

## **GWENDOLYN MARIZETT COMBS**

**Department of Management  
274 College of Business Administration  
University of Nebraska-Lincoln  
Lincoln, NE 68588-0491  
Phone: 402-472-3915  
Fax: 402-472-5855  
E-mail: gcombs2@unl.edu**

### **CURRICULUM VITAE**

#### **EDUCATION**

- 2000 University of Nebraska-Lincoln, Lincoln, Nebraska.  
Ph.D. Organizational Behavior, Human Resources Management,  
Organizational Theory and Human Resources Development.
- 1976 Washington University, St. Louis, Missouri.  
M.B.A. Concentration: Human Resources Management and Organizational  
Behavior.
- 1974 Wellesley College, Wellesley, Massachusetts.  
B.A. Psychology.

#### **ACADEMIC WORK EXPERIENCE**

- 2000-Present UNIVERSITY OF NEBRASKA-LINCOLN Lincoln, Nebraska  
Associate Professor Department of Management  
Research Interest: Organizational Behavior, Diversity, Human Resource  
Management
- Courses Taught:** MNGT 360 Managing Behaviors in  
Organizations  
MNGT 361 Human Resource Management  
MNGT 361X Distance HRM  
MNGT 365 Diversity in Organizations  
MNGT 461/861 Adv. Human Resource Management  
MNGT 466/866 Employment Law for Business
- Administrative:** Area Coordinator, Human Resource Management
- 1998-2000 Instructor -Department of Educational Administration  
Courses Taught: Human Resource Development  
Instructional Technology

**PUBLICATIONS (Peer Reviewed and Book Chapters)**

- Klarsfield, A., Combs, G.M., Susaeta, L., & Cebada, M. B. ( In Press) International perspectives on diversity and equal treatment policies and practices, In W. Mayrhofer and C.Brewster (Eds.) *Handbook of Research in Comparative Human Resource Management*. UK: Edward Elgar Publishers.
- Combs, G. M., Clapp, R. & Nadkarni, S.,(2010). Managing BPO Service Workers in India: An Examination of Hope on Performance Outcomes Knowledge Workers in India: Exploring the Relationship of Hope and Optimism with Performance. *Human Resource Management* 49(3), 455-474.
- Lillevik, W., Combs, G. M., & Wyrick, C. (2010). Managing Diversity in the USA : The Evolution of Inclusion in the Workplace. In A. Klarsfield (Ed.) *International Handbook on diversity Management at Work: Country Perspectives on Diversity and Equal Treatment at Work*. UK: Edward Elgar Publishers,.
- Combs, G. M., Luthans, F., & Griffith, J. (2008). Learning motivation and transfer of human capital development: Implications from psychological capital. In C. L. Cooper & R. Burke (eds.) pp 73-91. *The Peak Performing Organization*. Routledge.
- Combs, G. M. (2008). Religious Discrimination and Racial Harassment: Whatever Happened to MarShawn DeMur. Society for Human Resource Management Washington, D.C.
- Combs, G. M. & Griffith, J. (2007). An examination of interracial contact: The influence of cross-race interpersonal efficacy and affect regulation. *Human Resource Development Review*, 6: 222-244
- Combs, G. M., & Luthans, F. (2007). Diversity training: Analysis of the impact of self efficacy". *Human Resource Development Quarterly*, 16(1), 91-120.
- Nadkarni, S. & Combs, G. M. (2006). Developing effective 360<sup>0</sup> feedback appraisals: A positive organizational behavior approach. *Jigyasa: Journal of Human Resource and Organizational Development* New Delhi School of Economic, Fall, 28-42.
- Luthans, F, Avey, J. B. Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: Toward a micro-intervention, *Journal of Organizational Behavior*, 27, 387-393.
- Combs, G. M., Nadkarni, S., & Combs, M. W. (2005). Implementing affirmative action plans in multinational corporations. *Organizational Dynamics*, 34(4), 346-360.
- Combs, G. M., & Nadkarni, S. (2005). A tale of two cultures: Attitudes towards affirmative action in the United States and India. *The Journal of World Business*, 40, 158-171.

Combs, M. W., & Combs, G. M. (2004). Revisiting brown v. board of education: A cultural, historical, legal and political perspective. *Howard University Law Journal*. 47(3): 627-678.

Combs, G. M. (2003). The duality of race and gender for managerial African American women: The implications of informal social networks on career advancement, *Human Resource Development Review*, 2(4), 385-405.

