

CURRICULUM VITAE

Ritch L. Sorenson

As of June 2018

Family Business Center
Opus College of Business
University of St. Thomas
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ACADEMIC EXPERIENCE

Opus Chair in Family Business. Opus College of Business, University of St. Thomas, 2007-present. Provide academic leadership in the Family Business Center for research and program development.

Trinity Company Professor of Management—Family Business Focus. Rawls College of Business Administration, *Texas Tech University*, 2006-2007. Provided research, program, and development leadership in family business. Area Coordinator (Chair) for Management Area and Director of College of Business Communication Center.

Professor, Management. Rawls College of Business Administration, *Texas Tech University*, 2000-2007. Provided research, program, and development leadership in family business. Area Coordinator (Chair) for Management Area and Director of College of Business Communication Center and the Entrepreneurship Center. Taught undergraduate and graduate courses in entrepreneurship and family business, executive skills, management, organizational behavior, negotiation, and managerial communication

Associate Professor, Management. Rawls College of Business Administration, *Texas Tech University*, 1986-2000. Taught undergraduate and graduate courses in management, organizational behavior, negotiation, and managerial communication. Director of College of Business Communication Center.

Associate Professor, Organizational Communication. Department of Speech Communication, *Iowa State University*, 1985-1986. Taught organizational communication, organizational communication consulting, interviewing, business and professional speaking, and interpersonal communication. Developed and administered University Students for Training and Development which was associated with the American Society for Training and Development.

Assistant Professor, Organizational Communication. Department of Speech Communication, *Iowa State University*, 1978-1985. Developed and taught courses in organizational communication, organizational communication consulting, interviewing, business and professional speaking, and interpersonal communication. Developed, implemented, and administered an internship program in training and development.

ADMINISTRATION

UNIVERSITY OF ST. THOMAS

Academic Director 2007-Present, *Family Business Center, Opus College of Business.* Administer overall effort of family enterprise in the Opus College of Business at the University of St. Thomas. These efforts include the following.

- Membership network for family business owners.
- Membership network for family business advisors.
- Collaborative seminar with faculty from the Opus College of Business and the UST School of Law.
- A concentration in family business for undergraduate majors.
- University of St. Thomas family business of the year awards.
- Family Studies Program Advisory Committee member.
- Minnesota Family Business of the Year Award Committee in conjunction with *Minnesota Business Magazine* and *Twin Cities Business*.

Family Business Center Director, *Family Enterprise and Center for Family Enterprise in Opus College of Business. 2007-2012*

Vice President, Interim Director, Treasurer, Board Member, and Advisor for *Family Enterprise USA. 2008-2015* Represented the Center for Family Enterprise at the University of St. Thomas, Opus College of Business, and in organizing, strategic planning, start-up, and recruiting ongoing director for FEUSA.

Conference Sponsor and Organizer, *Family Enterprise Research Conference 2011.* Co-sponsored by Grand Valley State University.

Board Member, *Family Enterprise Research Conference 2008-2016.* The Family Enterprise Research Conference is one of the leading gatherings for family business scholars in the world.

Board Member, *GenSpring Family Offices Research Initiatives 2008-2009.* The purpose of this research is to better understand the roles of family offices.

Board Member, *Laird Norton Tye Family Business Survey 2008-2009.* Surveys are conducted about a variety of family business issues.

Conference Sponsor and Organizer, *Family Business Center, University of St. Thomas.* The conferences are held in the Opus College of Business at the University of St. Thomas bring together researchers, family business owners and advisors, and policy experts to identify and prioritize issues related to family business. Scholars present papers that are later published in journals and books.

- Spring 2013. **Faith-Based Values in Family Business Conference.** Papers and cases that grew out of the conference will be published in a book titled *Faith-Based Values in Family Business* and in a research article.
- Fall 2010. **The Landscape of Family Business Conference.** A paper about *The Landscape of Family Business* were published in the 25th Anniversary edition of *Family Business Review* (2012) and in a book titled *The Landscape of Family Business* (2014).
- Fall 2009. **Family Social Capital Conference.** The proceedings, summary and papers from that conference were published in a book titled, *Family Business and Social Capital* (2011).
- Fall 2008. **Family Capital, Family Business, and Free Enterprise Conference.** Papers presented at the conference were published in a special issue of *Family Business Review*, September 2009.

TEXAS TECH UNIVERSITY

Area Coordinator, *Management.* Administered internal activities and represent the Management Area within the College and University.

Director, Center for Entrepreneurial and Family Business. Administered and coordinated planning, entrepreneurial projects, and community outreach.

Director, Rawls College of Business Communication Skills Center. Coordinated five communications consultants, planned activities, and coordinated with college.

Director, Academic Program in Entrepreneurship. Coordinated curriculum development.

Associate Director, Center for Entrepreneurial and Family Business, College of Business Administration, Texas Tech University. Administer the family business emphasis in the High Performance Management program.

Director, Managerial Communication, Area of Management, College of Business Administration, Texas Tech University. Manage four instructors who teach 16 lab sections for course required by a College of Business students.

Director, College of Business Administration Writing Center, Texas Tech University. Initiated and developed the Writing Center in the College of Business Administration.

AWARDS AND HONORS

Lifetime Influence and Impact Award (June 2017). The Family Enterprise Research Academy, with memberships of family business scholars around the world, unanimously supported the award.

Exemplary Contribution (September 2015). Sorenson R. & Milbrandt, J. 2015. A Family Affair--Teaching Families versus Individuals: Insights Gained from 24 Years of Family Business Education. *Academy of Management Learning and Education*, 14(3), 366-384.

Fellow of the Family Firm Institute, beginning 2013.

Best Family Business Review Article Award (Honorable Mention) from the Family Firm Institute, 2013. Yu, A., Lumpkin, G. T., Sorenson, R. L. & Brigham, K. H. 2012. The landscape of family business outcomes: A summary and numerical taxonomy of dependent variables. *Family Business Review*, 25, 1, 33-57.

Best Dissertation Award, Family Firm Institute, 2012. Committee member for Annette Rahael's dissertation: "Co-CEOs: An Exploratory Case Study of Shared Leadership in a Family Owned and Operated Business."

Associate Editor, Family Business Review (top journal in family business), Fall 2008-2011.

Opus Distinguished Chair in Family Business in the Opus College of Business at the University of St. Thomas, Fall 2007-present

The 2009 Jack A. Dinos/ Cox Family Enterprise Center Best Family Business Paper Award presented at the Annual Convention of the Academy of Management, Chicago for Yu, A., Lumpkin, G. T., Brigham, K. H., & Sorenson, R. L. A numerical taxonomy of family business outcomes: Findings and implications from studying ten years of dependent variables in family business research (1998-2007).

Trinity Companies Professor in Management, 2004-2007. Rawls College of Business at Texas Tech University.

Elected Program Chair for the Family Business Division of the United States Association and Entrepreneurship.

Best Dissertation Award, Family Firm Institute, 2002. Co-directed dissertation of Mark Hoelscher, which received the best dissertation award from the Family Firm Institute.

Unpublished Paper Research Award, Honorable mention (second) for best unpublished paper about family business awarded by Family Firm Institute.

Research Development Leave, Texas Tech University. University development leaves are awarded competitively based on proposed projects. The purpose of the leave is to write a book summarizing findings of a national survey of family business.

Teacher of the Year Nomination, Jerry S. Rawls College of Business Administration, Texas Tech University. One of 20 faculty members from the College of Business nominated by the COBA Leadership Council.

President's Excellence in Teaching Award, Texas Tech University. University teaching award given to one faculty member for excellence in teaching in the College of Business Administration.

Best Paper Nomination, Western Academy of Management. Folker, C., & Sorenson, R. L. Women's Orientation to Management: An Empirical Revisit to Gender Differences Using Family Business Owners, Paper presented at the Annual Convention of the Western Academy of Management, June 2000. One of five papers nominated for best paper.

Research Development Leave, Texas Tech University, Spring Semester. University development leaves are awarded competitively based on proposed projects. As part of my role in the Center for Entrepreneurial and Family Business, I developed a comprehensive 200-item survey of family businesses, conducted two surveys of family businesses--a Texas and a National Survey--and developed articles for publication.

Distinguished Paper Award, Association for Business Communication—Southwest Regional Conference: Olaniran, B. A., Savage, G. T., & Sorenson, R. L. Teaching computer-mediated communication in the classroom: Using experimental and experiential methods to maximize learning. *1995 Refereed Proceedings for the Association of Business Communication, Southwest Region.*

Tom Abraham Graduate Fellowship, awarded an MBA fellow to work on research project in negotiation. Chosen from among group of research proposals. Conducted research to develop a research instrument for conflict management.

Research Award, Speech Communication Association. The essay, "Equivocal Messages in Organizations" by L. L. Putnam and R. L. Sorenson received second place in the Research Awards Competition sponsored by the Organizational Communication Division of the Speech Communication Association for its contribution to research and theory in organizational communication.

