curriculum anchored by a two-semester sequence of managerial theory and professional skills." Paper presented at the *Conference on Redefining Basic Skills: Transforming New Approaches into Pedagogy*, November 5-7, Adelphi University, N.Y.
- (48) Varanelli, A., & Baugher, D. (1992). Using microcomputer-based instructional support software in the business school curriculum: PERT/CPM and simulation. *Proceedings of the 21st Annual Meeting of the Northeast Decision Sciences Institute*, Philadelphia, Pa.
- (49) Baugher, D. (1992). "Using a behaviorally-based performance instrument to evaluate job performance for promotional selection." Paper presented at the *International Personnel*

Management Association (IPMA) Assessment Council Conference on Public Personnel Assessment, June 7-11, Baltimore, Md.

- (50) Baugher, D., & Varanelli, A. (1991). Instructional support software in the business curriculum. *Proceedings of the 1991 Annual National Conference of the Association of Management: Education*, E95-E99, August 10-14, Atlantic City, N.J.
- (51) Varanelli, A., Baugher, D., & Sackson, M. (1991). Instructional software: Its evolution and current state of the art in the business curriculum. *Proceedings of the 18th Annual Meeting of ABSEL*, April 5-8, San Diego, Ca.
- (52) Baugher, D., & Varanelli, A. (1991). "A promotional and career development system for budget examiners." Paper presented at the 1991 *Mid-Atlantic Personnel Assessment Consortium*, May 2-3, New York, N.Y.
- (53) Baugher, D., & Varanelli, A. (1990). "A five-year study of the criterion-based validity of training and experience exams: An empirical demonstration of the problem of small numbers." Abstract published and paper presented at the *61st Annual Convention of the Eastern Psychological Association*, Philadelphia, Pa.
- (54) Sackson, M., Varanelli, A., & Baugher, D. (1990). Expert system validation. *Proceedings of the 1990 Annual Meeting of the Decision Sciences Institute*, November, San Francisco, Ca.
- (55) Varanelli, A., & Baugher, D. (1989). Integration of computer technology into the instructional process of a business policies course. *IBM Symposium Proceedings on Computer Integration in Education*, October, University of Massachusetts: Amherst, Mass.
- (56) Baugher, D., Varanelli, A., & Vallone, P. (1988). Job evaluation methods: A survey of the views of human resource experts. *Proceedings of the Annual National Convention of the Association of Human Resources Management and Organizational Behavior (HMROB)*, October 10-14, Long Beach, Ca.
- (57) Baugher, D. (1983). "Employee selection procedures and affirmative action." Presented at the *Second Annual Lubin Dean's Day Conference*, April 9, Lubin School of Business, Pace University, New York, N.Y.
- (58) Baugher, D., Wittenborn, J. R., Sugarman, A., Herr, B., & Giliberti, L. (1982). "Assessing the inter-rater consistency of patient self-report and family informant ratings in depression." Abstract published and paper presented at the *53rd Annual Meeting of the Eastern Psychological Association*, April 9-12, Baltimore, Maryland.
- (59) Baugher, D., Wiet, S., & Giliberti, L. (1981). "Waiting in line for gasoline: An analysis of the emotional state of drivers." Abstract published and paper presented at the *52nd Annual Meeting of the Eastern Psychological Association*, April 22-25, New York, N.Y.
- (60) Francesco, A.M., & Baugher, D. (1980). "Cross-validation of item Selection on the Bem Sex Role Inventory: A different regional sample." Abstract published and paper presented at the *51st Annual Meeting of the Eastern Psychological Association*, April 9-12, Hartford, CT.
- (61) Baugher, D. (Symposium Chair) (1979). "Growing old in America: Psychological and policy issues." Symposium presented at the *87th Annual Convention of the American Psychological Association*, September 1-5, New York, N.Y.
- (62) Baugher, D. (1979). "Manpower planning and mandatory retirement: Is the older worker inherently incompetent?" Paper presented at the *87th Annual Convention of the American Psychological Association*, September 1-5, New York, N.Y.

- (63) Baugher, D. (1977). "The consistency of self-report and family informant ratings in depression." Abstract published and paper presented at the 48th Annual Meeting of the Eastern Psychological Association, April 13-16, Boston, Mass.
- (64) Baugher, D., & Eusanio, A. (1975). "The relationship of biographical data to performance in fast-food restaurant managers." Abstract published and paper presented at the 46th Annual Meeting of the Eastern Psychological Association, April 10-14, New York, N.Y.
- (65) Baugher, D. (1973). "The relationship of the non-specific galvanic skin response to performance and psychological stresses." Abstract published and paper presented at the 44th Annual Meeting of the Eastern Psychological Association, May 3-5, Washington, D.C.

