

Paul F. Skilton, Ph.D.

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EDUCATION

1999, Ph.D. in Business Administration with a concentration in Management, W. P. Carey School of Business, Arizona State University, Tempe, Arizona.
1989, MBA, Wallace E. Carroll Graduate School of Management, Boston College, Newton, Massachusetts.
1978, BA with Honors in Aesthetic Studies (Creative Writing), University of California at Santa Cruz.

ACADEMIC EMPLOYMENT

2016 – Present, Associate Professor of Management, Carson College of Business, Washington State University, Tri-Cities
2010- 2016, Assistant Professor of Management, Carson College of Business, Washington State University, Tri-Cities
2003- 2010, Assistant Professor of Business Administration, Morrison School of Management and Agribusiness, Arizona State University at the Polytechnic Campus
2000-2002, Assistant Professor of Management, Seidman School of Business, Grand Valley State University
1999-2000, Visiting Assistant Professor of Strategic Management, The A. Gary Anderson Graduate School of Management, University of California, Riverside
Spring 1999, Visiting Instructor in Competitive Strategy, Thunderbird, The American Graduate School of International Management

Additional Affiliations

Center for Supply Networks, WP Carey School of Business, Arizona State University
Affiliate graduate faculty, College of Business, Oregon State University

RESEARCH

Broadly speaking my research is concerned with the management of innovation and change. Over the last decade the common thread in my research has been the question of how structural characteristics of economic systems hinder or facilitate innovation and adaptive change. Because this question is not limited to a single level of analysis, I have been able to examine how being embedded in larger systems influences the behavior of individuals, teams, organizations, industries and fields and thus enables or impedes innovation and change. This concern with embedded objects of analysis is why my work deals with the relationship between embedding structure and innovation/adaptation in supply networks, careers, teams, projects, industries, scientific domains and organizational fields.

Peer Reviewed Journal Articles

Skilton Paul F and Jill M Purdy. Authenticity, Power and Pluralism: A Framework for Understanding Stakeholder Evaluations of Corporate Social Responsibility Activities. Accepted Business Ethics Quarterly

Skilton, Paul F. & Ednilson Bernardes. (2015). Competition Network Structure and Product Market Entry. Strategic Management Journal, 36: 1688–1696.

Yusoon Kim, Thomas Y. Choi, Paul F. Skilton, (2015) Buyer-supplier embeddedness and patterns of innovation. International Journal of Operations & Production Management, Vol. 35 Iss: 3, pp.318 – 345

Skilton, Paul F. 2014. Value creation, value capture and supply chain structure: resource based bargaining power in a project-based industry. Journal of Supply Chain Management. 50(3), 74-93. **Winner, Hal Fearon award for Best Paper in JSCM in 2014.**

Skilton, Paul F., & Wu, Zhaohui, 2013. Governance Regimes for Protected Geographic Indicators Impacts on Food Marketing Systems. Journal of Macromarketing, 33(2), 144-159.

Nganje, William & Skilton, Paul F. 2011. Food risks and Type I & II errors. International Food and Agribusiness Management Review, 14(5): 109-124.

Skilton, Paul F. 2011. Getting the Reader to ‘I Get It!’: Clarification, Differentiation and Illustration. Journal of Supply Chain Management, 47: 2, 22-28.

Skilton, Paul F. and Dooley, Kevin. 2010. The effects of repeat collaboration on creative abrasion. Academy of Management Review. 35:1, 118-134.

Skilton, Paul F. and Jessica L. Robinson, 2009. Traceability and normal accident theory: How does supply network structure influence the identification of the causes of adverse events? Journal of Supply Chain Management, 45: 40-53. *Runner up for paper of the year, 2009*,

Skilton, Paul F. 2009. Does the human capital of teams of natural science authors predict citation frequency? Scientometrics. 78: 525-542.

Skilton, Paul F. 2009. Uncertainty and supplier bargaining power in motion picture projects. Journal of Business Research. 62: 834-840.

Skilton, Paul F. 2008. Similarity, familiarity and access to elite work in Hollywood: Employer and employee characteristics in breakthrough employment. Human Relations, 61: 1743-1774.

Skilton, Paul F. and Jesus Bravo. 2008. Structural social capital and trajectory in project based careers: The case of Hollywood personal assistants, Career Development International, 13: 381-401.