COURSES TAUGHT

UNIVERSITY OF ST. THOMAS

Understanding Family Business
Family Business Ownership
Innovation and Entrepreneurship in Family Business
Family Business Management
Family Business Strategy
Introduction to Family Business

TEXAS TECH UNIVERSITY

Ph.D. Seminar in Entrepreneurship (co-instructed)
Ph.D. Seminar in Organizational Behavior (contributed or co-instructed)
Ph.D. Seminar in Entrepreneurship (contributed)
Managing the Entrepreneurial Family Business
Executive Skills
Organization and Management
Leadership Concepts and Skills
Organizational Behavior and Management
Conflict Management and Negotiation
Managerial Communication

IOWA STATE UNIVERSITY

Organizational Communication
Interviewing: Principles and Practices
Conflict Management
Organizational Communication Consulting
Business and Professional Communication
Interpersonal Communication

PURDUE UNIVERSITY

Interpersonal Communication
Discussion and Technical Problems

CURRICULUM DEVELOPMENT

UNIVERSITY OF ST. THOMAS

Concentration in Family Business for Undergraduates
Managing the Family Business
Introduction to Family Business
Family Business Strategy
Family Business Ownership
Understanding Family Business
Innovation and Entrepreneurship in Family Business

TEXAS TECH UNIVERSITY

Honors Program in Management, Committee Member
Executive Skills, Masters Course
Entrepreneurial Family Business Emphasis in Management,
Masters and Undergraduate Emphases.
Entrepreneurial Family Business, Masters/Undergraduate Course
Writing Center, Initiated a Writing Center for the College Of
Business Administration (now the Communication Skills Center).
Developing Negotiation Skills, Currently a Cross-Listed
Masters and Undergraduate Course
Managerial Communication, Developed and Administered a Multiple Section
Required Course for All Students, College Of Business Administration.

IOWA STATE UNIVERSITY

Internship Program
Organizational Communication Training and Development
Conflict Management
Organizational Communication
Interviewing
Business and Professional Communication

Ph.D. AND MASTERS COMMITTEES

Dissertation Committees

Monash University

Member, Chris Lowe, Dissertation defended 2015

George Washington University

Member, Annette Rahael, Dissertation defended 2011

Texas Tech University

Member, Andy Yu, Family Business, Dissertation defended, 2009

Co-chair, Mark Hoelscher, Management, Dissertation defended, 2002

Member, James Marshall, Family Relations, Dissertation defended 2001

Chair, Jun Yan, Management, Dissertation defended 2001

Chair, Cathy Folker, Management, Dissertation defended 1999.

Chair, Yvonne Smith, Management, Dissertation defended 1995.

Member, William H. Gwinn, ISQS, Dissertation defended 1999.

Member, Eric Morse, Management, Dissertation defended 1997.

Member, Mark C. Johlke, Marketing, Dissertation defended 1997.

Member, Wade J. Fransen, Theatre, Dissertation in progress.

Member, George Kirk, Marketing, Dissertation defended 1996.

Member, Sudhir Tandon, Marketing, Dissertation defended 1995.

Member, Bobby Lynn Hall, Education, Dissertation defended 1994.

Member, Virgil Smith, Management, Dissertation defended 1994.

University Representative, S. Murat Kara, Economics, Dissertation defended 1993.

Member, Leonard Wong, Management, Dissertation defended 1992.

Member, Hiroaki Izumi, Management, Dissertation defended 1992.

Member, Susan Fox, Management, Dissertation defended 1991.

Member, T. K. Peng, Management, Dissertation defended 1991.

Member, Deepak Khasanchi, ISQS, Dissertation defended 1991.

Member, Andrew Morris, ISQS, Dissertation defended 1988.

Masters Thesis Committee, Texas Tech University

Member, Scott Watson, Interdisciplinary studies masters' degree, defended 1993.

Ph.D and Masters Exams, Texas Tech University

Member, Andy Yu, Management Ph.D. 2010

Chair, Jun Yan, Management Ph.D. exam, 2000.
Chair, Brett McNeme, Interdisciplinary masters student, 2000.
Member, Melissa McDonald, Interdisciplinary masters student, 1996.
Member, Stacy Johnson, Interdisciplinary masters student, 1996.
Chair, Cathy Folker, Management Ph.D. exam, 1996.
Chair, Yvonne Smith, Management Ph.D. exam, 1994.
Member, Gerard Farias, Management Ph.D. exam, 1994.
Member, Ann Ye, Interdisciplinary masters student, 1994.
Member, Susan Collins, Interdisciplinary masters student, 1993.
Member, Hardin Louis Atkins, Interdisciplinary masters student, 1993.
Chair, M. Judith Heasley, Interdisciplinary masters student, 1991.

PUBLICATIONS

Basic Research

- Hoover, R. C., Giambatista, R. C., Sorenson, R. L. & Bommer, W. H. Assessing the Effectiveness of Whole-Person Learning Pedagogy on Skill Acquisition, *Academy of Management Learning and Education*, Nov. 2017, 9, 2.
- Sorenson R. & Milbrandt, J. 2015. A Family Affair--Teaching Families versus Individuals: Insights Gained from 24 Years of Family Business Education. *Academy of Management Learning and Education*, 14(3), 366-384.
- Brigham, K., Sorenson, R., & Hoffman, J. 2015 (April). When entrepreneurs have trouble with monogamy: It's their cognitive style. *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. 2015 (January). The family way: How entrepreneurial values help businesses thrive over generations. *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. L. 2013. How moral and social values become embedded in family firms. *Journal of Management Spirituality and Religion* 10(2), 116-137.
- Spriggs, M., Yu, A., Deeds, D., & Sorenson, R. L. 2013. Too many cooks in the kitchen: Innovation capacity, collaborative network orientation, and performance in small family businesses. *Family Business Review*, 26(1), 32-50.
- Yu, A., Lumpkin, G. T., Sorenson, R. L. & Brigham, K. H. 2012. The landscape of family business outcomes: A summary and numerical taxonomy of dependent variables. *Family Business Review*, 25, 1, 33-57.
- Smith, P. B., Peterson, M. F., Thomason, S. J., Ahmad, A. H., Akande, D., Andersen, J. A., Ayestaran, S., Bellotto, M., Bochner, S., Callan, V., Davila, C., Ekelund, B., Francois, P., Graverson, G., Harb, C., Jesuino, J., Kantas, A., Karamushka, L., Koopman, P., Kruzela, P., Malvezzi, S., Mogaji, A., Mortazakavi, S., Munene, J., Parry, K., Peng, T. K., Punnett, B. J., Radford, M., Ropo, A., Sadhwani, S., Saiz, J., Savage, G., Sorenson, R., Szabo, E., Teparakul, P., Tirmizi, A., Tsvetanova, S., Viedge, C., Wall, C., Wang, Z. M., & Yanchuk, V. 2011. National culture as the moderator between managers' use of

- guidance sources and how work events are handled. *International Journal of Cross-Cultural Psychology*, 42 (6), 1101-1121.
- Hoover, D., Giambatista, R. C., Sorenson, R. L. & Bommer, W. 2010. Assessing the effectiveness of whole person learning pedagogy in skill acquisition. *Academy of Management Learning and Education*, 9, 2, 192-203.
- Sorenson, R. L. & Bierman, L. 2009. Family capital, family business, and free enterprise. *Family Business Review*, 22, 3, 193-195.
- Sorenson, R. L., Goodpaster, K. E., Hedberg, P. R., & Yu, A. 2009. The family point of view, family social capital, and firm performance: An exploratory test. *Family Business Review*, 22, 3, 239-253.
- Distelberg, B., & Sorenson, R. L. 2009. Updating systems concepts in family businesses: A focus on values, resource flows, and adaptability. *Family Business Review*, 22, 1, 65-81.
- Sorenson, R. L., Folker, C. A., & Brigham, K. H. 2008. The collaborative network orientation: Achieving business success through collaborative relationships. *Entrepreneurship Theory and Practice*, 32, 4, 615-634.
- Yan, J. & Sorenson, R. L. 2006. The effect of Confucian values on succession in family business. *Family Business Review*, 24, 3, 235-250.
- Marshall, J. P., Sorenson, R., Brigham, K., Wieling, E., Reifman, A., & Wampler, R. 2006. The Paradox for the Family Firm CEO: Owner Age Relationship to Succession-Related Processes and Plans. *Journal of Business Venturing*, 21, 3, 348-368.
- Hoffman, J., Hoelscher, M., & Sorenson, R. 2006. Achieving sustained competitive advantage: A family capital theory. *Family Business Review*, 24, 2, 137-146.
- Yan, J., & Sorenson, R. L. 2006. The influence of Confucian ideology on conflict in family business. *International Journal of Cross-Cultural Management*, 4 (3), 5-17.
- Smith, P. B., Peterson, M. F., Schwartz, S. H., Ahmad, A. H., Akande, D., Andersen, J. A., Ayestaran, S., Bellotto, M., Bochner, S., Callan, V., Davila, C., Ekelund, B., Francois, P., Graverson, G., Harb, C., Jesuino, J., Kantas, A., Karamushka, L., Koopman, P., Kruzela, P., Malvezzi, S., Mogaji, A., Mortazakavi, S., Munene, J., Parry, K., Peng, T. K., Punnett, B. J., Radford, M., Ropo, A., Sadhwani, S., Saiz, J., Savage, G., Sorenson, R., Szabo, E., Teparakul, P., Tirmizi, A., Tsvetanova, S., Viedge, C., Wall, C., Wang, Z. M., & Yanchuk, V. 2005. Demographic effects on the use of vertical sources of guidance by managers in widely differing cultural contexts. *International Journal of Cross-Cultural Management*, 5, 5-26.
- Yan, J., & Sorenson, R. L. 2005. Socioeconomic institutions, social capital, and entrepreneurship: Are they similar between East and West? *Journal of East-West Business*, 10, 3, 5-29.
- Yan, J., & Sorenson R. L. 2003. Collective entrepreneurship in family firms: The influence of leader attitudes and behaviors. *New England Journal of Entrepreneurship*, 6:2 37-51.