Combs, G. M. (2002). Meeting the leadership challenge of a diverse and pluralistic workplace: implications of self-efficacy for diversity training. *The Journal of Leadership Studies*, 8(4), 1-16.

#### **PUBLICATIONS (Other)**

Combs, G. M. (2007). Competitive drive and gender differences. *Nebraska Woman Magazine*, 1(1), 22-23.

#### **PUBLICATIONS (Conference Proceedings):**

Combs, G.M. & Fleig-Palmer, M. (2007). Examples from the Philippines: An Examination of the Inpatriation of Nurses. Great Plains Management Conference. Kearney, Nebraska.

Combs, G. M. (1998). The influence of anti-affirmative action events and policies on human resource and affirmative action strategies. *Midwest Decision Sciences Institute Conference*, Lincoln, Nebraska.

Combs, G. M. (1996). The clash of the titans: The convergence of affirmative action and institutional bias. *Southern Management Conference*, New Orleans, Louisiana.

#### **ARTICLES IN ADVANCED STAGES**

Griffith, J. & Combs, G. M., Racial differences in job attribute preferences: The influence of ethnic identity and psychological capital. To be submitted to *Personnel Psychology*.

Lillevick, W. & Combs, G.M. (2010). Hofstede and the Imposition of Equality Legislation: Global Implications and Influences. To be submitted to special issue of *International Journal of Employee Relations*.

Combs, G. M., Griffith, J. & Clapp-Smith, R., Movements in green fields: Conceptual framework for firm motivation to be green. To be submitted to *Journal of Organizational Behavior*.

Combs, G.M. The Context of Diversity Courses in the Business School Curriculum.

#### **GRANTS AND AWARDS**

GDO Division Executive Committee Service Award, 2009  
Exemplary Service Award, Management Faculty of Color Association, 2009  
Chancellor's Fulfilling the Dream Award, 2007.  
Best Paper in Management Track Award, Great Plains Management Conference 2008  
Layman Award Grant. 2003-2004. Social comparison and contact theory: Implications for African American managers career development.  
Diversity Enhancement Grant. 2001-2002. Course Development, MNGT 365, Diversity in Organizations,  
Pinnacle Bank Faculty Award, 2001

## **CONFERENCE PAPERS AND PRESENTATIONS**

- Combs, G.M. & Lillivek, Waheeda (2010). The regulation of diversity management: towards a typology. Academy of Management Conference, Montreal Quebec, Canada.
- Combs, G. & Griffith, J. (2009). Racial differences in job attribute preferences. Academy of Management Conference, Chicago, IL
- Griffith, J., Combs, G. & Clap-Smith, R. (2009). What does it mean to be green? Strategic focus, social consciousness and profit motivation. Symposium Organizers. Academy of Management Conference, Chicago, IL.
- Griffith, J., Combs, G. & Clap-Smith, R. (2009). Movements in green fields: Conceptual framework for firm motivation to be green. Academy of Management Conference, Chicago, IL.
- Combs, G. M. & Smith, R. M. (2008) The Generational Divide: The Influence of intergenerational differences on workplace behaviors. Symposium Organizers. Academy of Management Conference, Anaheim, CA.
- Combs, G. M. & Griffith, J. (2008). Organizational citizenship behaviors: The potential influence of social identity. Academy of Management Conference, Anaheim, CA
- Combs, G. M. & Griffith, J. (2007). Contact and diversity integration: The influence of interpersonal efficacy and affect regulation, Academy of Management Conference, Philadelphia, PA.
- Combs, G. M., & Litvin, D. (2007) Teaching Diversity: The Instructor as Medium. PDW. Academy of Management Conference Philadelphia, PA.
- Combs, G. M., & Fleig-Palmer, Michelle. (2007). Examples from the Philippines: An Examination of The Inpatriation of Nurses. Great Plains Management Conference, Kearney, NE.

Luthans, F., Combs, G. M., Clapp, R. & Nadkarni, S. (2006). Knowledge workers in India: Exploring the relationship of hope and optimism with performance. *Academy of Management Conference*, Atlanta, GA.

Nadkarni, S., Combs, G. M., & Provaznik, W. (2006). To be or not to be: An analysis of optimism and hope in the United States and India, *Academy of International Business Conference*, Beijing, China.

The Katrina event: Antecedents, outcomes and organizational response. (2006). All Academy Symposium. *Academy of Management Conference*, Atlanta, GA

Psychological capital micro intervention. (2005) UNL Black Graduate Students/Afrikan Peoples Union Workshop.