Skilton, Paul F., Forsyth, D. & White, O. J. 2008. Interdependence and integration learning in student project teams: Do abstract team assignments achieve what we want them to? Journal of Marketing Education, 30: 57-65.

Conlon, D., Morgenson, F., McNamara, G., Wiseman, R. M. and Skilton, P. F. 2006. Examining the impact and role of special issue and regular journal articles in the field of management. Academy of Management Journal, 49: 857-872.

Skilton, Paul F. 2006. A comparative study of communal practice: Assessing the effects of taken-for-granted-ness on citation practice in scientific communities. Scientometrics, 68:1 73-96.

Skilton, Paul F. 2003. Portable integration expertise and its implications for organizational flexibility and knowledge management. International Journal of Organizational Analysis, 11(4).

Skilton, Paul F. and Kevin Dooley, 2002. Exploring management's role in productivity improvement: How the innovation-productivity relationship changes when technological knowledge is mature. International Journal of Production and Operations Management.

Dooley, Kevin, Paul F. Skilton, and John Anderson, 1999. Process knowledge bases: Facilitating reasoning about space, time and cause. Human Management Systems, 17:281-296.

Wiseman, Robert M. and Paul F. Skilton, 1999. Divisions and differences: Exploring publication preferences and productivity across management sub-fields. Journal of Management Inquiry.

Articles under Review

Skilton, Paul F., Ednilson Bernardes, Mei Li & Steven Creek. How does Position in Cooperation and Competition Networks Influence Alliance Formation and Product Market Entry? Under Review, Journal of Operations Management

Skilton, Paul F., Mahony, L.E. and Rimac, T. Regulatory institutional entrepreneurship and institutional change processes: The USDA and the promotion of regional food hubs, under review at Administrative Science Quarterly. 2014 reject from AMJ.

Working Papers

Li, Mei, E Bernardes, I. Giancarlo and PF Skilton, Compressibility in Supply Networks, rejected June 2016, Journal of Operations Management

Creek, Steven, Arvin Sahaym, Paul F Skilton, How Does Network Centrality Affect Firm Performance in Emerging Markets? Accepted for presentation, Southern Management Association 2016

Wu, Zhaohui & Paul F. Skilton. Cultural Embeddedness and the Emergence of Alternative Agricultural Cooperatives, submitted to 2016 Academy of Management Conference, OMT division, 2016 EGOS Conference, Sub-theme 55: Cooperatives as a Fortress of Participation?

Bravo, J & Skilton, Paul F., Role transition intention: Opportunity, personality and the perception of risk. Reject from Organizational Behavior and Human Decision Processes

Li, Mei, C. Angst & Skilton, Paul F., Competition, Collaboration and Blended Networks: The Interplay of Network Structural Elements on Performance of U.S. Hospitals"

Skilton Paul F and SC McIntyre, "Mother McIntyre's Goodies" A teaching case.

Peer Reviewed Book Chapters

Skilton, Paul F. 2011. Cooperative Strategy in Project based Organizing: The Case of International Motion Picture Co-production. In Project-Based Organizing and Strategic Management. Gino Cattani, Simone Ferriani, Lars Frederiksen &, Florian A. Taube (Eds.) Advances in Strategic Management, 28: 27-60.

Skilton Paul F. 2011. Contextualizing the relationship between competitive advantage and communal practice: The case of the visual effects industry. Handbook of Research on Communities of Practice for Organizational Management and Networking: Methodologies for Competitive Advantage, Eduardo Bueno and Olga Riviera, (Eds.) New York: IGI Global.

Skilton, Paul F., Bob Wiseman and Bill Glick 2008. Managing for impact in business research programs: Scope and collaboration. Current Topics in Management 13., A. Rahim, (Ed.) Transactions Publishing.

Skilton, Paul F. and Vicki Smith-Daniels, 2000. Evaluating the capability formation potential of integrated project teams. Advances in the Interdisciplinary Study of Work Teams, 6, JAI Press.

Proceedings (Peer Reviewed)

Skilton, Paul F and Purdy, Jill M. 2014. Institutional complexity and the authenticity of corporate social responsibility initiatives. Best Paper Proceedings of the 2014 Academy of Management Meeting, Philadelphia

Skilton Paul F. Service supply chain governance in a creative industry: Offshore sourcing of special and visual effects in motion picture production. Best Paper Proceedings, Academy of Management, 2008, Anaheim

Skilton Paul F. Standardizing special effects: Population level learning in project based production. Proceedings of the OLKC7 Conference, June 14-17, 2007.