- Smith, P. B., Peterson, M. F., Schwartz, S. H., Ahmad, A. H., Akande, D., Andersen, J. A., Ayestaran, S., Bellotto, M., Bochner, S., Callan, V., Czeglédi, R., Davila, C., Ekelund, B., Francois, P., Gamas, E., Graverson, G., Hadani, M., Harb, C., Jesuino, J., Kantas, A., Karamushka, L., Koopman, P., Kusdil, E., Kruzela, S., Leung, K., Malvezzi, S., Mogaji, A., Mortazakavi, S., Munene, J., Parry, K., Punnett, B. J., Radford, M., Ropo, A., Saiz, J., Savage, G., Setiadi, B., Sorenson, R. L., Szabo, E., Teeparakul, P., Tirmizi, A., Tsvetanova, S., Viedge, C., Wall, C., Wang, Z. M., Yanchuk, V., & Zinovieva, I. 2002. Cultural values, sources of guidance and their relevance to managerial behavior: A 47 nation study. *Journal of Cross Cultural Psychology*, 33, 188- 208.
- Hunt, J. G., & Sorenson, R. L. 2001. A learned behavior approach to skill development. *Journal of Management Education*, 25 (2): 167-190.
- Sorenson, R. L. 2001. Führungsstil un Führungspraxis - Beitrag aum Erfolg in Familie und Betrieb. *Zeitschrift fur Klein – und Mittelunternehmen* (Journal of Small and Medium Enterprise), 4, 237-255.
- Sorenson, R. L. 2000. The contribution of leadership styles and practices to family and business success. *Family Business Review*, 13 (3), 183-200.
- Sorenson, R. L. 1999. Conflict strategies used by successful family businesses. *Family Business Review*, 12 (4), 325-339.
- Sorenson, R. L., Morse, E. A., & Savage, G. T. 1999. A test of the motivations underlying conflict management choices in the dual-concern model? *International Journal of Conflict Management*, 10 (1), 25-44.
- Olaniran, B. A., Savage, G. T., & Sorenson, R. L. 1996. Experimental and experiential approaches to teaching face-to-face and computer-mediated communication. *Communication Education*, 45: 244-259
- Sorenson, P. S., Hawkins, K., & Sorenson, R. L. 1995. Gender, psychological type, and conflict preference. 1995. *Management Communication Quarterly*, 9: 115-126.
- Peterson, M. F., Smith, P. B., Akande, D., Ayestaran, S., Bochner, S., Callan, V., Cho, N. G., Correia Jesuino, J. C., D'Amorim, Francois, P., Garcia, M., Hofmann, K., Koopman, P., Leung, K., Lim, T. K., Mortazakawi, S., Munene, J., Radford, M., Ropo, A., Savage, G., Setiadi, B., Sinha, T. N., Sorenson, R. L., & Viedge, C. 1995. Role conflict, ambiguity and overload by national culture: A 21 nation study. *Academy of Management Journal*, 38: 429-452.
- Sorenson, R. L., Savage, G. T. & Hartman, L. D. 1993. Motivating students to improve writing: A comparison between goal-based and punishment-based grading systems. *The Journal of Business Communication*, 30: 113-132.
- Peterson, M. F. & Sorenson, R. L. 1991. Cognitive processes in leadership: Interpreting and handling events in an organizational context. In J. A. Anderson (Ed.) *Communication Yearbook 14*: 501-534. SAGE: Newbury Park, CA.
- Hunt, J. G., Boal, K. B. & Sorenson, R. L. 1990. Top management leadership: Inside the black box. *The Leadership Quarterly*, 1: 41-65.
- Sorenson, R. L. & Savage, G. T. 1989. Signaling participation through relational communication: A test of the leader interpersonal influence model. *Group and Organization Studies*, 14: 325-354.
- Savage, G. T., Blair, J. D. & Sorenson, R. L. 1989. Consider both relationships and substance when negotiating strategically. *Academy of Management Executive*, 3: 37-48. Reprinted in

- Currall, S. C., D. Geddes, S. M. Schmidt & A. Hochner. Power and Negotiation in Organizations. Dubuque, Iowa: Kendall-Hunt, 1993. [Reprinted entirely]
- Gordon, J. R. A Diagnostic Approach to Organizational Behavior 4/e. Boston: Allyn and Bacon, 1993. [Reprinted figures only]
- Hellriegel, D., Slocum, J. W., & Woodman, R. W. Organizational behavior 6/e. St. Paul, MN: West, 1992, pp. 480-488 [Reprinted figures, abridged version of article].
- Ivancevich, J. M. & Matteson, M. T. Organizational Behavior and Management 2/e. Homewood, IL: BPI/Irwin, 1990, pp. 323-336. [Reprinted entirely]
- Lewicki, R., Litterer, J., Minton, J. & Saunders, D. M. Negotiation: Readings, Exercises, and Cases. Homewood, IL: Irwin, 1993. [Reprinted entirely]

Putnam, L. L. & Sorenson, R. L. 1982. Equivocal messages in organizations. *Human Communication Research*, 8 (2): 114-132.

Jablin, F. M., Sorenson, R. L. & Seibold, D. R. 1978. Interpersonal perception and group brainstorming performance. *Communication Quarterly*, 26: 36-44.

Jablin, F. M., Seibold, D. R. & Sorenson, R. L. 1977. Potential inhibitory effects of group participation on brainstorming performance. *Central States Speech Journal*, 28: 113-121.

Pedagogical Research

Sorenson, R. L., Yu, A., & Brigham, K. H. 2010. Taking Stock of One Decade of Research: An Outcome-Based Framework for Teaching Family Business. In *Advances in Entrepreneurship: Firm Emergence and Growth* (ed. T. Lumpkin, A. Stewart & J. Katz). Bingley, UK.: Emerald Publishing. ISBN-10: 0857240978

Hunt, G. H., & Sorenson, R. L. 2001. A learned behavior approach to management skill development. *Journal of Management Education*, 2, 167-190.

Sorenson, R. L., Savage, G. T. & Orem, E. 1990. A profile of communication faculty needs in business schools and colleges. *Communication Education*, 39: 148-159.

Sorenson, R. L. & Pickett, T. A. 1986. A test of two teaching strategies designed to improve interview effectiveness: Rating behavior and videotaped feedback. *Communication Education*, 35: 13-22.

Sorenson, R. L. & Pearson, J. C. 1981. Alumni perspectives on speech communication training: Implications for communication faculty. *Communication Education*, 30: 299-304.

Pearson, J. C., Sorenson, R. L. & Nelson, P. E. 1981. Student and alumni preferences for the basic speech communication course. *Communication Education*, 30: 296-299.

Books and Book Chapters

Sorenson, R. L., Yu, A., Brigham, K. H., & Lumpkin, G. T. (Editors), 2014. *The landscape of family business*. Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781782 547532.

Sorenson, R. L. 2014. Values in family business. In L. Melin, M. Nordqvist, and P. Sharma (Eds.) *The Sage handbook of family business*. Los Angeles, CA Sage Publishing. ISBN 9 780857 023636

- Sorenson, R. L. 2013. Owing family governance within the two dimensions of family business. In R. L. Sorenson, A. Yu, K. H. Brigham, and Lumpkin, G.T. (Eds.). *The Landscape of Family Business*. Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781782 547532
- Sorenson, R. L., Editor, (2011). *Family business and social capital*. Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781849 807371
- Sorenson, R. L. 2011. Social capital and family business. In R. L. Sorenson (Ed.), *Family business and social capital* (2011). Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781849 807371
- Sorenson, R. L. 2011. Creating family and business social capital: A co-investigation with an anonymous daughter and granddaughter. In R. L. Sorenson (Ed.), *Family business and social capital* (2011). Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781849 807371
- Rothausen, T. & Sorenson, R. L. Leveraging family member capacity in for the business and the family. In R. L. Sorenson (Ed.), *Family business and social capital* (2011). Cheltenham, UK: Edward Elgar Publishing. ISBN 9 781849 807371
- Sorenson, R. L., Lumpkin, G. T., Yu, A., & Brigham, K. H. 2010. Society in embryo: Family relationships as the basis for social capital in family firms. In *Advances in Entrepreneurship: Firm Emergence and Growth* (ed. T. Lumpkin, A. Stewart & J. Katz). Bingley, UK.: Emerald Publishing. ISBN-10: 0857240978

Application to Practice Articles

- Sorenson, R. L. 2017 (February). Future Family Business Owners Can Learn to Manage Conflict. *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. L. 2017 (January). Advice for Non-Family Executives in Family Business *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. L. 2016 (November). Acres of Diamonds: Advantages of Working in Your Family Business. *Entrepreneurship & Innovation Exchange*.
- Schultz, R. & Sorenson, R. L. 2016 (October). The Next Generation Helps the Family Firm Innovate. *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. L. 2015 The Family Way: How Entrepreneurial Values Help Businesses Thrive Over Generations. *Entrepreneurship & Innovation Exchange*.
- Sorenson, R. L. 2000. Planning for family and financial success in family businesses. *Family Business Review*, 13, 133-142.
- Savage, G. T., Blair, J. D., Sorenson, R. L. & Buessler, J. 1991. Negotiating with interactive scenarios and strategies. *Physician Executive*, 17(3): 8-19.