Combs, G. M. (2005). Against the ropes: Institutional bias and the competing force of affirmative action. *Academy of Management Conference*, Honolulu, Hawaii.

Combs, G. M., Nadkarni, S., & Combs, M. W. (2005). Cross-cultural context: Implementing affirmative action plans in multinational corporations. *Eastern Academy of Management Conference*, Cape Town, South Africa..

Diversity Research Dialogue. (2005). *Management Faculty of Color Conference*, Houston, Texas.

Harvard University, Center for Public Leadership, *Diversity Leaders Summit*, November 2004, Cambridge, MA. One of 100 invitees from academia and business to discuss diversity practices and research.

Combs, G. M., & Sommer, S. (2004). Social comparison theory and contact theory: Implications for African American managers career development. *Academy of Management Conference*, New Orleans, LA.

Combs, G. M., & Nadkarni, S. (2004). A theoretical and exploratory analysis: Attitudes towards affirmative action plans in India and the United States. *Academy of International Business Conference*, Stockholm, Sweden,

Management Faculty of Color Conference. (2004), Research Incubator, Professional Collaborations. College Park, MD. Planning and Organization Committee.

Diversity Education and Self-Efficacy. (2004). Research presentation and discussions with National Science Foundation Program Directors. Grant Writing for National Science Foundation Funding, March. Albuquerque, New Mexico, Sponsored by Quality Education for Minorities, Washington D.C.

Combs, G. M. (2003). The duality of race and gender for African American women: Implications

of informal networks and career advancement. *National Academy of Management Conference*, Seattle, WA.

Combs, G. M., & Sommer, S. (2003). Comparison and contact: Career development Implications for African American managers. *Midwest Academy of Management Conference*, St. Louis, MO.

Combs, G. M., & Luthans, F. (2001). The impact of self-efficacy on diversity training effectiveness: A field experimental analysis. *National Academy of Management Conference*, Washington D.C.

Hendricks Symposium, University of Nebraska, November. (2000). Lincoln, NE.  
Panel Chair and Moderator. Affirmative action and issues of inclusion: Strategies, assessments and prospects.

Race and gender issues in the business school environment. Symposium. (1999). *Midwest Academy of Management Conference*, Lincoln, NE

Combs, G. M. (1998). Affirmative action and human resource strategies in the public and private sectors: A pilot study of the interaction of anti-affirmative action policies and events. *National Academy of Management Conference*, San Diego, CA.

Combs, G. M. (1998). The Influence of Anti-Affirmative Action Events and Policies on Human Resource and Affirmative Action Strategies. *Midwest Decision Sciences Institute Conference*, Lincoln, NE.

Combs, G. M. (1996). The clash of the titans: The convergence of affirmative action and institutional bias. *Southern Management Association Conference*, New Orleans, LA

Affirmative action: A bridge over troubled waters. (1996). *American Association of School Personnel Administrators, Missouri Valley Personnel Conference*, Lincoln, NE

## **PROFESSIONAL DEVELOPMENT WORKSHOP PARTICIPATION**

Combs, G.M. (2010) Daring to care the integration of POS and diversity research. Academy of Management Conference, Montreal Quebec, Canada.

Diversity in Business School Faculty Initiative, PDW Town Hall Meeting. (2007). *Academy of Management Conference*, Philadelphia, PA.

Combs, G. M., & Litvin, D. (2007). Teaching diversity: The instructor as “medium”. PDW, Gender & Diversity in Organizations Division, Academy of Management Annual Conference, Philadelphia, PA..

Diversity in Business School Faculty Initiative, PDW Town Hall Meeting. (2006). *Academy of Management Conference*, Atlanta, GA.

Diversity in Business School Faculty Initiative, Professional Development Workshop. (2005). Academy of Management Conference, Honolulu, Hawaii.

Doctoral Student Consortium Gender and Diversity Division. Teaching Diversity, Organizer & Presenter. (2004). Academy of Management Annual Conference, August, 2004, New Orleans, LA

Our First Years: Transitioning Into Academia Part II. (2004). Professional Development Workshop: Management Education and Development, and Gender and Diversity Divisions. *Academy of Management Annual Conference*, New Orleans, LA.

Our First Years: Transitioning Into Academia Part. (2002). Professional Development Workshop: Management Education and Development. *Academy of Management Annual Conference*, Denver, CO.

