



R. HENRY MIGLIORE, PH.D.

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PERSONAL DATA

Birth Date: March 26, 1940

Birthplace: Harrison, Arkansas

Marital Status: Married to the former Mari Bentley

Children: Theresa, Roscoe, and Daniel

Grandchildren: Channing, John, Abigail, Madalene, Mary, and Evan

PRESENT POSITION

President, Managing for Success, an International Consulting Company, Tulsa, Oklahoma

Professor Emeritus, Business, Northeastern State University, Broken Arrow, Oklahoma

Adjunct Professor, Oklahoma State University/Tulsa, Langston University/Tulsa, Oral Roberts University, Central Michigan University, and other national and international universities.

EDUCATION

Eastern Oklahoma State	A.S. Engineering
Oklahoma State University	B.S. Business Administration
Major: Production Management	
Minor: Industrial Engineering	
University of Chicago	Graduate Studies
St. Louis University	M.S. Commerce
University of Michigan	Management Seminars
University of Tulsa	Graduate Studies
Oral Roberts University	Computer Studies
University of Oklahoma	Graduate Studies
University of Arkansas	Ph.D. Business Administration
Major Fields: Management	
Minor Fields: Marketing and Economics	
Dissertation Title: A Study of MBO in the Banking and Selected Manufacturing Industries	

BUSINESS EXPERIENCE

Consultation:

Continually working as a consultant and advisor to a wide range of profit and nonprofit companies and government agencies.

MANUFACTURING MANAGEMENT

Manufacturing Manager, Press. Continental Can Company, Chicago, Illinois, November 1968-August 1970. (Responsible for total press manufacturing operations.)

Plant Industrial Engineer, Continental Can Company, Elwood, Indiana, August 1967-October 1968. (Budget system, cost reduction, long range planning, and production methods improvement).

Industrial Engineer "A," Continental Can Company, Chicago, Illinois, January 1967-July 1967.

Staff Assignments, Continental Can Company, St. Louis, Missouri, June 1966-December 1966.

Production Supervisor, Continental Can Company, St. Louis, Missouri, 1964-1966.

Special Engineering Project (Productivity Measurement Index Development), Continental Can Company, St. Louis, Missouri, January 1964-May 1964.

Management Trainee, Continental Can Company, Chicago, Illinois, January 1963-December 1963.

Consultant to a wide range of manufacturing companies.

RETAIL

Retail Merchandising, Western Auto Stores, Inc., 1954-1958, part-time.

ACADEMIC EXPERIENCE

Adjunct Professor, St. Gregory's University, Tulsa, Oklahoma

Adjunct Professor, Oklahoma State University—Langston

Northeastern State University at Tulsa, Professor of Strategic Planning and Management, May 1987 to May 2002

Visiting Professor, Singapore Productivity Center

Adjunct Professor, Oral Roberts University

Adjunct Professor, Oklahoma City University

Adjunct Professor, Central Michigan University.

Adjunct Professor, ITESM Autónoma, Mexico City

Adjunct Professor, Del Valle de Mexico

Visiting Professor, ITESM, Guadalajara, Mexico, Spring 1995.

Visiting Professor, Faculty of Management, University of Calgary, Fall 1991.

Lectured at Pepperdine Executive MBA program and SOARS program, Texas A & M University.

Full Professor, Oral Roberts University School of Business, August 1986 to May 1987.

Dean, Oral Roberts University School of Business, November 1975 to August 1986.

Full Professor, Oral Roberts University School of Business, November 1980 to August 1986, concurrent with Dean's duties.

Associate Professor, Oral Roberts University School of Business, 1977 to November 1980.

Assistant Professor, Department of Business, Oral Roberts University, 1970 to 1977, Coordination of Masters Program in Business.

TEACHING INTEREST

Business Policy, Strategic Management and Planning, Graduate Management Theory, International Strategy, Industrial Management, Small Business Development and Strategies, and Entrepreneurial Studies.

RESEARCH ACTIVITIES COMPLETED

"Longitudinal Study of Blue-Collar Efficiency"

"A Study of Goals and Job Satisfaction," Original data from 11 organizations, 1972.

"A Study of Factors Relating to Productivity," Research of 27 entities funded by the Faculty Senate, 1973, partial results reported at the International Conference on MBO, 1974.

"A Study of MBO in the Banking and Selected Manufacturing Industries," completed as a part of dissertation requirements, University of Arkansas, 1974-1975.

"A Three-Year Study of Goal Ranking Among Banking and Manufacturing Executives," completed spring 1977.

"Culture Index," a study of 40 profit and nonprofit organizations completed fall 1989.

"Series of Studies on Personal Planning," published in various forms 1988-1989.

"Study of Financial Planning Practices in 62 Organizations."

"Study of Career/Personal Planning."

"Study of Culture in Businesses, Churches, and Universities," 1989-1990.

"Culture Study of Soviet Executives," 1991.

"Study of Quality Index," 1991.

"Quality Study II," 1995.

"Singapore Culture Study," 1997

"Mexican Culture Study," 2000.

"Chile Culture Study," 2001

"China Culture Study," 2002

"Factors Related to Productivity," 2002.

"Hong Kong/China Culture Study," 2007

RESEARCH IN PROCESS

Comparison of cultures among different work segments.

INVOLVEMENT IN CONSULTING /TRAINING ACTIVITIES

Fred Rudge and Associates, New York. Welling, Minton & Associates, Tulsa, Oklahoma. Numerous and continuing assignments in the business setting, chiefly industrial, 1967-1970.

Personal Services to corporations, small businesses, organizations, churches, and associations since 1970. Examples:

Shell Oil, Duluth, Missabe Railroad, World Evangelism, Stauffer Publications, Goodwill Industries, Children's Medical Center, New Haven United Methodist, St. Mary's School, Department of Parks and Recreation, City of Tulsa, Brasfield Construction, Tulsa Christian Fellowship, First United Methodist Church-Tulsa, City of Plano, Texas, Colowyo Coal Company, Stewart Dental Company, Human Resources Management. T. D. Williams, Inc., Sowders Little Canoe Lodge, Brush Creek Ranch, Century Geophysics, Intregal Corporation, Hydrus Corporation, Cross Manufacturing, El Cortez Hotel, Back-to-the-Bible Broadcasts, National Head Start Program, Camp Ozark, General Information Systems, Ski Idlewild,

Rex Humbard Foundation, National Christian Legal Society, Henryetta Medical Center, Applied Automation, Inc., Tulsa Area YMCA, American Exchange Bank, Standard Oil, Indiana, City of Denton, Texas, Victory Life Fellowship, Oklahoma Beverage Company, United Video, Liberty Industries, Victory Christian Church, Arthur Andersen, Wal-Mart, Imperial Corporation of America, M. Cardone Industries, Cross Manufacturing, Salvation Army-Tulsa, Pemco/7-Eleven, IBS Holding Company, Superstar Connection, Carolina Homes, Mobil Oil-Canada, Pelorus Navigation System, the Province of Alberta Small Business Development Center, Channel 8 News, Crown Buick, Oklahoma State Athletics, University of Oklahoma Athletics, Precision Machine, RM Graphics, The Inspirational Network, Canon USA, Frackmaster, Plus Inc. OFI, Dominion Group, Alabama Chiropractic Association, Varsity Group, National Palomino Association, Bennett Steel, Design/Build, Morton Health Center, INE Landscaping, University of Oklahoma, and Oklahoma State University Athletic Departments and Aftermarket.