CASES-BASED TEXTS WITH SOFTWARE

- (1) Baugher, D., & Varanelli, A. (1997). *PC CASE: Business Cases and PC Software*, 2nd Edition. New York: McGraw-Hill, Inc. (A case-based text including four cases with supporting software written in True Basic on Business Strategy, Leadership, Pay Equity, and Cost-Volume-Profit Analysis with accompanying instructor's manual). (PC CASE: ISBN # 0078412501)
- (2) Baugher, D., & Varanelli, A. (1989). *Resources for Strategic Analysis*. Cincinnati: SouthWestern Publishing Company.

A text on business strategy using qualitative software tools and Lotus 1.2.3 spreadsheet templates with accompanying instructor's manual for 12 computer-based cases involving: (1) Small Business Strategy, (2) Key Actor Analysis in Strategy, (3) Financial, Marketing, and Environmental Analysis in Strategy, (4) Marketing Mix Policy in Management of Strategic Business Units, (5) Financial Controls in Allocation of Capital to Strategic Thrusts, (6) Evaluation of Financing Alternatives in Selection of Strategic Initiatives for Expansion, (7) Impact of Mergers on Balance Sheet and Operating Performance for Buyer, (8) Strategic Management of Sources of Capital for Growth and Impact of Alternative Capital Sources on Balance Sheet, (9) Use of Key Actor Analysis to Develop Negotiation Tactics in Acquisition of a Firm, (10) Benefits of Business Unit Acquisition for Implementation of Corporate Diversification Strategy and Determining Acceptable Purchase Price, (11) Problems of Mismatching Strategic Action to Organizational Needs, and (12) Determining Critical Path and Order of Steps to Take in Creating a Production Plant and Selling OEM parts in Brazil (Designed to accompany Newman, Logan and Hegarty's *Strategy: A Multilevel, Integrative Approach*, 1989. (Resources Text: ISBN # 0538802715)

- (3) Baugher, D., & Varanelli, A. (1987). *PC CASE*. New York: Random House (A case-based text including three cases with supporting software written in IBM Basica on Using a Business Matrix Planning System, Using a Theory of Leadership to Organize Work Groups, and Using Cost-Volume-Profit Analysis to Monitor the Bottom Line, with accompanying instructor's manual). (PC CASE: ISBN # 394381017)

BOOK CHAPTER

- (1) Baugher, D., & Varanelli, A. (1988). Selected experiential exercises in *Organizational Behavior: Performance and Productivity* by John B. Miner, New York: Random House (ISBN # 0075547422)

PROFESSIONAL & MAGAZINE ARTICLES:

- (1) Baugher, D. (1989). All the right management moves. Leadership means learning to let go. *Design News: News for Design Engineers*, 44(4), 114-115, February 27th.
- (2) Baugher, D. (1983). What you can do if you're the victim of rudeness. *U.S. News & World Report*, 95(8), 55, August 22nd. (Lead Cover Article)
- (3) Baugher, D. (1980). An analysis of stress. *Reddy News: The Energy Communication Magazine*, Vol. 38, No. 924, 12-13, Jan/Feb.

STUDY GUIDES WITH EXPERIENTIAL EXERCISES AND TEST BANKS

- (1) Baugher, D. & Varanelli, A. (1992). *Study Guide to Accompany Boone/Kurtz Management/4E*, New York: McGraw-Hill, Inc. (Includes Experiential Exercises, Test Questions, and Instructor's Manual for Study Guide). (Study Guide ISBN # 0070065772)
- (2) Baugher, D., Varanelli, A. & Spokes, G. (1992). *Test Bank to Accompany Boone/Kurtz Management/4E*, New York: McGraw-Hill, Inc. (Test Bank ISBN # 0070065756)
- (3) Baugher, D. & Varanelli, A. (1989). *Test Bank to Accompany the Instructor's Manual for Strategy* by Newman, Logan and Hegarty. Cincinnati: SouthWestern Publishing Company. (Instructor's Manual/Test Bank ISBN # 0538800984)
- (4) Baugher, D. & Varanelli, A. (1987). *Study Guide to Accompany Boone/Kurtz Management/3e*, New York: Random House (Includes Experiential Exercise and Test Bank Solutions in Instructor's Manual). (Study Guide ISBN # 0394362195)
- (5) Baugher, D., & Varanelli, A. (1987). *Test Bank to Accompany Boone/Kurtz Management/3e*, New York: Random House. (Test Bank ISBN # 0394362195)

VIDEO CASE STUDIES WITH TEACHER'S NOTES AND SOLUTIONS

[Video scenarios, case studies, and teacher's notes incorporated in VHS format as video case studies into *Management, 4th ed.*, by Boone and Kurtz, San Francisco: McGraw-Hill, 1992, ISBN #0070065748.]