Dissertations Directed

- (Co-director) Hoelscher, M. L. The effect of family capital on family business performance: Collaboration and conflict as moderators. Dissertation defended July 2002.

Yan, J. Contribution of leadership, attitudes, and behaviors to collective entrepreneurship: An empirical study with U.S. small family businesses. Dissertation defended July 2001.

Folker, C. A. Women's "cooperative network of relationships" orientation: A test of the model using female and male family business owners. Dissertation defended August, 1999.

Smith, Y. A. Images and cognitive styles in strategic decision-making groups. Dissertation defended September, 1995.

Text Books

Sorenson, R. L., Kennedy, G., & Ramirez, I. *Business and management communication: A guidebook*. Upper Saddle River, NJ: Prentice-Hall. [4th ed.2001] ISBN 0-13-087053-6

Sorenson, R. L., Kennedy, G., Ramirez, I., & Savage, G. L. *Business and management communication: A guidebook*. Minneapolis/St. Paul, Minn.: West Publishing Company, 1994 [1st ed., 1993]. ISBN 0-314-07226-8

Orem, E., Savage, G. T. & Sorenson, R. L. *Business Writing and Interactions*. Littleton Mass.: Copley Publishing Group, 1990 [4th ed.; 1st ed., 1987]. ISBN 0-87411-325.3

Published Book Reviews

Sorenson, R. L. *The Conflict-Positive Organization* by Dean Tjosvold. Reading, MA: Addison-Wesley Pub. Co., 1991. Review published in *The International Journal of Conflict Management*, Vol. 3, No. 2, April 1992.

Sorenson, R. L. *Family Business Gathering 2001, The Holistic Model: Destroying Myths and Creating Value in Family Business*, co-edited by Greg McCann and Nancy B. Upton, FL: Stetson University, 2001. Review published in *Family Business Review*, 16, 224-226, 2003.

Sorenson, R. L. Consulting to Family Businesses: A Practical Guide to Contracting, Assessment, and Implementation by Jan Hilburt-Davis and W. Gibb Dyer, Jr, San Francisco: Jossey-Bass/Pfeiffer. Review published in *Journal of Marital and Family Therapy*, 29, 4, 572-573.

Refereed Conference Proceedings and Equivalents¹

Milbrandt, J., Sorenson, R. L, & Chandler, J. Continuity and Closure of Family Firms: A Longitudinal Study Exploring A Relational View of Firm Survival, Family Enterprise Research Conference, Guadalajara, Mexico, June 2018. Summary of paper appears in proceedings.

Milbrandt, J. & Sorenson, R. Why Faith Matters: Transgenerational Values in Family Business. Family Enterprise Research Annual Conference-Brazil, Nova Lima, June 2016. Summary of the paper appears in the proceedings.

¹ERIC Reports are refereed equivalents to conference proceedings for papers presented in the communication field. Proceedings are **not** published by any of the communication associations. The Educational Resources Information Center (ERIC) is a national education database. Documents submitted to ERIC are reviewed by experts in the field; if the manuscript is accepted, it is distributed by microfiche form and paper copy to more than 700 libraries throughout the U.S. Also, an abstract of the manuscript is published in Resources in Education, a monthly index to ERIC.

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- Milbrandt, J. & Sorenson, R. (2015) Family Social Norms as Capital or Liability in Family Firms: Collaborative vs Competitive Cultures, Family Enterprise Research Annual Conference-Burlington, VA, June 2015. Summary of the paper appears in proceedings.
- Yu, A., Spriggs, M., Deeds, D., & Sorenson, R. L. A. Too many cooks in the Kitchen: Innovation capacity, collaborative network orientation, and performance in small family businesses. *Abstract included in 2012 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Sorenson, R., Brigham, K., & Folker, C. A. Feminine collaborative influence with stakeholders influence on growth in small business. *2006 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Sorenson, R., Brigham, K., Holubik, T. H., & Phillips, R. L. Predictors of longevity in small family firms: An exploratory study. *2004 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Brigham, K. H., De Castro, J. O., & Sorenson, R. L. Match Owner-managers' cognitive style and organizational demands in family firms. *2003 Proceedings of the Third Annual Conference on Theories of the Family Enterprise: Search for a Paradigm, Calgary, Canada.*
- Yan, J., & Sorenson, R. L. Socioeconomic institutions, social capital, and entrepreneurship: A new framework. *2002 Proceedings of the Southern Management Association.*
- Yan, J., & Sorenson, R. L. An empirical assessment of the contributions of leadership, behaviors and attitudes to collective entrepreneurship. *2002 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Sorenson, R. L. Survey of family business I and II (summary). *2002 Proceedings of the Annual Conference of the Family Firm Institute.*
- Sorenson, R. L. Undervalued role of women in family business (summary). *2002 Proceedings of the Annual Conference of the Family Firm Institute.*
- Folker, C. A., Sorenson, R. L., & Hoelscher, M. Undervalued assets in family firms: Unique contributions of women to family business in the development of social capital. *2002 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Yan, J., & Sorenson, R. L. Contributions of leadership, behaviors and attitudes to collective entrepreneurship. *2001 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Yan, J., & Sorenson, R. L. The influence of Confucian ideology on conflict in Chinese family business. *2000 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*
- Sorenson, R. L. Conflict management strategies and family and business outcomes in family businesses. *1999 Proceedings for Annual Conference of the United States Association for Small Business and Entrepreneurship.*

- Sorenson, R. L. Leadership in family business. *1998 Proceedings of the International Family Business Program Association.*
- Olaniran, B. A., Savage, G. T., & Sorenson, R. L. Teaching computer-mediated communication in the classroom: Using experimental and experiential methods to maximize learning. *1995 Proceedings for the Association of Business Communication, Southwest Region.*
- Sorenson, P., Hawkins, K., & Sorenson, R. L. Psychological type, gender, and the selection of conflict management styles. *1993 Proceedings of the Organization for the Study of Communication, Language, and Gender.*
- Sorenson, R. L., Savage, G. T. & Blair, J. D. Strategic cognitions before, during, and after negotiation episodes. *1992 Refereed Proceedings of the Southwest Academy of Management.*
- Sorenson, R. L., Savage, G. T. & Blair, J. D. Factors influencing a negotiation series. *1991 Refereed Proceedings of the Southwest Academy of Management.*
- Sorenson, R. L. & Savage, G. T. A transformation logic underlying negotiation strategies. *1990 Southern Management Association Proceedings.*
- Sorenson, R. L., Savage, G. T. & Blair, J. D. A model of the conflict strategy formulation process. *1989 Southern Management Association Proceedings.*
- Sorenson, R. L., Savage, G. T. & Orem, E. A profile of communication personnel needs in business schools and colleges. *1988 Association of Business Communication Proceedings.*
- Savage, G. T., Blair, J. D. & Sorenson, R. L. Relationship and substantive outcomes in negotiations: An interactive model of strategic choice. *1988 Southern Management Association Proceedings.*
- Savage, G., T., Blair, J. D. & Sorenson, R. L. Organization-stakeholder relationships and structures: The impact of negotiation. *1988 Proceedings of the Southwest Academy of Management.*
- Pickett, T. A. & Sorenson, R. L. An exploratory investigation of the relationship among organizational culture, organizational communication systems, and member satisfaction & commitment. Competitive paper presented at the Annual Convention of the International Communication Association, May, 1983. *Educational Resources Information Center, Document ED 240 623.*
- Putnam, L. L. & Sorenson, R. L. Equivocal messages in organizations. Competitive paper presented at the Annual Convention of the International Communication Association, Minneapolis, 1981. *Educational Resources Information Center, ED 207 122.*
- Sorenson, R. L. & Pearson, J. C. Alumni perspectives on speech communication training: Implications for communication faculty. Competitive paper presented at the Annual Convention of the Speech Communication Association, New York, 1980. *Educational Resources Information Center, Document 197 393.*
- Pearson, J. C., Sorenson, R. L. & Nelson, Paul E. Student and alumni preferences for the basic speech course. Competitive paper presented at the Annual Convention of the Speech Communication Association, New York, 1980. *Educational Resources Information Center, Document ED 196-088.*
- Rohm, C. E. T., Sorenson, R. L. & Gibb, D. J. Biofeedback hand temperature training and speaking behavior. Paper presented at the Annual Convention of the Biofeedback Research Society, April, 1976. Abstract in *Biofeedback and Self Regulation*, 1977, 1, 350-351.