## **WORK IN PROGRESS**

Combs, G. M., Social comparison and contact theory: Implications for African American managers career development". Working in data set and will use a UCare student to assist.

Combs, G. M., & Griffith, J., Inter-group contact and referent selection: An analysis of racial attitudes and career strategies of African American Managers, to be submitted to

Nadkarni, S., Combs, G. M., To be or not to be: An analysis of optimism and hope in the United States and India

## **CONSULTING/OUTREACH/PRESENTATIONS**

Process Facilitator 2010. Nebraska HHS Governor's Ad-hoc Committee on Chronic Homelessness. Development of the State of Nebraska Comprehensive Plan to End Chronic Homelessness.

Management Development Seminars, Lincoln, NE. December 2008. Issues in Diversity.

Nebraska Judicial Branch Education Certification Conference. Lincoln, NE. December 2007. The Changing Human Resource Environment.

UNL Extended Education and Outreach, Lincoln, NE,

Allied Insurance Company, Lincoln, NE. June 2006. Differences that Matter: A Discussion of Pluralism at Work.

UNL Extended Education and Outreach, Lincoln, NE, February, 2006, Near Painless Performance Appraisal: Creating a Supportive Climate for Performance Management, March, 2006, Total Performance Management: More Art than Science.

Southwest Public Power District, Palisades, Nebraska, April 2005. Strategies for Effective Organizational Performance and Interpersonal Interactions.

National Rural Electric Cooperative Association Management Internship Program, Lincoln, NE, November & December, 2003 and February 2004. Human Resources Management: An Overview of Critical Issues.

Lincoln Chamber of Commerce Small Business Network, Lincoln, NE, August 2003. Managing Inter-generational Differences in the Workplace.

U.S.D.A. Natural Resource Conservation Regional Meeting, Kearney, NE, December 2002. Career Development: Personal and Organizational Perspectives. Two workshops for approximately 175 employees of the Federal Conservation Service

## **PROFESSIONAL SERVICE**

### **Editorial Boards**

Member, Editorial Board, Journal of Leadership and Organizational Studies  
Member, Editorial Board, Human Resources Development Review

### **Review Service**

Ad-hoc reviewer, Journal of Business Research  
Ad-hoc reviewer, Human Resource Development Review  
Ad-hoc reviewer, Human Relations  
Ad-hoc Reviewer, Organization & Group Management

### **Session Chair**

Academy of Management 2001, 2005

### **Conference Paper Reviewer**

Academy of Management, 2001, 2002, 2003, 2004, 2005, 2006, 2007 and 2008.

### **Professional Committee Leadership Roles**

Program Chair, Gender and Diversity in Organization Division, Academy of Management 2010-2011.

Program Chair Elect Professional Development Workshop Chair, Gender and Diversity in Organizations Division, Academy of Management  
(Elected) 2009-2010.

Executive Committee, Gender and Diversity in Organizations Division, Academy of Management (Elected) 2006

Chair, Membership Committee, Gender and Diversity in Organizations Division, Academy of Management, (Appointed) 2005-2008.

Co-Chair Diversity Best Practices Award Committee, Gender and Diversity in Organizations Division, Academy of Management, 2005-present.

President, Management Faculty of Color Association, Inc. 2008-2009.

Executive Committee, Management Faculty of Color Association, Inc., 2003-present.

Treasurer, Management Faculty of Color Association, Inc., 2003- 2007.

Academy of Management Mentoring Committee, Human Resource Management Division  
Liaison 2002-2006

### **Memberships in Academic Organizations**

Academy of Management

Academy of International Business

Society for Human Resource Management

Lincoln Human Resource Management Association

### **University Service**

Chair Chancellor's Commission on People of Color 2008-present

University-Wide Diversity Council 2007-2010

Multicultural Student Advisory Council UNL 2007

Graduate Fellowships and Scholarship Committee 2001

The Committee to Review Area H (Race, Gender, Ethnicity) of the Comprehensive  
Education Program, University of Nebraska-Lincoln. 2001

Summer Reading Program 2002

Search Committee for the UNL Dean of Undergraduate Programs 2002-2003

UNL Undergraduate Retention and Recruitment Committee 2003-2004

McNair Summer Research Program Faculty Mentor, 2003

UNL Diversity Community of Practice

Jones Scholars Learning Community Navigator 2004-2005

Dissertation Committee Membership in Other Colleges

- Agricultural Leadership (1)
- Educational Leadership (4)