Worked with scores of small businesses, churches, and ministries.

SEMINARS/PRESENTATIONS

First Annual Management Alumni Seminar, sponsored by the Department of Business Administration, Oral Roberts University, February 1975, "How to Use MBO."

Seminars on MBO/Long-Range Planning for Shell Oil Company, Duluth Missabe and Iron Range Railroad, World Evangelism, Stauffer Publications, Inc., City of Tulsa, City of Plano, Texas, Colowyo Coal Company.

American Society for Training and Development, June 1975, "A History and Application of MBO."

AIIE Meeting, February 1976, "Productivity and Industrial Engineering."

International Conference on Management by Objectives, Bowling Green, Ohio, September 1976, "Blue-Collar MBO at the DM & IR Ore Docks."

First Annual Agrico Sales Management Conference, Tulsa, Oklahoma, September 1976.

American Society for Training and Development, Regional Conference, October 1976, "Long-Range Planning & MBO."

Supervisor Leadership Seminar, October 1976, Sponsored by Executive Action Seminar Series, Oral Roberts University.

ASTD Regional Conference, October 1976, "Long-Range Planning."

Tulsa Credit and Financial Managers Meeting, January 1977, "Economic Outlook for 1977."

Private Business Management for Fiscal 1978, February 1977, Sponsored by Executive Action Seminar Series, Oral Roberts University.

"What's New in the School of Business?" Rotary, April 1977, Tulsa, Oklahoma.

"Oral Roberts and You"; appeared three times on nationwide television as interviewed with President Oral Roberts.

Panel Discussions at Oral Roberts University, Laymen's Seminars, 1976-1977.

"What's New in Management?" MAPS Management Club, Oklahoma City, Oklahoma, May 1977.

"MBO and The Marketing Plan," Tulsa AMA Chapter, Tulsa, Oklahoma, June 1977.

"Productory Improvement" with Dr. Charles Kothe, Regional Industrial Engineering Conference, Tulsa, Oklahoma, September 1977.

"Applications of MBO Blue Collar Level" with Dr. Glenn Varney, Executive Action Seminar, Oral Roberts University, Tulsa, Oklahoma, October 1977.

"An Analysis of Zero-Base Budgeting and MBO," National Meeting of Rural Electric Accountants, St. Louis, Missouri, October 1977.

"The Use of Media/T.V. in a School of Business," Southern Casewriters' Association, Atlanta, Georgia, October 1977.

"Improved Worker Production Through Communicational Knowledge of Work Result," McDonald Douglas Management Corporation, Tulsa, Oklahoma, November 1977.

"Managing in Higher Education," University of Tulsa Doctoral Class, November 1977.

"Is It Fair?" Rotary Club, Tulsa, Oklahoma, November 1977.

"Developing a Long-Range Plan," Pepperdine Executive MBA Program, Dallas, Texas, November 1977, March 1978, and May 1978.

"A Plan for Your Life," DECA Club, Eastern Oklahoma State University, December 1977.

"What's New with OSHA?" Communications Club, Oral Roberts University, January 1978.

"Managing for Increased Productivity," Executive Action Seminar, February 1978, Tulsa, Oklahoma, with Charles Kothe.

Guest Lecturer, Pepperdine Executive MBA Program, 1977, 1978, Dallas, Texas.

"The Use of Long-Range Planning/MBO in a School of Business," SWFDA Academy of Management meeting, March 1978, Dallas, Texas with Dr. George Gillen.

"The Use of Planning Systems in Education," 33rd National Conference on Higher Education, Chicago, Illinois, March 1978. "Idea Marketplace Workshop" with Gordon O. Dodson.

"How an Engineer Uses MBO," Engineers Society of Tulsa Club meeting, April 1978, Tulsa, Oklahoma.

"Where Are You Going?" Eastern Oklahoma State Athletic Banquet, Wilburton, Oklahoma, April 1978.

"Environmental Factors in a Planning Model," Tulsa Economics Club, August 1978.

"The Development and Implementation of a System of Management by Objectives in College and Universities," with Gordon O. Dodson, Society for College and University Planning, Fort Lauderdale, Florida, August 1978, and then again at Academy of Management, Southern Division, New Orleans, November 1978.

"Cost Containment as a Part of a Long-Range Plan," International Conference on MBO, Bowling Green, Ohio, August 1978.

"Objective Setting in Education," Tulsa Public School Administrators, August 1978, with Dr. Linda Norton.

"Environmental Factors and the Market Place of the 1980s," October 1978, Southwestern Bell Managers' Meeting.

"Managing in the Nursing Home Industry," state meeting of Nursing Home Directors, October 1978.

- "How to Effectively Manage People," T. D. Williamson Management Club, November 1978.
- "How to Build a Better Board," NRECA Meeting, January 1979.
- "Economic Education in America," Kiwanis Club, Enid, Oklahoma, February 1979.
- "Colleges Can Be Managed," Executive Action Seminar, Oral Roberts University, May 1979, with Charles Kothe.
- "How to Get Along with Your Boss," Southside Rotary, April 1979.
- "School of Business Contribution to the Community," Production Control Society, May 1979.
- "MBO for First Line Supervisors," University of Nebraska Omaha, Continuing Education Program, June 1979.
- "Nonprofit MBO," International Conference on MBO, August 1979, Denver, Colorado, with Dr. L. D. Thomas, Jr.
- "Managing Human Resources/Long-Range Planning/MBO, Executive Action Seminar, October 1979, Tulsa, Oklahoma, with Charles Kothe.
- "Health Care Management," Nebraska Nursing Home Administration, November 1979.
- "An Update on MBO," Association of Records Managers and Administrators, Inc., Tulsa Oklahoma, November 6, 1979.
- "A Long-Range Plan for an Honor Student," East Central High School Honor Society, November 15, 1979.
- "20 Ways to Lose Money," Tulsa Tribune, August 1984.
- "Effective Leadership and Management Skills," Nebraska Nursing Home Administrators, Columbus, Nebraska, November 1979.
- "What Can MBO Do for Us?" Back to the Bible Institute, Lincoln, Nebraska, November 1979.
- "Free to Choose," AIIE, Tulsa, Oklahoma, November 1979.
- "Christian Economics," Guest Lecturer, Southwest Baptist College, Bolivar, Missouri, November 1979.
- "A Study of Goal Priorities Among Managers Using and Not Using MBO," Southwest Academy of Management, San Antonio, Texas, March 1980.
- "The Private Enterprise System and Your Life Plan," Camp Enterprise, May 1980.
- "Staff Motivation," 1980 Spring Conference, Oklahoma Collegiate Press Association, Tulsa, Oklahoma, April 11, 1980.
- "Developing a Long-Range Plan for National Head Start Program," Miami, Florida, May 1980.
- "Use of Long-Range Planning/MBO in Medium-Sized Companies" and "Tying Performance Appraisal to MBO" workshops at the International MBO Conference, Dallas, Texas, September 1980.
- "Work and Personal Planning," Rotary Annual Banquet, Miami, Oklahoma, December 1980.
- "Long-Range Planning/MBO for Southwest Park and Recreation Training Institute," Lake Texhoma, February 1981.