- (1) Baugher, D., & Varanelli, A. (1992). Pepperidge Farm: Applying the winning formula. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.
- (2) Baugher, D., & Varanelli, A. (1992). Tom's of Maine: Responding to the managerial environment. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.
- (3) Baugher, D., & Varanelli, A. (1992). Harbor Sweets: Converting plans to action. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.
- (4) Baugher, D., & Varanelli, A. (1992). North American Tool and Die: Matching organization design and human resource strategy. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.
- (5) Baugher, D., & Varanelli, A. (1992). Alameda Naval Aviation Depot: Motivating and leading workers in the public sector. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.
- (6) Baugher, D., & Varanelli, A. (1992). A.T. Cross Company: Total quality management. In *Management, 4th ed.*, Boone and Kurtz, San Francisco: McGraw-Hill, Inc.

VIDEO SEGMENTS WITH TEACHER'S NOTES [Video scenarios, and teacher's notes incorporated in VHS format to accompany Bovee, Thill, Wood and Dovel's *Management* text, New York: McGraw-Hill, 1993. Videos available separately under ISBN # 0089115195 and at the University of Minnesota, Minneapolis OCLC Number: 317450167]

- (1) Baugher, D., & Varanelli, A. (1993). *The Foundations of Management*. New York: McGraw-Hill, Inc.
- (2) Baugher, D., & Varanelli, A. (1993). *Management Theories and Perspectives*. New York: McGraw-Hill, Inc.
- (3) Baugher, D., & Varanelli, A. (1993). *The Complex Management Environment*. New York: McGraw-Hill, Inc.
- (4) Baugher, D., & Varanelli, A. (1993). *Social Responsibility and Ethics*. New York: McGraw-Hill, Inc.
- (5) Baugher, D., & Varanelli, A. (1993). *Management and the Global Organization*. New York: McGraw-Hill, Inc.
- (6) Baugher, D., & Varanelli, A. (1993). *Decision Making and Problem Solving*. New York: McGraw-Hill, Inc.
- (7) Baugher, D., & Varanelli, A. (1993). *Organizational Goals and Planning*. New York: McGraw-Hill, Inc.
- (8) Baugher, D., & Varanelli, A. (1993). *Strategic Management and Implementation*. New York: McGraw-Hill, Inc.
- (9) Baugher, D., & Varanelli, A. (1993). *The Foundations of Organizational Structure*. New York: McGraw-Hill, Inc.
- (10) Baugher, D., & Varanelli, A. (1993). *Organizational Design and Development*. New York: McGraw-Hill, Inc.
- (11) Baugher, D., & Varanelli, A. (1993). *Organizational Development in New Ventures*. New York: McGraw-Hill, Inc.
- (12) Baugher, D., & Varanelli, A. (1993). *Human Resource Management*. New York: McGraw-Hill, Inc.
- (13) Baugher, D., & Varanelli, A. (1993). *Leadership, Power, and Influence*. New York: McGraw-Hill, Inc.
- (14) Baugher, D., & Varanelli, A. (1993). *Motivation and Performance*. New York: McGraw-Hill, Inc.
- (15) Baugher, D., & Varanelli, A. (1993). *Management and Group Dynamics*. New York: McGraw-Hill, Inc.
- (16) Baugher, D., & Varanelli, A. (1993). *Management and Communication*. New York: McGraw-Hill, Inc.
- (17) Baugher, D., & Varanelli, A. (1993). *Information Resource Management*. New York: McGraw-Hill, Inc.
- (18) Baugher, D., & Varanelli, A. (1993). *The Foundations of Management Control*. New York: McGraw-Hill, Inc.

- (19) Baugher, D., & Varanelli, A. (1993). *Operations Management*. New York: McGraw-Hill, Inc.
- (20) Baugher, D., & Varanelli, A. (1993). *Productivity, Quality, and Customer Satisfaction*. New York: McGraw-Hill, Inc.