### **College of Business Administration Service**

College Strategic Planning Sub Committee on Outreach and Engagement

Assessment Committee Department Representative 2008-Present

Executive Committee, Faculty-At-Large Member, 2000- 2005

General Committee, 2002 – 2006

Advisor – Student Chapter Society for Human Resource Management 2004-present  
Graduate Student Recruiting 2002 & 2003  
Strategic Planning Committee, 2000  
Red Letter Days Representative Summer 2002  
Finance Department Search Committee 2004-2005  
BASD 101 Presenter 2005-present

**Department Service**

Dissertation Committee Membership

- Griffin (Chair)
- Fleig-Palmer
- Smith-Nelson
- Norman
- Blackford

Curriculum Committee 2010  
Gender & Diversity Committee 2003- 2010  
Grade Appeals Committee 2002  
Faculty Search Committees 2001-2006  
Social Committee 2005 - present

**Community Service**

Lincoln Mediation Center Board of Directors 2007- Present  
Nebraska Human Resources Council 2007-2009  
Board of Directors American Red Cross Lincoln Chapter 2000-2006  
President Delta Sigma Theta Sorority, Inc. Lincoln Alumnae Chapter 2006-2007  
Human Resource Committee American Red Cross, Lincoln Chapter 2001-2005  
Lincoln/Lancaster Women’s Commission 2003-2005

**NON-ACADEMIC WORK EXPERIENCE:**

July 1993 - July 1998

LINCOLN PUBLIC SCHOOLS  
Lincoln, Nebraska  
*Human Resources Specialist and Affirmative  
Action Officer*

Responsibilities include managing the implementation of the district’s Affirmative Action Program including education and training. Plan and arrange for the recruitment of racial/ethnic minority administrators, teachers, professionals and classified staff. Coordinate the Grow Your Own Minority Internship Program. Receive and investigate discrimination/harassment complaints. Manage the total employment process for classroom paraeducators including recruitment, selection, compensation, discipline and separation.

NEBRASKA STATE DEPARTMENT OF PERSONNEL  
Lincoln, Nebraska

March 1991 - February 1993

*State Director of Personnel*

Responsible for the administration of the Department of Personnel. Subject to the review powers of the State Personnel Board, this position was responsible for development of personnel policy, specific administrative systems and the adoption, promulgation and enforcement of rules and regulations pertaining to personnel. Specific administrative systems responsible for included: Employment services, personnel records, personnel management, classification and compensation, employee benefits, labor relations and affirmative action for all State employees under the Classified System.

May 1987 - March 1991

*Administrator for Affirmative Action and Recruitment*

Division head responsibilities for directing and administering the State's Recruitment Program for staffing of vacant positions and the State of Nebraska Affirmative Action Program. This position required developing policy and procedures for recruitment and selection for state agencies; reviewing and approving code agency Affirmative Action programs; interpreting state statutes and federal regulations; advising agencies in management decisions; counseling employees and other constituents regarding discrimination, equal employment opportunity, Affirmative Action and employment issues; and directing training activities.

August 1985 - April 1987

LOUISIANA STATE UNIVERSITY  
Baton Rouge, Louisiana  
*Manager of Employment/Employee Relations*

Managerial function directing the activities of the Employment Office within the Department of Personnel Services. Responsibilities included academic and non-academic recruitment and placement; applicant testing and screening; employee counseling and grievance investigation; advising management regarding disciplinary and corrective actions; coordinating transfers, promotions, demotions and layoffs; and ensuring compliance with immigration regulations covering the employment of foreign nationals and exchange visitors. Other responsibilities included administering the Exit Interview Program and equal employment opportunity compliance.

February 1985 - May 1985

H. J. WILSON COMPANY, INC.  
Baton Rouge, Louisiana  
*Manager of Corporate Recruitment and Placement*

Responsible for managing the overall activities of the Placement Office and for the recruiting, screening and selection of job candidates for Computer Operations, Engineering, Marketing and Administrative Divisions. Also served as the personnel representative to assist employees with problems for assigned areas of the company.

June 1980 - July 1984

UNIVERSITY OF NEBRASKA-LINCOLN  
Lincoln, Nebraska  
*Director of Personnel*

Direct responsibility and accountability for University of Nebraska-Lincoln Campus Human Resources programs for all non-academic personnel. Functional areas included classification and compensation, employment services, employee relations, employee benefits and employee records. Developed, implemented and analyzed policies, procedures and practices governing conditions of employment for University of Nebraska-Lincoln employees throughout the State.