REFEREED CONVENTION PAPERS

- Yu, A., Spriggs, M., Deeds, D., & Sorenson, R. L. Too Many Cooks in the Kitchen: Innovation Capacity, Collaborative Network Orientation, and Performance in Small Family Businesses. Paper presented at the Annual Conference of the United States Association for Small Business and Entrepreneurship, New Orleans, January 2013. Summary of paper appeared in proceedings.
- Sorenson, R. L. Family social capital and individual commitment of resources to the family business. Paper presented at the 2010 Annual Family Enterprise Research Conference, Cancun, Mexico.
- Brigham, K. H., & Sorenson, R. L. Determinants of satisfaction and intentions to exit for family firm owner-managers. Paper presented at the 2010 Annual Family Enterprise Research Conference, Cancun, Mexico.
- Sorenson, R. L., Hedberg, P. R. & Goodpaster, K. E. How leadership and conflict styles relate to ethical norms of family firms. Paper presented at the Family Enterprise Research Conference, Winnipeg, April 2009. (Note: After the initial paper was accepted, an extensively revised version of the paper was developed and presented at the conference: Goodpaster, K. E., Sorenson, R. L., Hedberg, P. R., and Yu, A. Ethical norms in family firms: The influence of leader imperatives and conflict management norms.)
- Yu, A., Lumpkin, G. T., Brigham, K. H., & Sorenson, R. L. A numerical taxonomy of family business outcomes: Findings and implications from studying ten years of dependent variables in family business research (1998-2007). Paper presented at the Annual Conference of the Academy of Management, Chicago, August 2009.
- Brigham, K. H., & Sorenson, R. L. Cognitive style differences of novice, serial, and portfolio entrepreneurs: A two-sample test. Paper presented at the Babson Kauffman Entrepreneurship Research Conference, Chapel Hill, North Carolina, June 2008.
- Sorenson, R. L., Goodpaster, K. E., Hedberg, P. R. From conscience to family capital. Paper presented at the Family Enterprise Research Conference, Milwaukee, Wisconsin, April 2008.
- Chen, W., Brigham, K. H., Sorenson, R. L., & Quinn Trank, C. Both inside and outside the family: A systematic framework explaining family business survival. Paper presented at the Annual Conference of the Academy of Management, Anaheim, California. August 2008.
- Sorenson, R. L., Hoffman, J. J., and Yu, A. Family capital: An explication and test of the theory. Paper presented at the Annual Conference of the Academy of Management, Philadelphia, 2007.
- Brigham, K. H., & Sorenson, R. L. 2007. Understanding Novice, Serial, and Portfolio Entrepreneurship: A Cognitive Approach. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Hoover, D., Giambatista, R. C., Bommer, W., Sorenson, R. L. Effectiveness of experiential/behavioral skill pedagogy in skill acquisition via assessment centers. Paper

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- presented at the Annual Conference of the Academy of Management, Atlanta, Georgia, August 2006.
- Sorenson, R. L., Brigham, K. H. & Phillips, R L. Owner, structure, and team interactions in family firms: Effects on satisfaction, burnout, and intentions to exit. Summary published in *Frontiers of Entrepreneurship Research*. Paper presented at the Babson Kauffman Entrepreneurship Research Conference, Glasgow, Scotland, June 2004.
- Brigham, K. H., Sorenson, R. L. & Hoelscher, M. L. 2003. Predictors of both growth and failure in family firms: A longitudinal analysis. Paper presented at the Babson-Kaufmann Entrepreneurship Research Conference, Boston, MA. Summary published in *Frontiers of Entrepreneurship Research*, 2003.
- Sorenson, R. L. & Folker, C. Gendered network dynamics: The impact of spousal influence on the cooperative network orientation. Paper presented at the Annual Convention of the Academy of Management, August 2002.
- Folker, C., & Sorenson, R. L. Women's leadership style: A competitive advantage in family firms? Paper presented at the Annual Babson Conference, 2002.
- Folker, C., & Sorenson, R. L. Women's orientation to management: An empirical revisit to gender differences using family business owners. Paper presented at the Annual Convention of the Western Academy of Management, June 2000.
- Yan, J., & Sorenson, R. L. The influence of Confucianism on conflict management. Paper presented at the Annual Convention of the Academy of Management, August 2000.
- Sorenson, R. L., Savage, G. T., & Yan, J. In search of the basis for choice of conflict strategy: Modeling the impact of affect. Paper presented at the Annual Convention of the International Association of Conflict Management, June 1999.
- Yan, J., & Sorenson, R. L. Confucianism and succession in Chinese Family Business. Paper presented at the Annual Convention of the Academy of Management, August 1999.
- Sorenson, R. L., Morse, E. A., & Savage, G. T. What motivates choice of conflict management strategies? Paper presented at the Annual Convention of the International Association for Conflict Management, Washington D. C., June 1998.
- Smith, Y. S., Sorenson, R. L., & Smith, V. L. The effect of cognitive diversity on processes and outcomes of strategic decision-making teams. Paper presented at the Annual Convention of the Academy of Management, August 1998.
- Sorenson, R. L., Morse, E. A., & Savage, G. T. What are the key dimensions underlying choice of conflict management strategies? Paper presented at the Annual Convention of the Academy of Management, August 1995.
- Sorenson, R. L. Improving dynamics of manager discourse through understanding of cognitive diversity. Paper presented at the Annual Convention of the Association of Business Communication, Orlando, November 1995.
- Savage, G. T., & Sorenson, R. L. Organization characteristics associated with sources used to manage events: Implications of the U. S. sample. Paper presented at the 23rd International Congress of Applied Psychology, Madrid, Spain, July 1994.
- Sorenson, R. L., & Savage, G. T. A strategic approach to negotiation: Managing episodes. Paper presented at the annual convention of the International Association of Conflict Management, Belgium, 1993.

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- Sorenson, R. L., Savage, G. T. & Orem, E. Stakeholder analysis: A new approach to audience analysis. Paper presented at the Annual Convention of the Association of Business Communication, New Orleans, LA, October, 1992.
- Savage, G. T. & Sorenson, R. L. Process interrupts of negotiation episodes. International Association of Conflict Management, Amsterdam, June, 1991.
- Sorenson, R. L., Boal, K. B. & Hunt, J. G. Leadership quotes: A new look at leadership folk theories. Organizational Behavior Division of the Academy of Management, San Francisco, CA, August, 1990.
- Savage, G. T., Sorenson, R. L., & Blair, J. D. Process interrupts: Toward an episodic model of conflict management strategy formulation and implementation. Power, Negotiation, and Conflict Management Division of the Academy of Management, San Francisco, CA, August, 1990.
- Savage, G. T., Sorenson, R. L. & Blair, J. D. A strategic model of conflict management under conditions of full and partial rationality. Power, Negotiation and Conflict Management Division of the Academy of Management, Washington, D. C., August 1989.
- Boal, K. B., Hunt, J. G., & Sorenson, R. L. (Coprinciple investigators) Top management leadership: Inside the black box. Paper accepted for presentation at the Annual Convention of the Convention of the Western Academy of Management, San Francisco, CA, March 1989.
- Orem, E., Sorenson, R. L. & Savage G. T. Communication anxiety, performance, and choice of a business major. Paper presented at the Annual Convention of the Association of Business Communication, Indianapolis IN, October 1988.
- Boal, K. B., Hunt, J. G. & Sorenson, R. L. (Coprinciple investigators) The leadership quotes questionnaire: Preliminary development of a measure for implicit and cultural views of leadership. Competitive paper presented at the Annual Convention of the Western Academy of Management, March, 1988.
- Sorenson, R. L. & Savage, G. T. Toward a theory of relational leadership. Competitive paper presented at the Academy of Management, New Orleans, August, 1987.
- Sorenson, R. L. & Pickett, T. L. Effects of videotaped feedback and rating others' behavior on interviewing competence. Competitive paper presented at the Annual Midwest Regional Convention of the Association of Business Communication, April, 1984.
- Sorenson, R. L. Effect of participativeness and uncertain informational environments on communication behavior of supervisors. International Communication Association, Acapulco, 1980.
- Jablin, F. M. & Sorenson, R. L. Ideation, perceived status differentiation and personal and group satisfaction in brainstorming. Competitive paper presented at the Annual Convention of the International Communication Association, Minneapolis, 1978.
- Jablin, F. M. Seibold, D. R. & Sorenson, R. L. Potential inhibitory effects of group participation on brainstorming performance. Competitive paper presented at the Annual Convention of the Central States Speech Association, Detroit, 1977.

THESES

- Sorenson, R. L. *Communication behavior of supervisors: Participativeness, uncertainty, and environmental complexity*. Unpublished Dissertation. Purdue University, Department of Communication, 1979.

Sorenson, R. L. *Value and meaning differences for Caucasian and Polynesian groups.*
Masters Thesis. Brigham Young University, 1975.

REPORTS, MANUALS, AND OTHER PUBLICATIONS

Sorenson, R. L., & Savage, G. T. (2004). Conflict. In Burns, J. M., Kisuk, C., Goethals, G. R., & Sorenson, G. J. (Eds.) *Encyclopedia of Leadership*. Berkshire Publishing Group, Great Barrington, MA.

Anderson, D. S. & Sorenson, P. S. (Sorenson, R. L., Edited Manual) (2001) *Instructor's Manual for Business and Management Communication: A Guidebook*. Upper Saddle River, NJ: Prentice Hall. ISBN 0-13-090835-5.

Savage, G. T. & Sorenson, R. L. *Managing Stress*. Texas Municipal Courts Training Center, Austin, Texas, 1990.

Savage, G. T., Sharp, L., Orem, E., Sorenson, R. L. & Rameriz, I. *Study Guide for Managerial Communication*. Lubbock: College of Business Administration, Texas Tech University, 1986.

Savage, G. T., Sharp, L., Orem, E., & Sorenson, R. L. *Effective Communication Skills*. Lubbock, TX: College of Business Administration Center for Professional Development, Texas Tech University, 1986.

Sorenson, R. L. *Effective Presentations*. Lubbock, TX: College of Business Administration Center for Professional Development, Texas Tech University, 1996.