COURSES TAUGHT

1. Undergraduate: Managerial and Organizational Concepts (1978-Present).
2. Doctor of Professional Studies (DPS): Research Design and Measurement (2003-2021).
3. EMBA - (E.MBA) Hybrid Program: Organizational Behavior and Change Module (2011-2021).
4. High School: Summer Scholars Program – Management Module (2011-2013).
5. Undergraduate: University 101, Freshman Studies - First Semester Course (2007-2011).
6. Undergraduate: Management Internship (1998-2008).
7. Undergraduate: Business Strategy (capstone course with management simulation) (1992-2007).
8. Undergraduate: Organizational Behavior (1979-1996).
9. Undergraduate: Human Resource Management (1981-1996).
10. Undergraduate: Seminar in Management (1987-1993).
11. Certificate of Managerial Accounting Review: Organization and Behavior including Ethical Issues (done through Pace) (1979-1990), Locations: American Express, MetLife, Port Authority of New York and New Jersey, World Trade Center.
12. Undergraduate: Leadership Principles and Practices (1981-1987).
13. Undergraduate: Management of Hotel Design, Housekeeping, Maintenance, and Engineering Functions (1985-88).
14. Executive MBA: Organizational Behavior (1979-1980).
15. Undergraduate: Introductory Psychology – Rutgers College, Rutgers University - (1976-1978) large lecture classes, 800-1000 students per class, with 35 doctoral graduate student teaching assistants reporting to instructor who managed weekly discussion sessions matched to instructor content coverage.
16. Undergraduate: Industrial/Organizational Psychology – Rutgers College, Rutgers University - (1976-1978).
17. Undergraduate: Applied Psychology, Rutgers College, Rutgers University – Rahway State Prison – 1975 -Taught life inmates in Rahway State Prison pursuing UG degree in psychology when death penalty was no longer used. Students went on to create the documentary, *Scared Straight*, in 1978. Twenty in class, all found guilty of a wide range of violent crimes including a psychopath who murdered his wife and two children at home, non-psychopaths who committed murders during crime of bank robbery, rapists, a necrophiliac who once was a mortician and unfortunately was also into risk, found in casket when family arrived for viewing, and head of the mob, Peter Campisi, who was recently imprisoned in the facility. Giving exams in a prison was interesting, the best answers coming from the most educated student, the mortician.

Note: Since many ask, I'll add we got along quite well, I coming from a not so different sociocultural background who ran away from home at sixteen. One of the most interesting experiences of my life though initially I took it for the money which I needed in those days. Across my consulting and club management activities in the city, this is one my best-remembered experiences, seems like it happened yesterday, my interaction with inmates helped in my dealings with club owners, giving me a refined edge for making deals.

SAMPLE OF INTERNAL SERVICE AT PACE UNIVERSITY

1. **Chair**, Graduate Management Program, 2018-present.
2. **Dean**, Graduate Programs, Lubin, 2008-2018.
3. **Department Chair**, Management and Management Science, 1994 to 2009.
4. **Director**, Hotel Management, 1986-1987; 1989-1994.
5. **Member**, University Institutional Review Board (IRB), 1990 to Present.
6. **Co-Chair**, Renewal Evaluation Committee, Dean, School of Education, 2014-2015
7. **Policy Member, AACSB Team**, AACSB Reaffirmation Visit Committee, 2013-2015.
8. **Member**, New York City Identity Committee, 2013-2015.
9. **Policy Member, AACSB Team**, AACSB Reaffirmation Visit Committee, 2008-2010.
10. **Member**, Graduate Admissions Committee, 2008-Present.
11. **Member**, Graduate Curriculum Committee, 2008-Present.
12. **Member**, Academic Policy Committee, Lubin School, 1994-2018.
13. **Chair**, NYC Faculty Council Grievance Committee (faculty elected position), 2002-2006.
14. **Chair**, NYC Faculty Council Kenan Faculty Development Committee, 1981 to 2008.
15. **Member**, Lubin Undergraduate Curriculum Committee, 1998-2009.
16. **Policy Member, AACSB Team**, AACSB Reaffirmation Visit Committee, 2003-2005.
17. **Policy Member, AACSB Team**, Initial AACSB Accreditation Committee, 1993-1996.
18. **Member**, Ad Hoc Committee of NYC and PLV Faculty Councils for Review of New University Faculty Hiring Procedures with University President, 2002.
19. **Chair**, Ad hoc Selection Committee of Lubin Council on the Evaluation and Reappointment of the Lubin Business School Dean per the Lubin Constitution, 2000.
20. **Member**, Dean's Committee to Move International Business Program into Management and Management Science Department, 1998.
21. **Member**, New York City Ad Hoc Faculty Council Grievance Committee, 1990-2001.
22. **Chair**, Lubin Tenure and Promotion (TAP) Committee, 1996.
23. **Member**, University Selection Committee for Dean of the Lubin School of Business, 1987.