December 1979 - June 1980

LINCOLN ELECTRIC SYSTEM  
Lincoln, Nebraska  
*Human Resources Specialist*

Responsible for managing the total employment function, including college and university recruiting. Also served as Affirmative Action and Equal Employment Opportunity Officer (researched and developed Company Affirmative Action Plan and investigated AA/EEO complaints). Some salary administration responsibilities.

January 1979 - December 1979

LINCOLN TELEPHONE AND  
TELEGRAPH  
Lincoln, Nebraska  
*Human Resources Assistant*

Primary duties in the area of salary administration. Analyzed, evaluated and implemented changes for salary programs and policies. Developed and coordinated a job description process for union and non-union positions. Developed and integrated manual and computer based records for salary adjustments and performance ratings. Researched and furnished data for salary surveys and handled special projects.

#### GENERAL MILLS, INCORPORATED

June 1978 - November 1978

*Assistant Human Resources Manager*  
Toledo, Ohio

Provided total services for several functional areas of the Toledo Packaged Food Plant. Accountabilities included grievance handling and investigation, safety, employment, counseling, corrective action, and manpower development.

January 1977 - June 1978

*Human Resources Representative*  
Packaged Foods Operations Division  
Minneapolis, Minnesota

Served as Assistant to the Corporate Divisional Human Resources Manager with specific accountabilities in the areas of classification/compensation, employment, college and university recruitment, Affirmative Action, promotions and transfers, and providing services and information to plant locations as needed or requested.

June 1976 - December 1976

*Job Analyst Salary Administration*  
Corporate Human Resources  
Minneapolis, Minnesota

Entry level position in Personnel with responsibilities for initiation and coordination of salary administration activities for Corporate Staff Departments using the Hay Evaluation System. Wrote and revised job descriptions and classified positions and determined position evaluation.

**HONORS AND AWARDS:**

Outstanding African American Woman of Nebraska, Nebraska Commission on the Status of Women, 1993.

Builders Achiever's Award, Clyde Malone Community Center, 1991.

Listed in the 1980 Volume of Outstanding Young Women of America.

Consortium Fellowship for Graduate Study in Management, 1974 and 1975.

Waddel Fellowship for summer study, University of Ghana-Legion; Accra, Ghana, West Africa, 1973.

**SPECIAL ACTIVITIES:**

Developed and trained trainers for "WORDS COUNT" diversity training program for the State of Nebraska. 1989-1992

Developed the "Insights Into State Government" program for minorities applying for employment with the State of Nebraska.

Developed and presented the "Affirmative Action Workshop Series" for employees of Lincoln Public Schools.

Co-presenter for the "Multicultural Foundation Training Module" for employees of Lincoln Public Schools.

Managed the planning of two Regional Conferences for Region VII of the American Association for Affirmative Action held in Lincoln, Nebraska in 1995 and Kansas City, Missouri in 1996.

Director of Christian Education, Mount Zion Baptist Church.

Consultant in the area of Affirmative Action Programming and Plan Development.

Public speaker on Racial Diversity and Multi-Cultural Awareness.

Program Developer and Presenter in Race Relations and Cultural Diversity Training.

Multi-Cultural Advisory Committee, Lincoln Public Schools.

Equity Monitoring Task Force, Lincoln Public Schools.

Courtesy appointment as Lecturer, Department of Management, College of Business Administration, University of Nebraska-Lincoln, 1981 to 1984.

Certified Instructor for Model-netics management development course, University of Nebraska-Lincoln, 1980 to 1985.

Member of the Program Committee for Japan-United States, Management Conference, University of Nebraska-Lincoln, 1981.

Appointed by Mayor of the City of Lincoln to the task force to study and make recommendations regarding the City's basic pay and merit program, 1984.

**ASSOCIATIONS AND MEMBERSHIPS:**

American Society for Personnel Administration

Lincoln Human Resource Management Association

American Association for Affirmative Action - National Board of Directors 1990-1998, National Secretary, Chair Public Information Committee, Region VII Alternate Director (1 term) Region VII Director 1994-1998.

Co-Chair Finance Committee, HOPE (Helping Our People Excel)

American Association of School Personnel Administrators, Chair - Minority Caucus (1994-1997).

Board of Directors Malone Community Center, Vice President and Personnel Committee Chair - 1980-84 and 1987-91.

Board of Directors Lincoln-Lancaster United Way, through 1994

City of Lincoln Human Rights Commission, through 1994