"Use of Strategic Planning in the Bank and for Your Career," Oklahoma Bankers Convention, February 1980, Oklahoma State University.

"Educator's View of Faculty Consulting," Academy of Management Panel, SWAFDA Meeting, New Orleans, Louisiana, March 1981.

"Strategic Planning in the Newspaper Business," Regional Meeting Circulation Managers, December 1981, Tulsa, Oklahoma.

"Care and Feeding of Boss," Tulsa Personnel Association, January 1982.

"University Operation Management," Dean's Meeting Dallas, Texas, March 1982.

"Education to Improve the Work Environment," Oklahoma Conference on Education, Oklahoma City, October 1982.

Channel 41 TV, one-hour talk show on "Use of Planning in Churches."

Radio KELI one-hour talk show "Oral Roberts University School of Business."

"Use of Strategic Planning in a School of Business," AACSB National Deans Meeting, Kansas City, Missouri, April 1983.

"Strategic Planning in Health Care for Hospitals," HCPA Seminar, Shangri La, April 1983.

"Personal Skills Workshop" SOARS Program, Texas A & M University, College Station, Texas, 1983-1984.

"How to Incorporate Production Plan into Strategic Plan," Academy of Management, spring 1984, San Antonio, Texas.

"Production Management Survey" and "Moton Health Center," Southwest Business Symposium, Edmond, Oklahoma, April 1984.

"Plan for Success," Word of Faith, Dallas, Texas, June 1984.

"Men's Business Seminar," Victory Life Fellowship, Calgary, Alberta, Canada, June 1984.

Various Cable T.V. presentations on planning, MBO and personal finance, Fall 1983.

"Successful Life Plan in Real Estate," North Lake College, Dallas, Texas, August 1984.

Visiting Lecturer, Wesley Foundation and College of Business, Texas Tech University, October 26-28, 1984.

Cable television program, "Managing for Success," a 15-minute nightly program covering planning, management, and career topics. November 1985 to March 1986. Later began again on Tulsa cable, September 1986.

"Ministry by Objectives," 3-hour television seminar conducted for Word of Faith, Dallas, Texas, November 1984, with continuations January and February 1985. One-week seminar for pastors, Marco Island, June 1985.

"Strategic Planning in Ministries," Christian Management Institute, Dallas, Texas, February 1985, Oral Roberts University April 1985, Christian Retreat, April 1985. Word of Faith, November, January, February, and June 1985.

"Personal Plan," Norwalk Christian Center, Norwalk, California. Dec. 1985. Also, Tampa, Florida, December 1985, April 1986.

Performance Appraisal Strategies for the Long-Range Plan. Series of conferences for Strategic Planning Institute; Chicago, Boston, New York, Los Angeles, 1985-1986.

"Survey of Professions and Operating Managers," Southwest Business Symposium, April 1986.

"Tieing Reward System to the Strategic Plan" and "Fads; What's In and What's out," Arthur Anderson Partners Meeting, Chicago, 1986.

"Use of Financial Planning and How It Supports Strategic Plan," Financial Planning Executives, February 1986.

"A Career Plan for Accountants," National Association of Accountants Workshop, Tulsa, February 1986.

"Objectives; Company, District and Managers," Wal-Mart, National Managers Training Program, March 1986.

Convocation of Production Management Majors, Oklahoma State University, Stillwater, Oklahoma, 1966, "What to Expect in Industry."

Corporate Silver Anniversary Industrial Engineering Convention, Continental Can Company, Chicago, Illinois, 1968, "Productivity Improvement in the Industrial Environment."

Southwest Academy of Managers Convention, Dallas, Texas, 1973, "A Discussion of the Human Behavioral Model."

American Institute of Industrial Engineers Meeting, Tulsa, Oklahoma, 1973, "Goal Setting and Productivity."

Management By Objectives Seminar, Sponsored by the University of Arkansas Continuing Education Center, Fayetteville, Arkansas, 1973, "Panel: MBO in the In Arkansas Dietary Association," Fayetteville, Arkansas, April 1974, "What is Management By Objectives?"

International Conference on Management By Objectives, sponsored by the Management Development Institute, Salt Lake City, Utah, August 1974, "Management By Objectives at the Blue-Collar Level."

"Fads; with a banking perspective," First Tulsa, June 1986.

"Russian Study II," Southwest Business Symposium, Central State University, May 1994.

"Use of Planning for Athletic Development," NACDA, Marco Island, Florida, June 1994.

"Measuring Organizational Culture," Caucuse Academy of Management, National Meeting, Dallas, Texas, August 1994.

More of the same type presentations on wide range of topics, the U.S., Canada, and Russia 1986 to date:

"Use of Planning Model as it Relates to Russian Organization," Russian group hosted by the University of Tulsa, August 16, 1994.

In 1993-1996, presentations were made to American Product Control Society, Christian Management Association, Athletic Directors Conference, Academy of Management.

PUBLICATIONS

- "A History of Management By Objectives" Proceedings 1975 S.W. Academy of Management, March 1976, San Antonio, Texas
- "The Relationship between MBO and Long-Range Planning" *Journal of Long-Range Planning*, August 1976
- "An Analysis of MBO in Banking" *MBO Journal*, Classified Media Ltd., Surrey, England, First Quarter 1977
- "An Analysis of MBO in Banking and Manufacturing" S.W. Academy of Management Proceedings, March, 1977, New Orleans, Louisiana
- "Care and Feeding of Your Boss" *Tulsa Tribune*, March 17, 1978
- "Care and Feeding of Your Employees" *Tulsa Tribune*, May 23, 1978
- "Long-Range Planning/MBO in a School of Business" Southwest Academy of Management Proceeding, March, 1978
- "MBO and the Blue Collar Worker" *MBO Journal*, Classified Media Ltd., Surrey, England, (First Quarter 1975)
- "MBA Policy-Level Integration: A Modular Approach" *Collegian News and Views*, spring 1978
- "Community Involvement - 3 Years" AIIE Proceedings, May 1978, Toronto, Canada
- "Work: It Isn't That Bad" *Tulsa Tribune*, September 1978
- "Setting Objectives For Your Practice" *Dental Economics*, February 1979
- "The Use of Long-Range Planning in Health Care Management" *Health Care Management Review*, 1979
- "Business and Society Review Commentary" *Business and Society Review*, fall, 1979, p. 65
- "Management System Balance Sheet" (Co-authored with Neal Bratchun and Ann Muller.) SWFADA, Dallas, March 1982
- "Comparing MBO and Zero-Base Budgeting," *Management World*, March 1980
- "A Marketing View of Long-Range 1980 Planning," *Managerial Planning*, (coauthored with Dr. Stevens) *Long-Range Planning*
- "MBO Puts Tulsa Back on Track," (with Chris Kenna) *Parks and Recreation Journal*, January 1981
- "Whistle-Blowing: Pro and Con," *Business and Society Review*, fall 1981, p. 4
- "Management System Balance Sheet" (with Ann Muller and Neil Bratschun) Academy of Management Proceedings, March 1982