SAMPLE OF EXTERNAL SERVICE TO COMMUNITY

1. **President**, 150 Nassau Street Condominium, the Landmark 1892 American Tract Society Building, Manhattan, N.Y., 2003-Present (President and Treasurer in different years).
2. **150 Nassau Building Liaison**, The Frank Gehry Building, 8 Spruce Street, NY., N.Y., 2007-2011, result of court settlement in which I was a lead litigant against Forest City Ratner that resulted in a required air space and a park between 140 Nassau, 150 Nassau, and the Gehry Building, prior to construction.
3. **Advisory Board Member**, Soundance, a not-for-profit repertory dance company and provider of Arts in Education to the New York City School system located on Broadway below Canal Street in Manhattan (moved to Brooklyn in 2003 due to rising rents), 1992-2000.
4. **Board Chair**, Ramos Dance, a not-for-profit modern dance company and provider of in-school arts education to schools in New Jersey and New York City. Company presented new works and repertory in New York City in such venues as The Joyce Soho Theater, an intimate theater of just 74 seats on Mercer Street, 1997 to 2005
5. **Track Chair**, Management: All Other Areas, The American Society for Business and the Behavioral Sciences (ASBBS), 1997 to Present.
6. **Reviewer**, Association of Business Simulation and Experiential Learning (ABSEL), 2001 to 2006.
7. **Reviewer**, *Journal of Managerial Issues*, 2001 to 2005.

8. **Local Representative**, City Council of East Rutherford, N.J. to oversee beautification of City and continued work toward resolution of increased Teterboro Airport Noise due to changing flight patterns at Newark Airport which affected Teterboro aircraft, especially UPS cargo planes, 2001-2002.
9. **Reviewer**, Eastern Academy of Management, 2001-2002.
10. **Teterboro Advisory Committee**, Local New Jersey State Representative for East Rutherford, served on state Teterboro Airport Advisory Committee with New Jersey Assemblyman DiGaetano, 1985-87.

SAMPLE OF CLIENT-BASED RESEARCH REPORTS

- (1) Baugher, D. (2016). "Examination Review and Cutoff Recommendations for M4 Top Management Budget Examiner Position." New York State Department of Civil Service and New York State Division of the Budget and Governor's Office, March, Albany, N. Y.
- (2) Baugher, D. (2011). "Examination Review and Cutoff Recommendations for M2, Middle Management Budget Examiner Position." New York State Department of Civil Service and New York State Division of the Budget, October, Albany, N.Y.
- (3) Baugher, D., & Varanelli, A. (2004). "Review and Analysis of the New York State Division of the Budget's Proposal for a Grade 18 Administrative Assistant Position." New York State Division of the Budget, August, Albany, N.Y.
- (4) Baugher, D. (1995). "Report on the Undergraduate Human Resource Management Major at the College of Saint Elizabeth." August, Morristown, N.J.
- (5) Baugher, D., & Varanelli, A. (1995). "A Report on the Position of Vice-President of Business System Planning at American Express Travel Related Services Company." American Express and Fragomen, DelRey, and Bernson, March, New York, N. Y.
- (6) Baugher, D., & Varanelli, A. (1994). "NTT America's Response to the RFP from the MTACC Requesting Formulation and Operation of a Public-Private Joint Venture to be Known as the MetroCard Venture." NTT America Proposal Developed in Association with the Cunningham Group, Inc., February, New York, N.Y.
- (7) Baugher, D. & Varanelli, A. (1994). "The MetroCard User Study: Consumer Findings." NTT America, February, New York, N.Y.
- (8) Baugher, D., & Varanelli, A. (1993). "Analysis of the Employee Tracking System (ETS): It's Resources, Capabilities, and Core Competencies." AT&T International Human Resources Division Report, July, Morristown, N.J.
- (9) Baugher, D., & Varanelli, A. (1992). "Response to the Critique of the School Plant Manager Job Analysis (including testimony to the New York State Civil Service Commission)." New York City Board of Education Report, January, Brooklyn, N.Y.
- (10) Baugher, D., & Varanelli, A. (1991). "Report on the School Plant Manager Job Analysis: Methodology, Results, and Implications." New York City Board of Education Report, December, Brooklyn, N.Y.
- (11) Baugher, D. (1991). "Comparison of Nursing Self-Report and Observer Report: The Clerical Behavior of Nurses." Princeton Economic Research Institute and the New York City Health and Hospitals Corporation, April, Princeton, N.J. and New York, N.Y.
- (12) Varanelli, A. & Baugher, D. (1988). "Operations Manual: Security Capital Real Estate Fund Check Writing System." March, Security Capital Real Estate Fund, New York, N.Y.