Sorenson, R. L. *How to Succeed with People*. Pittsburgh, PA: Center for Executive Education, University of Pittsburgh, 1994.

Sorenson, R. L. *Leading, Managing, and Motivating People*. Lubbock, TX: College of Business Administration Center for Professional Development, Texas Tech University, 1986.

Sorenson, R. L. *Communication*. Texas Municipal Courts Training Center, Austin, Texas, 1990.

Sorenson, R. L. *Supervising and Managing People*. Pittsburgh, PA: Center for Executive Education, University of Pittsburgh, 1994, 2001.

CONFERENCE PRESENTATIONS

Refereed

Milbrandt, J. & Sorenson, R. Why faith matters: Faith-based values in transgenerational family businesses. Family Enterprise Research Conference-Fundacao Dom Cabral, Nova Lima-MG, Brazil. Poster Presentation, 2016.

Milbrandt, J. & Sorenson, R. Family Social norms as capital or liability in family firms: Collaborative vs competitive cultures. Family Enterprise Research Conference-University of Vermont, Burlington, VA. Poster Presentation, 2015.

Sorenson, R. L. Collaborative networks: Reduce risk by being informed. Presentation given at the Annual Meeting of the Family Firm Institute, New York City, September, 2009.

Sorenson, R. L., & Yu, Andy. Collaborative networks: Reduce risk by being informed. Paper presented at the research and education symposium, Family Firm Institute, New York City, September 2009.

Sorenson, R. L. One-point speeches. Presentation at the 26th Annual Organizational Behavior Teaching Conference, Las Cruces, NM, 1999.

Sorenson, R. L., & Hunt, J. G. A process for teaching interpersonal skills in management. Presentation at the 26th Annual Organizational Behavior Teaching Conference, Las Cruces, NM, 1999.

Sorenson, R. L. & Hartman, L. D. Motivating students to improve writing: A comparison of instructor-imposed punishment and student-selected goals. A presentation at the 1991 Annual Convention of the Association for Business Communication.

Ramirez, I., Kennedy, G., Savage, G. T., & Sorenson, R. L. Common usage errors among student writers: The impact of a sliding grading scale on reducing errors. A presentation at the 1990 Annual Convention of the Association for Business Communication.

Sorenson, R. L. A wholistic strategy for teaching organizational communication. A presentation at the 1983 Annual Convention of the International Communication Association.

Sorenson, R. L. & Pickett, T. A. Goals and strategies for teaching the undergraduate organizational communication course. Sponsored a panel for the 1983 Annual Convention of the International Communication Association.

Solicited Presentations and Papers

Sorenson, R. L. Work-Family Conflict: A Social Identity Perspective. Paper presented at the Theories of Family Enterprise Conference, Alberta, 2014.

Sorenson, R. L. Governance of Family Business Programs. Presentation given at the Annual Conference of the United States Association for Small Business and Entrepreneurship, San Francisco, January 2013.

Sorenson, R. L. Building Family Business Programs. Presentation given at the Annual Conference of the United States Association for Small Business and Entrepreneurship, New Orleans, January 2012.

Sorenson, R. L. Family Business Projects and Assignments. Presentation given at the Annual Conference of the United States Association for Small Business and Entrepreneurship, New Nashville, January 2011.

Sorenson, R. L., Monson, W., & Kinkade, A. Using public policy to promote family enterprise for the common good. Presentation given at the Annual Meeting of the Family Firm Institute, New York City, September, 2009.

Sorenson, R. L., & Monson, W. The fall conference on Family Capital, Family Business, and Free Enterprise. Presentation given at the Family Enterprise Research Conference, Winnipeg, Canada, April 2009.

Brigham, K. H., DeCastro, J. O., & Sorenson R. L. Matching owner-manager cognitive style and organizational demands in family firms. Paper presented at the Third Annual Conference on

Theories of the Family Enterprise: Search for a paradigm. University of Calgary, Canada, 2003.

Sorenson, R. L. Starting things right: Keys to developing positive student relationships. Presentation at the Annual Convention of the Southwest Academy of Management, Houston, 1995.

Sorenson, R. L. Teaching tips on organizational behavior: An application approach to teaching OB. Presentation at the Annual Convention of the Southwest Academy of Management, Dallas, 1994.

Sorenson, R. L. Instructor communicator style and establishing effective relationships with students. A presentation given for a Workshop on Developing Your Teaching Style to Enhance Teaching Evaluations for the Organizational Communication and Information Systems Division at the Annual Convention of the Academy of Management in Atlanta, 1993.

Sorenson, R. L. The importance of feedback in early organizational socialization. Paper presented at the Annual Convention of Central States Speech Association, Chicago, 1981.

Blatt, S. J. & Sorenson, R. L. Organizational communication in the formation of work groups in public and private enterprise: A U.S. Perspective. Paper presented at pre-convention seminars at the Annual Convention of the International Communication Association, Monterrey, Mexico, 1980.

GRANTS AND PROPOSALS

Brigham, K. H., Howell, R., Phillips, R., & Sorenson, R. L.. Grant of \$4990 to fund a project titled, "University Entrepreneurship and Technological Transfer: A cross-disciplinary approach." Grant provided by the Rawls College of Business Administration, Texas Tech University, 2004.

Sorenson, R. L., & Brigham, K., Proposal to fund a survey of management and entrepreneurial practices in family businesses. Grant for \$3248, Rawls College of Business Administration, Texas Tech University, 2001.

Sorenson, R. L., & Ramesh, R. P. Proposal to fund a survey of management, financial, and family practices in family businesses. Grant for \$2386, College of Business Administration, Texas Tech University, 1998.

Sorenson, R. L. Proposal to Fund a Survey of Management and Family Practices in Family Businesses. Grant for \$2350, College of Business Administration, Texas Tech University, 1997.

Sorenson, R. L. Motivation underlying strategic choice in negotiation. Grant for \$1345, College of Business Administration, Texas Tech University, 1994.

Sorenson, R. L. & Savage, G. T. A Laboratory Investigation of the Relationships among Strategic Cognitions, Negotiation Process, and Outcomes. College of Business Administration, Texas Tech University. Grant approved for 1991-1992.

Stewart, R., Savage, G. T., and Sorenson, R. L. Oral Communication Courses across the University Curriculum. Submitted to the U. S. Department of Education, Fund for the Improvement of Postsecondary Education, November, 1990.

Savage, G. T., Sorenson, R. L. & Dymond, M. Software for developing and evaluating business presentations. Proposal accepted by Apple Computer, Inc. 1990. Approximately \$10,000 in-kind equipment.

- Sorenson, R. L. & Hunt, J. G. Bank Management/Leadership: A key to a strong Texas economic base. Proposal submitted to the Advanced Research Program of the State of Texas, 1988.
- Sorenson, R. L., Boal, K. B. & Hunt, J. G. (Coprinciple investigators) The leadership quotes questionnaire: A proposal for the development of a measure of implicit and cultural views of leadership. Proposal submitted to Commerce Clearing House Inc., and the American Society for Personnel Administration, 1988.
- Sorenson, R. L. & Hunt, J. G. (Coprinciple investigators) Proposal to fund the development of the Leadership Quotes Questionnaire (LQ²). College of Business Administration, Texas Tech University. Grant approved for 1987-1988.
- Sorenson, R. L., Powers, K. J. & Savage, G. T. (Coprinciple investigators) Proposal to continue funding a threefold study of negotiation strategies and outcomes. College of Business Administration, Texas Tech University. Grant approved for Fall of 1987.
- Sorenson, R. L., Powers, K. J. & Savage, G. T. (Coprinciple investigators) Proposal to fund a threefold study of negotiation strategies and outcomes. College of Business Administration, Texas Tech University. Grant approved for 1987.
- Sorenson, R. L. & Pickett, T. A. The relationship of communication training to occupational performance, satisfaction, and success. University Research Grants Committee, Iowa State University, 1982.
- Sorenson, R. L. The effect of videotaped feedback and rating others' interview behavior on interviewing competence. Council on Instruction, Iowa State University. Grant approved for 1981-1982.
- Sorenson, R. L. The use of videotape to inform students about opportunities in speech communication. Council on Instruction, Iowa State University, Ames, Iowa, 1981.
- Sorenson, R. L. The effect of openness on the communicator. University Research Grants Committee, Iowa State University, Ames, Iowa, 1981.
- Sorenson, R. L. & Pickett, T. A. The relationship of oral communication training and actual performance to communication competence, satisfaction and involvement of managers and line personnel in four types of organizations. Central States Speech Association Federation Prize Committee, 1981.

CONTINUING EDUCATION SEMINARS/PRESENTATIONS

- Succession, 2018.* Panel discussion facilitation among family business owners.
- Getting the Most from Non-Family Advisors, 2018.* Panel discussion facilitation among family business owners.
- Attracting and Retaining Key Non-Family Employees 2017.* Panel discussion facilitation among family business owners.
- Family Business Governance, Fall 2017.* Series of three day-long seminars given to owning families that met monthly.
- Getting the Most from Family Meetings, Fall 2016.* Panel discussion facilitation among family business owners.