"A Long-Range and Strategic Planning View of MBO"	<i>Management World</i>
"How to Tie Performance Appraisal/ Salary Administration to the MBO Process"	<i>Journal of Business Strategy</i>
"Margin Between Success and Failure"	<i>Daily Blessing</i>
"Margin of SuccessCLuck"	<i>Ozark Mountaineer</i> , May 1983
"Use of Strategic Planning/MBO at Moton Health Center" (coauthored)	Southwest Business Symposium Proceedings, April 1984
"Survey of Operating/Industrial Management Professions" (coauthored)	Southwest Business Symposium Proceedings, April 1984
"Survey of Operating/Industrial Management Professions" (coauthored)	Southwest Business Symposium Proceedings, April 1984
"Use of Microcomputer in a School of Business" (coauthored)	<i>On Line Southwest Publishing</i> , 1984
"The Importance of Production/Operations Management in the Development of the Organization's Strategic Long-Range Plan"	Academy of Proceedings, February 1984
"The Thread of Influence"	<i>Tulsa Tribune</i> , April 12, 1984
"Oklahoma Outlaws: Another Analysis"	<i>Tulsa Tribune</i> , July 1984
"20 Ways to Lose Money"	<i>Tulsa Tribune</i> , August 1984
"The Shifting Rain Forest"	<i>Tulsa Tribune</i> , March 1985
"Strategic Planning in Real Estate"	<i>Real Estate Today</i> , July/August 1985
"Through the Years at Tenkiller"	<i>Ozark Mountaineer</i> July/August 1985
"The Year 2000"	<i>Tulsa Tribune</i> , November 1985
"Riding the Blue"	<i>Capital Democrat</i> , October 1985
"Survey of Professors and Managers on Production/Operation"	Southwest Business Symposium, April 1986
"Communication; Comparing MSBS with Another Survey"	Academy of Management National Meeting, Chicago, August 1986
"Using the MSBS"	<i>Planning Review</i> , April/May 1987
"A Free Enterprise Approach to Athletics"	<i>Converse News</i>
"Strategic Planning at Liberty"	<i>Planning Review</i> , May/June 1987

"Twenty Ways to Lose Money"	<i>Tahlequah Daily Pictorial</i> , July 19, 1987
"Let's Keep our Money at Home"	<i>Oklahoma Business</i> , June 1987
"Finance Study Results"	<i>Tulsa Tribune</i> , July 1987
"MBO in Nonprofit Organization: How to Overcome the Differences"	1979 Proceedings VII International MBO Conference, pp. 99-104
"Use of Long-Range Planning in a Park and Recreation Department"	1981 Proceedings for S.W. Park and Recreation Meeting, spring 1981 issue

Over the past fifteen years, regular news column published in *Tulsa Tribune*, *Tahlequah*, *Muskogee*, *Collinsville*, *Jenks*, *Stilwell*, and *Hominy* newspapers. Examples:

- "Good Managers Use the Basics to Succeed," *Tulsa World*, February 8, 1994, p. 19.
- "Professor Sees Big Changes for NCAA," *The Sunday Oklahoma*, Section B, July 31, 1994.
- "Muskogee's Future: Slow, Steady Growth," *Muskogee Phoenix & Times*, January 27, 1994.
- "Satisfied Individuals Often Feel Life Holds a Purpose," *Tulsa World*, February 11, 1993.
- "U.S., Russian Management See Productivity Differently," *Tulsa Business Journal*, February 14-20, 1994, p. 13.
- "Reflections on Mexico," *Oklahoma Eagle*, August 1985.
- "Winds of Change," *Oklahoma Eagle*, August 1995.
- "Work: Bible Encourages Man to be Productive." *Tulsa Daily Commerce*, June 1, 1999.
- "That's Stupid," *Tulsa World*, 2004.
- "Some Things Are More Stupid than Others," *Tulsa World*, 2006.
- "My Heroes," *Tulsa World*, September 2007.

The last fifteen years have published articles in a wide range of journals and trade magazines. They include:

"The Importance of Production/Operations Management in the Development of the Organization's Strategic Long-Range Plan"	<i>Regional Business Review</i> , Vol. 7, May 1988, pp. 23-29
"Strategic Planning in Small Business"	<i>Alberta Business Review</i> , March/April 1992
"Strategic Planning: Define Mission, Objectives—Get Long-Term Results"	<i>Perspective</i> , December 1988, pp. 23-27
"Corporate Culture Index: A Base for Strategic Planning and Management"	Southern Management Association Proceedings

- "A Study of Financial Planning and the Organization's Strategic Plan" Southwest Symposium
- "An Exploratory Study of College Students' Attitudes Toward Career and Personal Planning" Southwest Business Symposium
- "MSBS: Tool Measure Communication" with L. Johnson *Regional Business Review*, Vol. 9, May 1990, pp. 5-15
- "Use of Strategic Planning and MSBS in Small Business" *American Journal of Small Business*
- "A Free Enterprise Approach to College Athletics" *Converse News*, May/June 1987, pp. 18-21
- "Finding Success in This World" *Charisma*, January 1992, and published again in *CMA Report*, May 1992
- "A Study of Financial Planning and the Organization's Strategic Plan" *Business Review*, Summer 1991, pp. 22-29
- "The Importance of Production/Operations Management in the Development of the Organization's Strategic Long-Range Plan" *Regional Business Review*, Vol. 7, May 1988, pp. 23-29
- "Management System Balance Sheet: A Tool to Measure Communication" *Regional Business Review*, Vol. 9, May 1990, pp. 5-15
- "Strategic Long-Range Planning for Intercollegiate Athletic Programs" *The Journal of Applied Research in Coaching and Athletics*, Vol. 3, No. 4, October 1988
- "Strategic Planning and Management for Small Business" *Journal of Small Business*
- "Planning for the Future" *Small Business Reports*, American Management Association, July 1991, pp. 53-63
- "Fads: What's In, What's Out" *AIEE Journal*, June 1987, Vol. 199, No. 6, pp. 16-18
- "The O-Ring Syndrome and Other Painful Lessons about Listening" *Management World*, November/December 1987, pp. 4-23
- "Using the Management System Balance" *Planning Review*, March/April 1987, pp. 40-44
- "Corporate Culture Index: A Base for Strategic Planning and Management" Southern Management Association Proceedings
- "Planning, Management and Control Studies" *CMA Report*, January 1988, p. 11
- "A Study of Financial Planning and the Organization's Strategic Plan" Southwest Business Symposium