Skilton, Paul F. The performance implications of shared experience across creative project teams. Proceedings of the OLKC conference (University of Warwick), March 20-22, 2006.

Skilton, Paul F. All periphery, all the time: What citation analysis tells us about knowing and learning in science? Proceedings of the 6th International Conference on Organizational Learning and Knowledge: A Passion for Learning, University of Trento, Italy, June, 2005.

Skilton, Paul F. Producing Projects, Assembling Teams: Evidence of Learning among Hollywood Producers, Proceedings of the 5th International Conference on Organizational Learning and Knowledge Management: New Directions, Lancaster University. June 2003

Skilton, Paul F. Learning to be situated: Portable integration expertise and its implications for organizational flexibility and knowledge management Proceedings of the 4th International Conference on Organizational Learning and Knowledge Management: New Directions, University of Western Ontario. June 2001.

Skilton, Paul F. Portable integration expertise as the foundation of flexible integration capability: A meso theory. Proceedings of the Midwest Academy of Management Meetings, Toledo, April, 2001. http://owl.ben.edu/mamgt/Friday_Proceedings.htm

Anand, Vikas and Paul F. Skilton. Organizational transactive memory systems and firm performance, Proceedings of the Institute for Applied Business Management, Renton, WA, 1995.

Proceedings (Non-peer Reviewed)

Nganje, WE, PF Skilton, HH Jensen, R Onyeaghala, 2011. Traceability in Food Systems: An Economic Analysis of LGMA and the 2006 Spinach Outbreak. Proceedings of the 85th Conference of the Agricultural Economics Society, University of Warwick.

Smith-Daniels, Vicki and Paul F. Skilton, Rethinking the design of student project teams: Balancing cost and learning Proceedings of the Decision Sciences Institute Conference, New Orleans, November, 1999.

Smith-Daniels, Vicki and Paul F. Skilton, Accomplishing important objectives in new product development teams: Dynamic team capability or self-fulfilling prophecy? Proceedings of the Decision Sciences Institute Conference, Las Vegas, 1998.

Invited Conference Presentations

Skilton, Paul F. Regulatory institutional entrepreneurship and institutional change processes: The USDA and the promotion of regional food hubs. Presented at The Cascadia Business and Sustainability Colloquium, Portland State University, June 6, 2014

Skilton, Paul F. Local Food Chains, Sustainability and Governance Structures, Presented at University of Exeter, Leverhulme Research Symposium on Innovations in Sustainable Agriculture and Food Supply Chains, July 8 2014

Conference Presentations & Symposia

Creek, Steven, Arvin Sahaym, Paul F Skilton, How Does Network Centrality Affect Firm Performance in Emerging Markets? Southern Management Association, September 2016

Skilton, Paul F., Ednilson Bernardes, Mei Li & Steven Creek. How does Position in Cooperation and Competition Networks Influence Alliance Formation and Product Market Entry? Academy of Management Annual meeting, Vancouver BC, BPS Division

Skilton, Paul F., Mahony, L.E. and Rimac, T. Regulatory institutional entrepreneurship and institutional change processes: The USDA and the promotion of regional food hubs. Presented at EGOS 2014, Rotterdam Sub-theme 60: Institutional Complexity, Convener, Royston Greenwood.

-- also presented at Organization and Management Theory Division, Academy of Management 2014, Philadelphia.

Skilton Paul F. and Jill M. Purdy . Institutional Pluralism, Institutional Complexity and Perceptions of the Authenticity of Corporate Social Responsibility Initiatives. presented at Social Issues in Management Division, Academy of Management 2014, Philadelphia.

Skilton, Paul F. Regional food hubs: The possible trajectories of a new organizational form. Presented at EGOS 2013, Montreal Sub-theme 45: Pluralism and Patterns in Institutional Trajectories, Convener, Pamela Tolbert.

Skilton Paul F. Authenticity and appropriation as issues in corporate social responsibility. Presented to 4th annual research conference, Center for Leadership and Social Responsibility, the Milgard School of Business, University of Washington Tacoma

Skilton, Paul F. & Ednilson Bernardes. How do proximity and position in competition networks influence innovation? Academy of Management, Boston, 2012.