- Family Business Governance, Fall 2016.* Series of four day-long seminars given to owning families that met monthly.
- Family Business Governance, Fall 2015.* Series of four day-long seminars given to owning families that met monthly.
- Succession Seminar, 2015.* Provided morning and afternoon instruction and discussion about succession.
- Innovation and Entrepreneurship, Spring 2015.* Series of seminars given to owning families with the support of David Deeds.
- The Right Education for the Next Generation, 2015.* Summarized typical educational preparation for the next generation. Facilitated a discussion between Abbey Pieper of Maddens on the Lake and Mark Scherer of Scherer Brothers Lumber.
- Succession, 2015.* Summarized recent succession research. Facilitated discussion among Ken Larson of Slumberland, Shelley Renner of Wilson Tool, and Jim Casper of Cherokee Tavern.
- Family Business Ownership, Fall 2014.* Series of four day-long seminars given to owning families that met monthly.
- Working with Your Parents or Children, 2014.* Summarized succession as it relates to parent-child-relation and facilitated a panel discussion with Ron and Peter Ward of RSW Management, and Diane and Jane Dormanen of Discount Steel.
- Succession, 2014.* Summarized succession research and facilitated a panel discussion with Terri McEnaney, President of Bailey Nurseries, and Tim McGough, principle in charge of McGough Construction.
- Identifying Business Opportunities, 2014.* Summarized research about entrepreneurial family business and facilitated a panel discussion with Joe Pritchard, President of Pritchard Family Auto Stores, and Craig Kruckerber, CEO and chief visionary officer of Spray Control Systems.
- Working with Siblings in the Family Business, 2014.* Summarized research and facilitated a panel discussion among Carla Warner, Jeff Warner, Jodi Boldenow and Jeremy Sizer, sibling owners/operators of Warner's Stellian and Industrial Door Company.
- Tools for Managing Conflict in Your Family Business, 2014.* Summarized research and facilitated a panel discussion among Kalli Matsuhashi, Jean Morrison, and John Hughes, advisors to family business.
- The Landscape of Family Business: Practical Applications for Groundbreaking Family Business Research* with Keith Brigham and Andy Yu. Annual Conference of the Family Firm Institute, October 2013.
- Preparing the Next Generation to Lead Your Family Business, 2013.* Summarized research and facilitated a panel discussion among Ron and Peter Ward, and Jim and Scott Andersen.

How Spirituality in Your Family Strengthens Your Business, 2013. Together with Meg Karraker and Tom Hubler, I gave a short presentation. Then I facilitated a discussion among speakers and audience. This event was part of the UST Family Business Center Breakfast Series.

Getting the Most from Your Family Business Boards, 2013. Facilitated a discussion among the following business owners: Paddy McNeely of Meritex, Geoff Gage of Carlson Companies, and Meghan Brown of Murphy Logistics. This event was part of the UST Family Business Center Breakfast Series.

How to Transition to the Next Generation. 2013. Facilitated a discussion among Christine Marvin of Marvin Windows and Doors, Kris Kowalski Christiansen of Kowalski's Markets, and Jim Klein of KleinBank as part of the UST Family Business Center Breakfast Series.

Succession Planning for Closely Held and Family-Owned Businesses. 2012. Presentation given at the 58th Annual MNCPA Tax Conference.

Making Your Heirs Successful Owners. 2011. Two presentations given to family business owners in conjunction with KleinBank.

Prepare for Family Business Transitions. 2011. Presentation given to family business owners at Great Clips.

Spirituality in Family Business. 2011. Presentation given to family business owners, sponsored by the Family Business Center at the University of St. Thomas.

Family Business Systems. 2010. Presentation given to family business owners at Great Clips.

Putting Together the Pieces for Family Business Success. 2010. Presentation given to family business owners, sponsored by the Family Business Center at the University of St. Thomas.

Business from a Family Point of View. 2009. Two presentations given in association with Minnesota Business Magazine Family Business of the Year Awards.

Developing Family Enterprise. 2009. Presentation given to family business owners and sponsored by the Center for Family Enterprise.

Systems in Family Business. 2008. Seminar provided for Developing the Next Generation sponsored by Unigroup in conjunction with the Center for Business Excellence in the Opus College of Business at the University of St. Thomas.

Family Capital, 2008. Seminar provided for Developing the Next Generation sponsored by Unigroup in conjunction with the Center for Business Excellence in the Opus College of Business at the University of St. Thomas.

Collaboration and Communication. 2008. Presentation given to family business owners in conjunction with the UST School of Law and sponsored by the Center for Family Enterprise.

Developing the Family Point of View. 2008. Facilitated discussion of family business advisors sponsored by the Center for Family Enterprise at the University of St. Thomas.

The Family Point of View. 2008. Presentation for family business owners sponsored by the Center for Family Enterprise at the University of St. Thomas.

Systems in Family Business. 2007. Seminar provided for Developing the Next Generation sponsored by Unigroup in conjunction with the Center for Business Excellence in the Opus College of Business at the University of St. Thomas.

Family Capital, 2007. Seminar provided for Developing the Next Generation sponsored by Unigroup in conjunction with the Center for Business Excellence in the Opus College of Business at the University of St. Thomas.

Organizational Behavior. 2003, 2004. Course taught in the Physicians Executive Education MBA in the Rawls College of Business at Texas Tech University.

Supervising and Managing People. 1995, 1996, 1997 (twice), 1998, 1999, 2000, 2001, 2002 (twice). A two-day seminar offered to the general public sponsored by the Center for Executive Education in The Joseph M. Katz Graduate School of Business, Pittsburgh, Pennsylvania.

Supervising and Managing People. 2001 (Aug. 16 & 17). A two-day seminar for managers at the Texas Tech University Library.

Presenting Yourself Well in the Employment Interview. 2001 (Oct. 27). Presentation given to AITP Region 3 Student Conference, Texas Tech University.

Negotiating Salary in Job Interviews. 2001 (Oct. 15). Presentation given to the Association of Women in Electrical Engineering, Texas Tech University.

Family Structure and Relationships. 2000 (Feb. 10). Seminar given to Family Outreach of Lubbock.

Effective Conflict Management in Family Business 2000 (Feb. 24). Presentation given to Family Relations Student Organization in Human Sciences, Texas Tech University.

Effective Presentations. 2000 (Jan. 14). Seminar on presentations given at new student orientation for MBAs in the College of Business Administration at Texas Tech University.

Male-Female Manage Differences in Management. 2000 (July 20) Participated in television program titled For Women which appeared on CBS. Lubbock, Texas.

Management. Spring and Fall Semesters 1997-2001. Two presentations about the area of management given during both Fall and Spring Semesters in Business Enterprise, an undergraduate class in the College of Business administration at Texas Tech University.

Professional Business Presentations. 1999 Presented two, one-hour seminars about giving presentations for the Junior League of Lubbock.

How to Lead Manage and Motivate People. 1997. Presented two, two-day seminars for managers in city government in Hobbs, New Mexico.

Traditional vs. High Performance Learning Organizations. 1997. A one-hour seminar presented to the Optimist Club in Plainview, Texas.

Effective Communication. 1993, 1994, 1995, & 1996. A three-hour seminar about giving presentations sponsored by the Southwest School of Governmental Finance, Center for Professional Development at Texas Tech University.

Effective Presentations. 1996. Four one-half day seminars presented to trainers and managers at the Montford Psychiatric/Medical Unit in Lubbock, Texas sponsored by the Center for Professional Development at Texas Tech University.

Supervising and Managing People. 1996. Six one-half day seminars for the Montford Psychiatric/Medical Unit in Lubbock, Texas sponsored by the Center for Professional Development at Texas Tech University.

Supervising and Managing People. A two-day general offering for managers sponsored by the Center for Professional Development at Texas Tech University. I have presented seminars in the following locations.

- South Padre Island, Texas 2002
- Houston, Texas 1990, 1992, 1993, 1994
- El Paso, Texas 1991, 1992
- Albuquerque, New Mexico 1991, 1993, 1994
- Austin, Texas 1993, 1994
- Lubbock, Texas 1993, 1994
- San Antonio, Texas, 1992, 1993, 1994
- Sante Fe, New Mexico 1993, 1994
- Gardski's Restaurants, Lubbock, Texas 1992
- American Cotton Growers Assoc., Littlefield, Texas (one-day) 1995
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Organizational Cultures. 1995. A three-hour seminar presented at the International Management Workshop, International Center for Arid and Semiarid Land Studies, Texas Tech University.

Managing Conflict. 1995. A two-day seminar presented at Education Week, Brigham Young University.

Management. 1995. A two-day management training seminar for Lubbock State School based on a management survey sponsored by the Center for Professional Development at Texas Tech University.

Essential Skills for Managing People. 1995. A two-day seminar offering to the general public sponsored by the Center for Professional Development at Texas Tech University. Nine seminars were offered in the following cities.

- Albuquerque, New Mexico
- Austin, Texas
- Houston, Texas
- Lubbock, Texas
- Midland, Texas
- San Antonio, Texas

Supervisory Skills. 1992, 1993, & 1994. A three-hour seminar presented at the School of Applied Banking under the direction of the Center for Professional Development at Texas Tech University.

Team Management. 1994. A two-day seminar presented to managers and staff at the Texas Tech University Regional Academic Health Center in Odessa, Texas.

Communication. 1993. A one-day seminar presented with Dr. Grant Savage, Texas Public Health Association Convention.

Understanding and Working with Different Thinking Styles. 1992. A two-hour seminar McLane Food Service, Lubbock, Texas.