- "Looking Toward Freedom: An Examination of the Personal Planning Habits Among Inmates in a State Prison" Social Science Conference, Washington, D.C.
- "A Survey of Operations/Industrial Management Professors" Southwest Business Symposium
- "An Exploratory Study of College Students' Attitudes Toward Career and Personal Plan" Southwest Business Symposium
- "Strategic Planning/MBO in Education Administration" *CUP Journal*, Winter 1991, pp. 15-21
- "Nailing Down a Future for a Small Wood Products Business" *Planning Review*, June 1987, pp. 18-21
- "Use of Corporate Culture Index for Strategic Planning" *Journal of Strategic Change*, Vol 3, April 1994, p. 95-105
- "Hong Kong Managers: A Survey of Corporate Culture" *The Hong Kong Manager*, August 1993, p. 17-53
- "TQM; Fad or Fixture" *The Quality Observer*, November 1993.
- "Use of Culture in Developing the Strategic Planning" *Journal of Strategic Change*, London, England, June 1994
- "Use of Culture in Church and Ministry" *Journal of Ministry and Marketing Management*, April 1995
- "Use of Planning in Athletics" *Athletic Management NACPA*, March 1995
- "How to Develop Strategies for the Mexican Economic Crisis" *Mexico Business*, 1995
- "Church and Ministry Culture: Measurement and Management" *Journal of Ministry Management and Marketing*, Vol. No. 1, 1995, pp. 105-119
- "Response to Depress Article" *Journal of Strategic Change*, Vol 4, June 1995
- "Outline for Planning in a Mexican Business" *Mexico Business*, April 1995

PROCEEDINGS

- "Corporate Culture Index: A Base for Strategic Planning and Management," Southern Management Association Proceedings, 1989, pp. 217-231.
- "A Study of Financial Planning and the Organization's Strategic Plan," Southwest Business Symposium.
- "Looking Toward Freedom: An Examination of the Personal Planning Habits Among Inmate in a State Prison," Social Science Conference, Washington D.C., November 1990.
- "A Survey of Operations/Industrial Management Professors," Southwest Business Symposium.
- "An Exploratory Study of College Students' Attitudes Toward Career and Personal Planning," Southwest Business Symposium.
- "The Effect and Usage of Strategic Planning and Intercollegiate Athletic Departments of American Colleges and Universities" (with Mark Manning, David Dyson, and William Sutton), Proceedings of North American Society of Sports Management, Calgary, Alberta, Canada, June 1989.
- "Study of Corporate Culture Index in Russia," Southwest Business Symposium, April 1992.
- "Comparison of Culture Index Scores Between Pan Pacific and Canadian Managers," 1992 Pan Pacific Conference, Calgary, Alberta.
- "Development and Study of Quality Index," National Production/Manufacturing Conference, Orlando, Florida, October 1992.
- "Time as Factor in Production Process," National Production/Manufacturing Conference, Orlando, Florida, October 1992.
- "Quality Study II," Academy of Management, Vancouver, Canada, 1995.
- "Looking Toward Freedom: An Examination of the Personal Planning Habits Among Inmates at in a State Prison," Social Science Conference, Washington D.C., November 1990.
- "A Survey of Operations/ Industrial Management Professors," Southwest Business Symposium.
- "An Exploratory Study of College Students' Attitudes Toward Career and Personal Planning," Southwest Business Symposium.
- "Russian Culture Study III," Southwest Business Symposium, Edmond, Oklahoma, April 1994.
- "Ministerial Application of Culture," *Journal of Ministry Marketing Management*, for Haworth Press.

PUBLICATIONS

Books:

- MBO: Blue Collar to Top Executive* (Washington: BNA Press, 1977), Reprinted 1981, 2nd edition, 1980. Reprint Western Printing, 1986.
- An MBO Approach to Long-Range Planning*, (Englewood Cliffs: Prentice Hall, 1983). Reprint Western Printing, 1986. Reprinted and distributed in Japanese.
- Strategic Long-Range Planning* (Revised 3rd Edition) (Oklahoma: Managing For Success), 1988.
- Training Manual on MBO for the Duluth Missabe and Iron Range Railway Company*, March 1975, 194 pages.

One article included in book, *The Best Management Resources*, 1985.

A Strategic Plan for Your Life—A Biblical Approach (Oklahoma: Harrison House), 1987.

Contributed to the book, *Readings in Interpersonal and Organizational Communication*.

Tales of Uncle Henry, (Oklahoma: Managing For Success), 1989. Revised 1993.

A Strategic Planning for Ministry and Church Growth, (Oklahoma: Harrison House), 1989.

Personal Action Planning. How to Know What You Want and Get It: A Biblical Approach, Harrison House, 1989.

Common Sense Management, a Biblical Perspective, (Oklahoma: Harrison House), 1988. Also printed in German.

Strategic Planning and Management (New Jersey: Nichols Publishing), 1990.

The Management of Production; A Productivity Approach, (New Jersey: Nichols Publishing), 1990.
Common Sense Management, (New Jersey, Nichols Publishing), 1990.

Personal Action Planning: How to Get Where You Are Going in a Hurry, (New Jersey: Nichols Publishing), 1990.

Management: How to Achieve the Goal (St. Petersburg, Russia), 1992.

Strategic Planning and Management (Jenks: Managing for Success), 1992.

Managing Churches and Ministry for Future Growth (Haworth Press), 1994.

Nonprofit Management (Haworth Press), 1995.

Strategic Planning in Health Care (Haworth Press), 1996.

Strategic Planning in Higher Education (Haworth Press), 1997.

Strategic Planning for the New Millennium (Oklahoma Multiprint), 2004.

Developing Strategy for Mexican Business (Guadalajara: University of Autonomia), 2005.

Books in Progress:

People, Productivity and Profits

Culture and Its Effect on Strategic Planning

Strategic Planning for Mexican Organizations (in Spanish)

Strategic Planning for Small Business

Papers/Articles in Process, Submitted, and Currently Under Review:

"Cash Management Model," *Journal of Corporate Cash Flow*

"Strategic Development Plan to Support the College/University's Overall Mission"

"Integrating the Functional Marketing Plan With the Corporate Strategic Plan"

"Strategic Planning for Higher Education"

"Tour of Soviet T.V. Factory"

"Care and Feeding of Your Boss" and "How to Deal With Economic Crisis," submitted to Mexican journals

"Health Care Strategy"

"Performance Measurement Systems"

TRAINING FILMS AND DAIRS DEVELOPMENT

Put approximately 50 video units on DAIRS for Management Principles

Business Policy, Industrial Management and Graduate Modular

Strategic Planning

Series of Church and Ministry Management and Planning

Common Sense Management

Personal Planning video and audio

People, Productivity, and Profits

OUTSIDE ACTIVITIES

American Red Cross/Tulsa Area Chapter Board of Directors.

Advisory Board, Brush Creek Ranch, Jay, Oklahoma, 1977 to 1980.

Board of Directors, Vienna Woods Cricket Club, Tulsa, Oklahoma, 1976 to 1978.

Board of Directors, T. D. Williamson Co., Tulsa, Oklahoma, June 1978 to June 1990.

Advisory Board Cross Manufacturing, Overland Park, Kansas, September 1979 to date.

Community Service Chairman, American Institute of Industrial Engineers, 1975-1986.

Professional Development Chairman, American Institute of Industrial Engineers, 1979-80.

"Outstanding Contribution Award," AIIE, 1976.

Trustee: Larry Stone Annual Award, Eastern State College.