Skilton Paul F. Governance regimes for protected geographic indicators: The role of international agencies in promoting sustainability. Production and Operations Management Society Annual Meeting, Chicago, April 22, 2012

Wu, Zhaohui & Paul F. Skilton. Toward a theory of scalable agricultural cooperatives. Presented at the 6th Annual International Conference on Business & Sustainability: Portland State University, 11/6/2012.

Skilton, Paul F. Governance regimes for protected geographic indicators: The role of international agencies in sustaining sustainable food supply chains. Presented at the 5th Annual International Conference on Business & Sustainability: Portland State University, 11/4/2011.

Skilton, Paul F. Cooperative Strategy in Project based Organizing: The Case of International Motion Picture Co-production. Presented at the Academy of Management, San Antonio, August, 2011.

Skilton, Paul F. The appellation d'origine contrôlée system as a model for a geo-centric approach to sustainability. Presented at the 4th annual International Conference on Business & Sustainability: Profitable Sufficiency, Portland State University, 11/5/2010.

Skilton, Paul F. Not matching as strategic choice: A contingency theory of the relationship between resource qualifications and project requirements. Academy of Management Meeting Montreal, August 2010.

Paul F. Skilton, International Motion Picture Co-production: A Survey and Exploration. Presented, European Group on Organization Studies, July 2010 Lisbon; Subtheme 20 Cultural Industries

-- Presented at The 4th Annual Conference on 'Cultural Production in a Global Context: The Worldwide Film Industries', University of Grenoble, June, 2010.

Skilton, Paul F. and Jessica L. Robinson, Traceability, normal accident theory and food safety: How does supply network structure influence the identification of the causes of adverse events? Presented, Operations Management Division, Academy of Management Annual Meeting, Chicago, 2009

Skilton, Paul F. The scope of motion picture distribution as a function of preproduction resource commitments. Presented, Organization and Management Theory Division, Academy of Management Annual Meeting, Chicago, 2009

-- Presented at The 3rd Annual Conference on 'Cultural Production in a Global Context: The Worldwide Film Industries', Cass School of Business, London, June, 2009.

Skilton Paul F. When do connections to buyers and suppliers help underqualified individuals get work on projects? Presented to Academy of Management, August 2008, Anaheim; Organization and Management Theory division.

-- Presented to European Group on Organization Studies, July 2008, Amsterdam; Subtheme 44 Temporary Organizations

-- Presented to The Worldwide Film Industries Conference, Copenhagen, May, 2008.

Skilton Paul F. Service supply chain governance in a creative industry: Offshore sourcing of special and visual effects in motion picture production. Presented to Academy of Management, 2008, Anaheim, Operations Management Division.

Skilton, Paul F. and Jesus Bravo Status endowment and career trajectory: The case of personal assistants in Hollywood motion pictures Presented to the 2007 Academy of Management conference, Careers Division.

Skilton Paul F. Standardizing special effects: Population level learning in project based production. Presented to the OLKC7 conference (University of Western Ontario), June 14-17, 2007.

Skilton Paul F. Trading special effects: Exploring the offshore supply of special effects in motion picture production. Presented to the 1st Annual Conference on Offshoring, Duke University, April 16, 2007.

-- Presented to Cultural Production in a Global Context: The Worldwide Film Industries the first annual conference on global film production, Stern School, NYU, May 11, 2007.

Skilton, Paul. Beyond star power: Competition for returns within Hollywood motion picture projects. Presented in the Business Policy and Strategy Division, Academy of Management Conference, Atlanta, August 15, 2006.

Skilton, Paul F. White, O. & Forsyth, D. Interdependence and integration in student project teams: Do abstract team assignments achieve what we want them to? Presented in the Management Education Division, Academy of Management Conference, Atlanta, August 13, 2006.

-- Presented at the 45th Annual Bayesian Research Conference; California State University, Fullerton, December, 2006.

Anand, V., Clark, M. & Skilton, P. The impact of group knowledge distribution on information seeking. Paper for symposium on Team Cognition Research, presented in the Organizational Behavior Division, Academy of Management Conference, Atlanta, August 13, 2006.

Skilton, Paul F. The performance implications of shared experience across creative project teams. Presented at 2006 OLKC conference (University of Warwick), March 20, 2006.

Skilton, Paul F. All periphery, all the time: What citation analysis tells us about knowing and learning in science. Presented at the 6th International Conference on Organizational Learning and Knowledge: A Passion for Learning, University of Trento, Italy, May 2005.