- (13) Varanelli, A., & Baugher, D. (1988). "Operations Manual: Security Capital Real Estate Fund Cash Distribution and Reporting System." February, Security Capital Real Estate Fund, New York, N.Y.
- (14) Baugher, D., & Varanelli, A. (1986). "Report on the Clerical and Technical Compensation Program: Job Evaluation System and Salary Structure." Department of Human Resources Report, Yale University, September, New Haven, CT.
- (15) Baugher, D., & Varanelli, A. (1985). "Corporate Policy Methodologies at CBS: Executive Summary of Findings." CBS Internal Audit Department Report to the General Auditor and CBS Board, November, New York, N.Y.
- (16) Baugher, D., & Varanelli, A. (1985). "Review of the Legislative Commission's Evaluation of the Sales Tax Audit System: Methodological and Statistical Considerations." January, New York State Department of Taxation and Finance, Albany, N.Y.
- (17) Baugher, D., & Varanelli, A. (1984). "Review of the Center for Women in Government's Job Content Questionnaire for Establishing Comparable Worth Adjustments in New York State Government." New York State Division of the Budget and Governor Mario Cuomo, September, Albany, N.Y.
- (18) Varanelli, A., & Baugher, D. (1984). "Final Report on the New York State Division of the Budget's Promotional and Career Development System." Center for Applied Research Report, Pace University, July, New York, N.Y.
- (19) Varanelli, A., & Baugher, D. (1983). "Preliminary Report on the New York State Division of the Budget's Promotional and Career Development System for Budget Examiners." Center for Applied Research Report on Grant Progress, Pace University, January, New York, N.Y.
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- (24) Baugher, D. (1977). "Intellectual, Cognitive Performance and Personality Changes in Old Age." AT&T Technical Report, Human Resources Utilization Research Group, September, Basking Ridge, N.J.
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- (26) Baugher, D. (1976). "The Clerical Skills General Typing Test: Reliability, Form Differences, and Practice Effects." AT&T Technical Report, Human Resources Utilization Research Group, December, Basking Ridge, N.J.

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- (29) Baugher, D., & Eusanio A. (1974). "Concurrent Validation of Predictors of Restaurant Manager Success: An Analysis of the Test Battery Administered to Restaurant Managers in New Jersey, Pennsylvania, Virginia, Maryland, North Carolina, South Carolina, Georgia, Michigan, Connecticut, and Massachusetts, with Descriptive Insights for Restaurant Manager Selection." Hardee's Food Systems Personnel Report, August, Rocky Mount, N.C.

SAMPLE OF CONSULTING AND CLUB MANAGEMENT ACTIVITIES

New York State Division of the Budget and Governor's Office, 1981-2018. Developed promotional selection and career development systems and performance appraisal systems for budget examiners and senior management as a part of the Civil Service selection system. Served in a consulting capacity on promotion verification committees and for ongoing development and cutoff decisions for 13 and eight administrations of the financial analyst budget examiner position and the top management executive position, respectively, from 1981-2018. Also consulted on budget proposals and, in particular, Governor Mario Cuomo's Comparable Worth Program for gender-based pay adjustments in state employment. Also, trained managers to administer the new promotional systems in the Division of the Budget and Governor's Office beginning in 1983 with system's first administration.

Park Evaluations, 2003-2014. Provided Expert Opinions for U.S. Immigration Cases Involving Extraordinary Ability (HB1), Exceptional Ability (HB2), and National Interest Waiver (HB2)

Li & Fung, Hong Kong, 2009. Cultural training for Fashion Representatives in anticipation of their assignment to New York City by this global supply chain management firm which specializes in consumer goods, apparel, and fashion.

Federal Eastern Corporation, 1989-2008. Ongoing work on information systems for tracking this firm's export of high technology electric and nuclear parts, sold by Westinghouse and Siemens, to Tai Power Authority in Taiwan. Founders retired and closed NYC operations in 2008.

New York City Board of Education, 1998-1999. Job analysis and test development for Teacher of Performing Arts - Radio emphasizing a shift to a greater multimedia focus; also conducted research on alternative testing procedures for urban teachers.