Advisory Board, The First United Methodist Church, Tulsa, Oklahoma.

City of Tulsa, Mayor's Management Study Team.

Book Review, Consulting Editor, Petroleum Publishing Company.

Selected to Who's Where Among Writers, 1982.

Listed in Contemporary Authors, June 1984.

Board of Trustees, International MBO Institute, 1983-84.

Monthly pastors' meetings, 2002-2003.

Annual Friend of the Library Award/OSU Tulsa, 2004.

PROFESSIONAL MEMBERSHIPS

Academy of Management

American Institute of Industrial Engineers—Senior Engineer

Planning Executives Institute

American Association of Strategic Planning Consultants

Southern Management Association

PROFESSIONAL ACTIVITIES—FALL 1994-FEBRUARY 2005

FALL 1994

- "Use of Corporate Culture Index for Strategic Planning" *Journal of Strategic Change*, Vol. 3, April 1994, pp. 95-105.
- *Church and Ministry Strategic Planning Growth*, The Haworth Press.
- "Good Mangers Use the Basics to Succeed," *Tulsa World*, February 9, 1994, p. 19.
- "Professor Sees Big Changes for NCAA." *The Sunday Oklahoman*, Section B, July 31, 1994.
- "Muskogee's Future: Slow, Steady Growth," *Muskogee Phoenix & Times*, January 27, 1994.

SPRING 1995

- Visiting Professor, ITESM Campus Guadalajara.
- "Use of Planning in Athletics," *Athletic Management NACPA*, March 1995.
- Completed Strategic Planning manuscript in Spanish.
- Submitted four articles to Mexican journals
 - One accepted—*Intercambio Academico*
 - Three being reviewed—*Mexico Entrepreneur, Constable Administration, Velzquez Comercio y Administration*
- "How to Develop Strategies for Mexican Economic Crisis," *Mexican Business*, February, 1995.
- Outline for Planning in a Mexican Business, *Mexican Business*, April, 1995.
- Completed Strategic Planning/Economic Recovery Seminar Series in Mexico
- *Strategic Planning for Not-for-Profit Organizations*, The Haworth Press.

- Started research with ITESM/Guadalajara, Mexico faculty on
 - Effect of NAFTA
 - Forecasting Models

SUMMER 1995

- Completed Health Care manuscript and 50% completed on Higher Education Management with coauthors for Haworth Press.
- Presented paper at Academy of Management National Meeting in Vancouver, B.C.
- Submitted seven articles for publication; six were accepted.
- Prepared academic papers for SWFAD and Western 1996; both rejected.
- Prepared Mexico study for conference in Mexico, July 1996.
- Worked on continuation of Mexico seminar series.
- "Ministry/Church Culture," *Journal of Ministry Marketing and Management*, July 1995.
- "Response to Despres Article," *Journal of Strategic Change*, June 1995.

FALL 1995/SPRING 1996

- "T. D. Williamson, Inc., Strategy for Managed Growth," *1996 Handbook of Business Strategy*, November 1995, pp. 219-222.
- "The Use of Strategic Planning/MBO for Health Care Administrators," *Hospital Topics*, Heldref Publications, fall 1995.
- "Results of Corporate Culture Survey of Russian Executives," *Journal of East-West Business*, spring 1996.
- "Use of Cell Groups to Increase Productivity," *Continuous Improvement*, December 1995.
- "Care and Feeding of the Boss," *IIE Solutions*, April 1996.
- "Planning for Future in Mexico," *Revista Notianfeca*, July/August 1996.
- Continue to work on strategic planning manuscript in Spanish.
- Followed up on four articles to Mexican journals.
 - One accepted—*Intercambio Academico*, February 1996.
 - Three reviewed—*Mexico Entrepreneur*, *Constable Administration*, *Velazquez Comercio y Administration*.
- Working on another Strategic Planning/Economic Recovery Seminar Series in San Louis Potosi, Mexico with the Tulsa Chamber of Commerce Sister City program.
- Contract for Haworth Press, book on higher education—should be published in early 1997.
- Proposal sent in for government book, February 1996.

- Working on Athletic Planning and Management book proposal.
- Developed Continental Can Case Study for Management Policy Class.
- *Strategic Planning in Hospitals*, Haworth Press, November 1996.

Articles Submitted/Rejected:

- "Cash Management Model," *Journal of Corporate Cashflow*, coauthored with Tracy L. Gaston.
- "Productivity Factors," with Dr. David Dyson.
- "Use of Capital Budgeting in the Planning Process" with Doug McCracken.

Newspaper Columns:

- "Reflections in Mexico," *The Oklahoma Eagle*, August.
- "The Winds of Change," *The Oklahoma Eagle*, September.
- "Using Business Tools for Spiritual Goals," *San Franciscan*, January 1996.

University Service:

- Normal advising, office hours, committees.
- Hosted NSU/UCT student swim party at our home.

Community Service:

- Working with Oklahoma Sinfonia as volunteer consultant.
- United Nations Association, Fundraising Chairman.
- Speaker at Tulsa Engineers, International Businessman's Club.
- Nonprofit Planning, October 16, 1995, Tulsa, Oklahoma.
- United Nation's Association speaker December 10, 1995.
- Tulsa Pastor's Conference Task Force monthly meeting.
- Nonprofit Conference, The Support Center, March 4, 1996.
- Vo-Tech Student Conference, speaker, February 1996.
- Speaker, Engineering Society meeting.

Teaching:

- Class project with The Bama Companies, Embassy Suites, Muscular Dystrophy Association.
- Teacher Evaluation near perfect score at 4.88/5.00.

FALL 1996/SPRING 1997

- "Care and Feeding of the Mexican Boss," *Elmarin Entrepreneur* (rejected)
- *Strategic Planning in Hospitals*, Haworth Press
- *Strategic Planning in Private Higher Education*, Haworth Press
- "History Suggests Economic Trouble," *The Tulsa World*, March 2, 1997

Submitted Articles:

- CCC Case to Harvard Clearing House (rejected)
- Kondratieff Theory to the *Journal of Business Change*

Community/University Service:

- NSU Small Business Development Center Meetings
- Assisted State Small Business with plans
- Helped local AMA chapter fundraising
- Taught Track II program
- Conducted NSU bonus seminar

SUMMER 1997

- Attended Tulsa Sister Cities Trade Conference, June 3-5, 1997
- Attended Hong Kong's Return to China: Opportunities and Expectations, June 17

Articles Submitted:

- "Europe Faces Economic Uncertainty," *Journal of Strategic Change*
- "Contemporary Markets: What Goes Around Comes Around," *Journal of Focused Marketing* (rejected)
- Letter to the Editor, *Treasury* (rejected)

Articles Revised and Resubmitted:

- "Cash Management Model," *Journal of Corporate Cashflow*, coauthored with Tracy L. Gaston
- "Productivity Factors," with Dr. David Dyson
- "Use of Capital Budgeting in the Planning Process" with Dough McCracken
- "What is Optimum Size for the Organization" with Mark Scharfmann

- "Mexico's Changing Business Climate," *Facultad Administracion*
- "Care and Feeding of the Boss," *Entrepreneur en Espanol*