Skilton, Paul F. Social capital, dynamic capability and project performance: The case of Hollywood producers. Presented at the 2004 Academy of Management meeting, New Orleans, Business Policy Division.

Skilton, Paul F. Producing Projects, Assembling Teams: Evidence Of Learning Among Hollywood Producers, 5th International Conference on Organizational Learning and Knowledge Management: New Directions, Lancaster University June, 2003.

Skilton, Paul F. Open big, open wide: Syncretic rent seeking behavior and sustained cooperation in motion picture production, 1991-2000 Presented in the BPS Division, Academy of Management Meeting, Denver, August 2002

Skilton, Paul F. Portable integration expertise as the foundation of flexible integration capability: A meso theory. Presented in the OMT Division, Academy of Management Meeting, Washington D.C. August 2001

Skilton, Paul F. Coordination in transition: building bridges between technological platforms Presented in the TIM Division, Academy of Management Meeting, Washington D.C. August 2001

Skilton, Paul F. Learning to be situated: Portable integration expertise and its implications for organizational flexibility and knowledge management 4th International Conference on Organizational Learning and Knowledge Management: New Directions, University of Western Ontario, June 2001.

Skilton, Paul F. Portable integration expertise as the foundation of flexible integration capability: A meso theory . Midwest Academy of Management Meetings, Toledo Ohio, April, 2001.

Skilton, Paul F. and Alan O'Sullivan, Organizers, Symposium: Looking for an edge: Boundary crossing and boundary maintenance in pluralistic knowledge processes, TIM Division of the Academy of Management Meeting, Chicago, 1999.

Skilton, Paul F. Bill Glick and Bob Wiseman Pluralism, collaboration and knowledge production: Knowledge management of management scholars Presented in the OMT Division at Academy of Management Meeting, Chicago, 1999.

Skilton, Paul F. and Bill Glick. Who learns what, and when? Understanding the development of collaboration and coordination competence in pluralistic knowledge processes. Presented at the TIM Division of the Academy of Management Meeting, Chicago, 1999.

Anand, Vikas, Paul F. Skilton, and Barbara W. Keats, Patterns of knowledge distribution in organizations Presented in the OMT Division at Academy of Management Meeting, Chicago, 1999.

Skilton, Paul F. and Vicki Smith-Daniels, Evaluating the capability formation potential of integrated project teams Presented at the Advance Concepts Conference, Center for Interdisciplinary Study of Work Teams, Denton, TX, 1998.

Smith-Daniels, Vicki and Paul F. Skilton, Accomplishing important objectives in new product development teams: Dynamic team capability or self-fulfilling prophecy? Presented at the Decision Sciences Institute Conference, Las Vegas, 1998.

Skilton, Paul F. Turbulent environments, buffering routines and learning curves: A multi-level configurational study of the evolution of productivity OMT Division of National Academy of Management Meeting, Boston, 1997

Anand, Vikas, Paul F. Skilton and Barbara W. Keats, Reconceptualizing organizational memory OMT Division of National Academy of Management Meeting, Cincinnati, 1996

Wiseman, Robert W. and Paul F. Skilton, Finding unusual patterns in management publication: Exploring publication productivity and practice within the academy of management. OMT Division of National Academy of Management Meeting, Cincinnati, 1996

Anand, Vikas and Paul F. Skilton. Organizational transactive memory systems and firm performance, Meeting of the Institute for Applied Business Management, Renton, WA, 1995.

Dissertation

Participant Learning in Product and Process Development Teams.

Committee: William H. Glick, Chair, Kevin Dooley, Vicki Smith-Daniels.

My dissertation develops and tests theory about the relationship between structuring processes (reciprocal interdependence, procedural control and comprehensiveness of decision making) and individual acquisition of integration skills in multi-disciplinary project teams.

HONORS

Hal Fearon Award for Best Paper, Journal of Supply Chain Management 2014.

Reviewer Service Award, Journal of Operations Management, cumulative 2010-2014

Best Reviewer, Journal of Operations Management, 2013

Best Reviewer, Journal of Supply Chain Management 2010.

Runner up Best Paper, Journal of Supply Chain Management 2010.

SERVICE

Memberships

Academy of Management (OM, BPS, OMT); InFORMS; European Group on Organization Studies (EGOS).