Fragomen, DelRey and Bernsen and American Express, 1995. Developed job specifications for executive position in business planning and MIS at American Express Travel Related Services. Evaluated foreign applicant suitability for the position in response to issues raised on alien certification by the Department of Labor reporting directly to Austin Fragomen

NTT America, 1993-1995. Developed proposal for submission to the New York City Metropolitan Transit Authority Card Company (MTACC), a subsidiary of the MTA, for expansion of the MetroCard

from transit and subway usage alone to use as a payment medium in retail establishments in the Greater New York City Metropolitan Area. Work involved strategic development, joint venture formulation, business plan development, creation of organizational structure, analysis of banking and financial operations, study of the impact of adoption of the fare payment medium on rider attitudes, and a large-scale observational assessment program (> 14,000 observations in the subway system) of the human factors capabilities of the MetroCard in comparison to that of tokens and estimates of the impact of user adoption of this new technology on turnstile throughput.

Developed the annual \$1.9 billion business plan estimating return and costs on behalf of NTT for use of the MetroCard above ground as a stored value payment modality (similar to that of a debit card as opposed to a credit card) and converting all subway turnstiles from a swipe mechanism to a dip approach like readers used on busses.

AT&T International, 1993-94. Studied human resource issues associated with assignment of employees to foreign locations. Developed plans for assignment rotation and information system tracking of employees through existing computing systems.

Ardley Partners, 1992-93. Analyzed office management information system needed by personnel at this asset management firm which has grown to a \$1 billion equity-focused hedge fund in recent years. Developed server and PC-based systems to manage transactions including database development. Worked with owners of the firm in the selection of competitive software submitted via an RFP process to assure the selection of competitive systems was well matched to its information needs.

Princeton Economic Research Institute (PERI) and NYC Health and Hospitals Corporation, 1991-1992. Consulted on the statistical and research design requirements necessary for assessing the impact on patient care of requiring nurses to undertake more clerical activities including a determination of the cost savings accrued from having nurses engage in clerical duties for city hospitals and not hiring additional nursing staff .

New York City Board of Education, 1991-1992. Conducted Task-based and KSA-based job analyses for reclassifying the position of School Plant Manager out of the union system. Developed response for presentation at New York State Civil Service Hearings as a part of this highly controversial change in reporting relationships and management hierarchy. Participated in testimony before Civil Service Commissioners in Albany.

American Express, The Port Authority of New York and New Jersey, and Metropolitan Life, 1979-1990. Conducted training seminars in conjunction with Pace University geared to the Certificate of Managerial Accounting (CMA) Examination (Part 2 - Organization and Behavior, including Ethical Considerations).

New Jersey Transit Rail Operations, 1988-1989. Evaluated work activities of motormen and conductors on New Jersey Transit commuter rail lines as part of a project to develop a computerized time management system for use in scheduling transit personnel.

Security Capital Real Estate Fund, 1987-1988. Evaluated information systems needs and implemented redesign of systems necessary for improving security and backup of data and movement away from a mainframe time-sharing system to a PC-based Cash Distribution and Reporting System necessary for accounting and performance reporting including sub-systems for redemption, rates of return computation, commission computation and reporting, and check writing.

New York State Department of Taxation and Finance, 1985-1988. Voting member of executive panel reviewing respondent proposals to RFPs issued by this agency for long-term systems modernization and the use of standard statistical procedures and expert systems for the selection of sales tax returns for audit. As part of this project, conducted cluster analyses of a sample of 100,000 sales tax returns to determine if homogeneous subsets of returns existed which might be pinpointed for representative sampling efforts for more effective audit of sales tax returns.

Compared results of using the new analytics technique of clustering to that of representative random sampling. Determined sampling could achieve the conflicting goals of taxpayer compliance and auditor yield better than clustering as clustering could not improve compliance and yield at the same time as high abusers were no longer targeted when compliance was the focus and when yield was targeted, insufficient returns were audited to achieve compliance. Developed plans for linking Tax Systems Computer with American Express Credit Card Systems to track high-expenditure business card users where level of business card expenditures were out of synch with business revenue. Tie in not implemented due to operating differences across computer systems.

Yale University, 1986-1988. Assessed job evaluation techniques as they related to wage structures for administrative and clerical personnel. Worked with V.P. for Finance and Administration, Mike Finnerty, and Associate V.P. for Finance, Peter Vallone in responding to union concerns and issues. Created systems for managing the increased use of job evaluation by clerical staff as an approach to increasing salary for individual positions in the absence of annual merit increases for personnel.