Drafted Research Proposals:

- International Executive Service Corporation, project in Russia
- China Language Institute, seminar and culture study in China

FALL 1997

- "Strategic Planning in Athletics" accepted for September issue *Athletic Management*
- Newspaper columns "Reshaping Athletics," "Good Managers Use the Basics to Succeed"
- Book draft submitted to *Strategic Planning Athletics*
- Book manuscript completed *People, Productivity, Profits*

Professional Meetings:

- Building Bridges to Customers, AMA Chapter meeting, December 1997, Tulsa, Oklahoma
- Tulsa Metropolitan Chamber of Commerce/OSBDC Track Two Small Business Briefing, November 1997
- Family-Owned Business Seminar, University of Tulsa, October 30, 1997
- Oklahoma Economic Development Conference, Lt. Governor Mary Fallon and Bob Histrich, October 1997
- Attended various workshops at Singapore Productivity Center, September 1997; revised all programs, met daily with staff

Published Newspaper Columns:

- "Reshaping Athletics," *Oklahoma Eagle*, October 1997
- "Care and Feeding of the Boss," *Oklahoma Eagle*, Nov. 19, 1997
- "NSU, Langston Have Roles, Too," *Tulsa World*, Sunday, December 7, 1997, p. G-2
- "Work: It Isn't All That Bad," *Oklahoma Eagle*, Wednesday, December 11, 1997

Accepted Research Project:

- Singapore International Management Institute, Seminars/classes and culture study, September 11-23, 1997

SPRING 1998

- American Marketing Association Career Day Conference, February 20, 1998
- Southwest Business Symposium, April 17 and 18, 1998, University of Central Oklahoma

- Tulsa Sister Cities Trade Conference, June 3-5, 1997
- Hong Kong's Return to China: Opportunities and Expectation, June 17, 1997
- Oklahoma Economic Outlook, Oklahoma State University, January 21, 1998

Published Articles/Books:

- "Winds of Change and Effect on Europe/Common Market," *Journal of Strategic Change*, March 1998, London
- "A New Look at Athletic Planning," *Athletic Management*, March 1998

Published Newspaper Columns:

- "Care and Feeding of the Boss," *Muskogee Phoenix*, February 1998
- "Your Job Make Your Boss Successful," *Muskogee Phoenix*, March 1998
- "Key Plays in Game of Life," *Oklahoma Eagle*, March 26, 1998, p. 7B.

Unpublished Articles and Articles Revised and Resubmitted:

- "Cash Management Model," *Journal of Corporate Cashflow*, coauthored with Tracy L. Gaston
- "Productivity Factors," with Dr. David Dyson (Oral Roberts University)/Mr. James Beard (Langston)
- "Use of Capital Budgeting in the Planning Process" with Doug McCracken (Langston)
- "What Is Optimum Size for the Organization?" with Mark Scharfmann/OU
- "Mexico's Changing Business Climate," Facultad Administracion
- "Contemporary Markets: What goes Around Comes Around," *Journal of Focused Marketing* with Jerry Robinson
- Letter to Editor, Treasury
- "Continental Can Case I and II," *Academy of Management*/rejected and being revised for 1999 meeting

Books in Progress:

- *People, Productivity, and Profits*, manuscript being completed (in final typing; should be complete October 1998)
- *Strategic Planning in Athletics*, draft submitted to publisher, coauthored with Dr. Debbie Yow, Athletic Director, University of Maryland
- Draft of *Strategic Planning in Government* in hands of coauthor, not much being done

Drafted Research Proposals:

- International Executive Service Corp. Project in Russia

- China Language Institute, Seminar and culture study in China

Accepted Research Project:

- Singapore International Management Institute: Seminars/classes and culture study

Work in Progress:

- Working on drafts "Use of Planning in Banking" and "Study of Asset Management"
- "What Is the Optimum Size of a Church/Ministry?" coauthored with Daniel J. Hedges, Adjunct Professor of Practical Theology/Oral Roberts University and National Director of Institute Training/International Church of the Foursquare Gospel.

SUMMER 1998

Publications:

- Three working manuscript drafts with Daniel J. Hedges, Adjunct Professor of Practical Theology/Oral Roberts University and National Director of Institute Training/International Church of the Foursquare Gospel
 - "Is There an Optimum Size for a Church/Ministry?"
 - "Biblically Based Analysis of Planning Management"
 - "Biblically Based Analysis of Common Sense Management"
- "How to Develop a Purchasing/Materials Plan That Supports the Overall Corporate Plan," coauthored with Dr. Jerry Hamlin, B.K. Terhune, and H. David Pavis, submitted for *Purchasing Today*. Will be in June 1999 issue.
- "Don't Live a Haphazard Life; Have a Plan" for the *Christian Businessman*
- Working on "How to Develop a Strategic Plan for Use by Golf Professionals"
- Completed *Use of Strategic Planning for Athletic Administration* book manuscript with coauthors Dr. Debbie Yow and Dr. William Bowden. Publication date June 1, 1999.

Teaching:

- Three Langston University courses
 - Strategic Planning/Management
 - Common Sense Management
 - Personal Planning
- One Ph.D.-level course, Oral Roberts University
- One Business Policy course, Camp Pendleton, California

Community Service:

- One-day seminar for minority business and Fastrack II participants
- Fastrack II evening class presentation

Presentations:

- "Reengineering: Is There a Better Way?" IIE Solutions Conference, Banff, Alberta, Canada, May 1998
- "The Effect/Affect of Organizational Culture on Firm Performance," Academy of Management National Meeting, August 1998

Conferences/Meetings Attended:

- Oklahoma World Trade Conference, May 1998

FALL 1998**Honors:**

- Inducted into Eastern Oklahoma State Hall of Fame

FALL 1999

- Four working manuscript drafts with Daniel J. Hedges, Adjunct Professor of Practical Theology/Oral Roberts University and National Director of Institute Training/International Church of the Foursquare Gospel
 - "Is There an Optimum Size for a Church/Ministry?"
 - "Year 2000; Year of Jubilee"
 - "Biblically Based Analysis of Planning Management"
 - "Biblically Based Analysis of Common Sense Management"
 - "A Biblical Basis for Work"
- "The Application of Strategic Long-Range Planning/MBO for the Banking Industry," submitted to *Journal of Business Strategy* special edition on banking, November 1998. (Rejected—resubmitted to *Bank News* 5/15/99)
- Fastrack II evening class presentations every Tuesday evening
- Minority Business Seminar, November 21, 1998
- Pastors' Workshop, November 24, 1998
- OSU Northside Business Development Committee
- KRMG radio interview, November 19, 1998
- "A Common Sense Approach to Management," NSU-Muskogee, November 16, 1998

Conferences/Meetings Attended:

- Oklahoma World Trade Conference, May 20, 1998
- "Opportunities in Mexico," Tulsa Chamber, September 24, 1998
- "Doing Business in Poland," Trade Council, *Tulsa World*, September 25, 1998
- "Export Now," Tulsa Chamber, October 15, 1998
- "Strategies for Marketing on the Internet," Oklahoma District Export Council, October 19, 1998
- "Tulsa Fall-in Forum," October 29, 1998