Time Management. 1992. A two-hour seminar for the North East Independent School District, San Antonio, Texas. April, 1992

Intercultural Communication. 1991. A one-half day seminar for Texas School Employees, February.

Stress Management. 1990. A one-day training session for municipal clerks held in Austin, Texas under the direction of the Texas Municipal Courts Training Center.

Dealing with Difficult Defendants. 1990. A one-day training session for municipal clerks held in Austin, Texas under the direction of the Texas Municipal Courts Training Center.

Communicating Effectively. 1990. A one-day training session for court personnel in Tyler, Texas under the direction of the Texas Municipal Courts Training Center.

Facilitator for Manager's Network Meetings. Co-facilitated two-day network meetings sponsored by the Texas Center for Productivity and Quality of Work Life/Japanese Studies Program in the College of Business Administration at Texas Tech University. I have facilitated six meetings at the following locations.

- Rohm & Haas, Hayward, California, 1990
- Union Carbide Corporation, Texas City, Texas, 1991
- Burlington Northern Railroad, Alliance, Nebraska, 1992
- Hoechst Celanese, Pampa, Texas, 1994
- Lever Brothers, Cartersville, Georgia, 1996
- Hercules Inc., Kenedy, Texas, 1999

Effective Communication. 1990. A one-hour seminar about basics of communication presented to the Lion's Club, Lubbock, Texas.

How to Deal with Angry People. 1990. A one-hour seminar presented twice for employees at the Texas Tech University Health Sciences Center, Lubbock, Texas.

Conflict Management. 1989. A one-day seminar for the Texas Municipal Court Training Center, Lubbock Texas.

The Art of Negotiation. 1989. A two-hour seminar. The Texas Region I Annual Meeting, American Medical Record Association. St. Mary of the Plains Hospital, Lubbock, Texas.

Conflict Resolution: Promoting Cooperation and Delegation of Authority. 1989. A half-day seminar for the International Management Workshop: Women-in-Development Committee for the International Center for Arid and Semi-Arid Land Studies, Texas Tech University.

Effective Communication Skills in the United States Air Force. 1988. A two-day seminar about writing and conflict management for the Comptroller Civilian Career Management Program, United States Air Force. Presented four seminars in the following locations:

- Lowery Air Force Base, Texas
- Langley Air Force Base,
- Hill Air Force Base, Utah
- Kirtland Air Force Base, New Mexico

Furr's Management Development Program. 1988. Participated in half-day training sessions for approximately five groups of managers sponsored by the Center for Professional Development at Texas Tech University.

Management Development for Lubbock State School. 1988. Participated on a team that surveyed management, consulted with Lubbock State School Staff, developed a three-day training seminar for managers and supervisors, and participated in training sponsored by the Center for Professional Development at Texas Tech University.

MEDIA PUBLICATION ABOUT RESEARCH

Woodard, L. 2000. It's a family affair. *Vistas: Texas Tech Research*, 8:2, 34-39. (Article describing research about female and male leaders in family business).

Altenbaumer, K. 6/22/2000. Marriage of minds good business, study finds. *Lubbock Avalanche Journal*, 1A, 13A. (Article describing research about role of female and male family business owners.)

PROFESSIONAL SERVICE

Journal Reviewing

Family Business Review, Associate Editor, 2008-2012; Reviewer 2001-present

Journal of Business Venturing (ad hoc) 2004-present
Advances in International Management (ad hoc) 2001-present
Leadership Quarterly (ad hoc) 1996-97
Journal of Organizational Behavior (ad hoc) 1995-97
Journal of Management Inquiry (ad hoc) 1998-2005
The Journal of Business Communication, (ad hoc) 1990-1998
Academy of Management Journal, (ad hoc) 1992.
Journal of Management, (ad hoc) 1992.
Quarterly Journal of Ideology (ad hoc) 1991.
Central States Speech Journal, Editorial review board, 1986-1989.
Iowa Journal of Communication, Editorial review board, 1982-1986.

Academy of Management

Reviewer of Competitive Papers for Entrepreneurship Division of Academy of Management, 2000-01, 07.
Reviewer of Competitive Papers for Western Academy of Management, 1998, 2000.
Reviewer of Competitive Papers for Conflict Management Division, 1996
Editor for Health Care Administration Division Bulletin, 1989-1991.
Reviewer of Competitive Papers for Health Care Administration Division for the Annual Convention, 1990-1992.
Chair of Competitive Paper Session in the Health Care Division of the Academy of Management, 1990.
Reviewer of Competitive Papers for Organizational Communication Division for the Annual Convention, 1988, 1990-1993.
Associate Editor for Health Care Administration Division Bulletin, 1988-1989.

United States Association for Small Business and Entrepreneurship

Participant in Programming and Panels for Family Business Interest Group, 2011-present
Post Program Chair for Family Business Interest Group, 2009-2010
Inaugural Chair for Family Business Interest Group, 2008-2009.
Program Chair for Family Business Interest Group 2007-2008.
Paper Reviewer for Family Business Interest Group, 2007-2008

Family Firm Institute

Editor of Proceeding for 2002 Annual Conference.
Chair of Day Long Symposium on Surveys and Other Research in Family Business at 2002 Annual Conference.

International Communication Association

Chair, Competitive Paper Program at International Convention, 1983.
Program Respondent, Teaching strategies panel at International Convention, 1983.
Elected Reviewer, Competitive papers for Organizational Communication Division for Annual International Convention, 1982.
Chair, Bylaws Revision Committee, 1982.

Central States Speech Association

Chair, Organizational/Business and Professional Communication Interest Group, 1985-1986.
Vice-Chair, Organizational/Business and Professional Communication Interest Group, 1984-1985.
Manager, Business/Advertising, 1981-1985.

Chair, Competitive Paper Program, 1984.

UNIVERSITY OF ST. THOMAS

Member, College Evaluation, Promotion and Tenure Committee 2010-present

Member, FAST (minor in Family Relations) committee, 2007-present

Member, Entrepreneurship Department tenure and promotion committee 2007 & 2008

Ad Hoc Member, promotion committee for finance department, 2008

Ad Hoc Member, endowed chair review committee, 2008

TEXAS TECH UNIVERSITY SERVICE

University

Member, University Faculty Grievance Committee, 2000-01

Representative, University Faculty Senate, 1993-1995

Member, University Development Council, 1994-1995

Chair, University Student Publications Committee, 1993 - 1994.

Member, University Student Publications Committee, 1991 - 1993.

Member, Early Tech Success Program, 1991.

Member, University Admissions and Retentions Committee, 1986-1987.

Member, University Code of Student Conduct Committee, 1988-1990.

College of Business Administration

Coordinating Council, Rawls College of Business, 2003-2007

Member, New Building Committee, 2002-2003

Member, Dean Search Committee, 2000

Member, Promotion and Tenure Committee, 2000

Director, Writing Center, 1998-present

Member, Committee for Review of Merit Guidelines and Standards, 1998

Chair, Merit Review Committee, 1996-97

Member, Merit Review Committee, 1994-95, 1995-96, 1998-99

Chair, College Steering Committee for Managerial Communication, 1990-1997.

Facilitator, College of Business Administration Visioning Meeting, 1995.

Member, College Undergraduate Curriculum Committee, 1990 - 1991.

Member, College MBA Faculty Committee, 1993 - 1994.

Member, Houston Endowment Multimedia Committee, 1992-94.

Member, MBA Faculty Committee, 1993-94.

Chair, Undergraduate Curriculum Committee, 1993.

Member, Graduate Programs Committee, 1992.

Member, College of Business Administration Textbook Committee, 1986-1987.

Member, College of Business Administration Undergraduate Appeals Committee, 1986-1987.

Chair, COBA Undergraduate Appeals Committee, 1988-1989.

Area of Management

Coordinator, Area of Management, 2003-2006

Member, Honors Program in Management Curriculum Committee, 2000-01

Director, Entrepreneurship academic programs, 2000-01

Acting Director, Center for Entrepreneurial and Family Business, 2000
Member, Search committee, 2000-01
Associate Director, Center for Entrepreneurial and Family Business, 1997-2000
Director, Entrepreneurial Family Business in Management, 1996-present
Advisor, Masters Students in Management, 1996-1998
Member, Area of Management Steering Committee, 1996-97
Chair, Scholarship Committee, 1996-97
Advisor, VentureTech, 1995-1997
Chair, Undergraduate Curriculum Committee, 1992 - 1993.
Chair, Managerial Communication Committee, 1990 - present.
Advisor, Society for Advancement of Management, 1990 – 1993
Secretary, Area of Management, 1988-92.
Advisor, Undergraduate Students for Area of Management, 1986-87, 1989-1995
Member, Area Steering Committee, 1987-1988

PROFESSIONAL CERTIFICATION

Certified in Mediation in Accordance with the Texas Civil Practice and Remedies Code, Conflict Resolution Training Institute of the South Plains Dispute Resolution Center.

Certified Instructor for Couple Communication Program, “Alive and Aware,” Iowa State University.

PROFESSIONAL ASSOCIATION MEMBERSHIPS

Academy of Management

Family Enterprise Research Conference

Family Firm Institute

International Family Enterprise Research Academy

United States Association for Small Business and Entrepreneurship

EDUCATION

Ph.D. Organizational Communication, 1979, *Purdue University*.

M.A. Interpersonal and Intercultural Communication, 1975, *Brigham Young University*.

B.A. Rhetoric and Public Address, 1973, *Brigham Young University*.