New York State Office of Mental Health, 1987-1988. Reviewed and developed alternative performance measurement and selection systems for promoting and developing middle managers at major clinic sites using a system similar to one developed for the New York State Division of the Budget and Governor's Office.

New York State Office of Mental Retardation and New York State Developmental Disabilities, 1986-1987. Reviewed knowledge, skill, and ability requirements for OMRDD Site Directors via focus groups and analyzed existing job descriptions and specifications. Recommended alternative screening systems for making these high-level appointments to important facility locations throughout the State.

Citibank, 1984-1986. Conducted off-site executive training for Citibank's Corporate Analysis and Reporting Department on the topics of linking rewards to performance and using interpersonal persuasion techniques shown by empirical research to be effective.

CBS, 1985-1986. Developed mechanisms for relating the policies/procedures of corporate headquarters to the firm's diversified business-units and communicating policies/procedures through information systems of the era. Reported to the CBS Board, Chief Financial Officer, and General Auditor.

Office of Testing, New York City Board of Education, 1982-1983. Evaluated test results used for determining the grade-level achievement of students in City schools and presented results to Board of Education and New York State Department of Higher Education to show where achievement goals were met and areas where changes in education strategy might be needed for further improvement.

Stamford, Connecticut Area CETA Consortium and Connecticut Department of Labor, 1978-1979. Conducted statistical analyses of student performance data for CETA programs in Connecticut to demonstrate the effectiveness of Connecticut efforts.

AT&T Human Resources Utilization Research Group and AT&T Human Resources Research Laboratory, 1976-1978. Authored a variety of technical reports about human resource issues including

the impact of aging on retirement interest, the success of remedial education programs for the hard-core unemployed, evaluation of the accuracy of internal pay grade classifications for selected positions, and presentation of the psychometric results of recently implemented large-scale testing systems for mental ability and clerical skills across the United States for various operating units such as New Jersey Bell and New York Telephone for the one-million employee organization. Participated in both human factors job re-design and use of selection systems for improving job performance.

Regarding the impact of aging on job performance, my theoretical article developed on behalf of AT&T in response to concerns over the elimination of mandatory retirement at age 65 and later published in *Aging and Work* in 1978, continues to be cited as a key article of the times when AT&T pushed back on removal of the 65 year old requirement because it allowed a simple method for retiring employees. It can be found in such publications as the *Handbook of Communication and Aging Research* edited by Jon F. Nussbaum and Justine Coupland (2004, Routledge, p. 324) and *Worker Training: Competing in the New International Economy* by the U.S. Congress, Office of Technology Development (September 1990; OTA-ITE-457, p. 249).

The Carrier Clinic and Rutgers Interdisciplinary Research Center, 1976-1978. Developed treatment protocols for patients suffering from suicidal tendencies and depression as a clinical psychologist, recommending some patients for Electro Convulsive Shock Therapy (ECT). Assisted in study of Nicotinic Acid as a therapeutic agent for schizophrenia with my clinical program overseers, J. R. Wittenborn, Ph.D. and Arthur Sugarman, M. D.

The Anvil, 1975-1985. Assisted in management and design of this well-known after-hours club in New York City during the era of Studio 54 and similar establishments. Engaged in similar activities at the lesser known, **Alex in Wonderland**, from 1978-1982, a more disco-like club near The Anvil. The City under Mayor Koch opted to close all after hours clubs late in 1985 due to concerns over the AIDS crisis. Of course, the entire meat market area has changed considerably since then.

Rahway State Prison, 1975. Developed applied psychology course to be taken by life inmates at Rahway State Prison, New Jersey, through Rutgers University, taught 20 inmates incarcerated for such crimes as rape, murder (including the head of the Mafia, Peter Campisi), bank robbery and murder, and multiple counts of necrophilia, and other sex crimes.

Hardee's Food Systems, 1973-1975. Worked as Human Resource Research Project Director in off-site office set-up in New Brunswick, New Jersey with the Vice President of Administration and Finance, Director of Personnel, Area Managers, and District Managers to develop procedures for collecting data on P&L results and manager characteristics from the firm's many restaurants located across the U.S. in the South, Midwest, and East to develop a restaurant management selection system for increasing restaurant profitability.

Hardee's Food Systems, 1972-1973. Restaurant Manager, East Brunswick, New Jersey.

Hardee's Food Systems, 1970-1972, Summers, District Manager for restaurants in Maryland, Pennsylvania, and Virginia

Hardee's Food Systems, 1970-1972, Academic Year, Restaurant Manager, Charlottesville, Virginia.