Internal Service

2015: WSU-TC MBA Faculty Director

Dean's Strategic Planning Committee, Carson College of Business

Campus MPPC representative

Business Program representative to the Executive Committee of the WSUTC Resident Faculty Organization

2014: Dean's Strategic Planning Committee, Carson College of Business;

Chancellor's Innovation & Entrepreneurship Summit;

Graduate Open House/information sessions

Contributed to WSUTC clean energy incubator proposal;

MISE Management curriculum task force

2012-2015: Judging for Carson College Business Plan Competition

2013-2014 I chaired the WSU-TC search for a Finance professor

2011-2013 I served on the WSU-TC scholarship committees

MISE strategic planning sub-committee on departmental culture.

2012-2013 I served as the campus interface with MPPC for the development of the 579/702 rubric.

External Service

Community Service

Partner with Northwest Food Hub and Cascade Harvest coalition to bring speakers to WSU Tri-Cities in conjunction with 2012 Mid-Columbia Farm to Table event.

2014 – 2015: Campus Habitat for Humanity events

Service to the profession

Editorial Review Board, Journal of Operations Management, 2008-current. 3-5 reviews per year, 30% revise and resubmit. 2013 Best Reviewer, Reviewer Service Award, cumulative 2010-2014

Editorial Review Board, Journal of Supply Chain Management, 2009-2011. 3-5 reviews per year, 30% revise and resubmit. 2009 Reviewer of the Year.

Ad hoc reviewer for Strategic Management Journal; Academy of Management Journal, Academy of Management Review, Journal of Management, Industrial and Corporate Change, Journal of Business Research, Journal of Management Studies, Human Relations, Journal of Business Research, International Journal of Production and Operations Management and various other journals.

TEACHING

Work with Graduate Students

Doctoral: A management doctoral student (Steven Creek) is working on two papers with me and three co-authors.

Masters level courses taught

MGTOP 590, Strategy and Organizational Design, annually. Core MBA course, EMBA

MGMT 589, seminar on Innovation and Creativity in Organizations, Spring 2014

Masters Committee Chair :

2016: Kummer, Sykes

2015: Gehlen, H. Nelson

2014: Scolyzas, Burns, Arnold, Booth

2013: Mahony, Mastren, Wester, Pope, Davis, Woodward

2012: Upton, Gonzalez, Slusar, Bates, Deschamp, Payne

2010-2011: Shaw, Bates, Andrus, Carter, Idler, Wolfgramm, Marshall, Keni, Deschamps, Sigdel, Dart, Devnathan

Work with Undergraduate Students

Over the course of my time at WSU, I have taught strategic management, management of innovation and creativity, and principles of management.

WSUTC Courses taught

4 point scale, Adjusted overall score

	S2015	F2014	S2014	F2013	S2013	F2012	S2012	F2011	S2011
MGMT 301 Principles of management	3.57					3.59		3.56	
MGMT 491 Business Policy and Strategy	3.42	3.60	3.56	3.79	3.44	3.4	3.56	3.94	3.93
MGT496/589 Management of Creativity and Innovation			3.34						
MGTOP 590 Strategy and Organization design		3.68		3.27	3.48		3.3		3.23

At prior institutions I have taught a variety of other courses:

Evaluations: ASU-Polytechnic. My evaluations have been above average for all the courses I have taught. Grand Valley State: My evaluations were above average for the introductory operations management course, and well above average for the strategic management course, e-commerce and the MBA Business Plan course. UC Riverside: My teaching evaluations were consistently above both the Graduate School of Management and campus wide means. My Management Strategy courses were in the top 10% for all GSM undergraduate courses. Thunderbird: My numerical evaluations averaged 3.5 (5 = Excellent) for my first encounter with Masters level students.

Business Experience

- 1992 – 1994 Management Information Systems Manager, Chickasha Cotton Oil Company, Chandler AZ. Responsible for information systems of an agribusiness subsidiary of a large Japanese trading company (Tomen Corp.) with crop lending, processing and commodity trading operations in 5 states.
- 1990 – 1992 Accounting and Information Systems Manager Casa Grande Cotton Finance Company. Manager of back office operations for an agricultural credit operation: customer service, financial and management accounting, information systems development and supervision of staff of 15.
- 1987 – 1989 Research assistant, Carroll Graduate School of Management, Boston College.
- 1983- 1987 General Manager, Eastside Hardware/El Granada Hardware, Santa Cruz/Half Moon Bay, California.