Papers:

- "A Study of Productivity" submitted September 15, 1998 to S. W. Academy of Management (rejected; being revised)
- "Optimum Organization Size for Small Business" and "University/Small Business Partnership" accepted for International Small Business Conference in Naples, Italy
- "Small Business Survival," *Oklahoma Eagle*, October 14, 1998; Claremore; *Tulsa Business Journal*

SPRING 1999

- "How to Develop a Purchasing/Materials Plan That Supports the Overall Corporate Plan," coauthored with Dr. Jerry Hamlin, B. K. Terhune, and H. David Pavis. Submitted for presentation at NAPM meeting, November 1999.
- "Good Management Practices Key to Success," *Tulsa Business Journal*, January 29, 1999.
- "Employees' Health Key to Company Health," *Tulsa Business Journal*, February 6, 1999. p. 4.
- "Comparison of Corporate Culture in Britain and Singapore," coauthored with Dr. Barbara McCain/OCU. Submitted to *The Singapore Manager*. Rejected October 15, 1998; was revised and resubmitted April 1999.
- "Culture in Malasia Project," draft completed; article was submitted April 1999.
- "Integrity: Opportunity for Competition," *Tulsa Business Journal*, February 26, 1999, p.4.
- "Small Business Is Cash Cow; Don't Kill It," *Tulsa Business Journal*, April 16, 1999, p. 4

SUMMER 1999

- "Work: Bible Encourages Man to Be Productive," *Tulsa Daily Commerce News*, June 1, 1999, p. 1.
- "Positive Relationship with Your Boss," *Entrepreneur* magazine.
- "Reengineering: Is There a Better Way?" *AIIE Solutional/Ind Mgmt*.
- "How Capitol Budgeting Fits in with Firm's Strategic Plan," *The Engineering Economist*.
- "Cash Management Model," *Regional Business Review*.
- "Year 2000; Year of Jubilee," *Journal of Biblical Integration in Business*.
- "Common Sense Management," *Business and Society Review*.
- "Biblically Based Analysis of Planning and Management Principles," *Management Update*.
- "Don't Live a Haphazard Life," *Life Works*.
- "How Big Should Your Church/Ministry Be: A Plan or Accident," *Journal of Ministry Management* with Daniel Hedges, Adjunct Professor of Practical Theology/Oral Roberts University and National Director of Institute Training/International Church of the Foursquare Gospel
- "There is a Biblical Basis for Work," *The Christian Businessman*.

- Submitted: "Employee Health—A Competitor's Advantage," *Academy of Management Executive*.
- "How Big: A Plan or Accident," *Academy of Management Executive* with Mark Scharfman.

SUMMER 2000 TO SPRING 2001

Research Publications:

- "How Big: A Plan or Accident," Growth Strategy for the Small and Medium-Size Enterprise. Submitted to *Journal of Long Range Planning*, January 2000. Rejected, revised for *Journal of Strategic Planning*, June 2000. Rejected. Submitted to *Strategy and Business*, July 2000.
- "Malaysian Culture: Does Corporate Culture Influence Strategic Planning?" *The Asia Pacific Journal*.
- "Singapore/Britain Culture," *The British Journal of Industrial Relations*. Rejected. Submitted. *Central Business Review*, August 2000.
- Submitted to Academic Conferences:
 - "Supply Chain Management," for SEFAD New Orleans Meeting.
 - "Employee Health: A Competitive Advantage," submitted to SWFAD, New Orleans.
 - "Contemporary Marketing," submitted to SWFAD, New Orleans.
 - "McDonald's Case Study," submitted to SWFAD, New Orleans.
 - "Continental Can I & II Case Study," submitted to SWFAD, New Orleans.
 - "Southwest Airlines, Ben and Jerry, and Calloway Cases" being coauthored and will be submitted with *Instructors Guides to SWFAD*, New Orleans.
 - "Factors Affecting Worker Productivity," submitted to SWFAD.
 - "How Business School Interacts with Community," SBIDA Conference, Boston, September 22 and 23, 2000.

Professional Journals:

- "City Government Planning," - manuscript form; being revised.
- "Reengineering: Is There a Better Way?" *AIIE Solutions/Ind. Management*, submitted June 1999; rejected, revised, submitted to *EMC*; accepted for September 2000 issue.
- "How Capital Budgeting Fits Strategic Plans," *The Engineering Economist*, submitted June 17, 1999, rejected, revised for *Strategic Finance*.
- "Contemporary Marketing," submitted December 1999 to *Journal of Marketing Strategy*; rejected, revised, rejected, revised for SWFAD.

Religious/Nonprofit:

- "Common Sense Management," revised and resubmitted to *Journal of Biblical Studies*, June 2000.
- "Biblically Based Analysis of Planning and Management Principles," *Management Update*, resubmitted December 1999 *Life @ Work*, resubmitted *The Christian Businessman*, March 2000 (on hold for funding).
- "How Big: A Plan or Accident," *Journal of Ministry Management*, rejected June 2000, sent *Episcopal News*, June 2000.

Research Projects:

- "Mexican Culture Study" started May 2000; preliminary report finished in July for Leon Mexico Conference.

- “Balanced Scoreboard,” complete, will be submitted.

Books:

- Updated 1994 edition of *Strategic Planning and Management for the New Millennium*, September 2000.
- *Strategic Planning in Athletic Administration*, Haworth Press, July 2000.
- *Strategic Planning for Mexican Business*, 95% complete in Spanish.

Conferences Attended:

- India/US Opportunity for Trade, Memphis, Tennessee, May 2000.
- SBIDA Conferences, Boston, Massachusetts, September 2000.

Teaching:

- Summer School, Langston
- Corporate Culture, Policy, NSU
- International Strategy, NSU/BA
- Ph.D. Theology, Oral Roberts University
- Community Service Presentation
- Full Gospel Businessmen.

SUMMER 2001 TO SPRING 2002

Community Service

- “Experiences in International Travel,” TCC, June 2001.
- “Faith-Based Religion,” First United Methodist Church, June 2001.
- “How to Develop Plan,” Ministry, July 2001.
- Physicians Good Samaritan Medical Health Services, Planning Project.
- Tulsa Ten Point Coalition, Planning Project.
- Full Gospel Business Workshop.

Professional Publications:

- “How to Develop ‘Capital Budget’ That Fits the Strategic Plan,” *Financial Strategy* June 2001.
- “Marketing for the New Millennium,” revised from last year, submitted to *Journal of Relationship Marketing* June 2001; rejected; being revised.

- “Mexican Culture Study: How to Do Business in Mexico,” *ANFECA Primer Foro Nacional de Investigacion en Disciplinas Administrativas*, Julio-Agosto. Submitted July 2001. Accepted for presentation/publication *Journal of Applied Research*.
- “Success Factors,” submitted September 2001.
- “Financial Strategy,” *Finance and Control*, Dutch Magazine, February 2002.
- “Health Care Strategy,” “Balanced Scoreboard,” “Supply Chain Management” submitted to professional journal,” December 2001.
- “Logistics/Supply Chain Planning,” accepted May IIE Conference.

Research:

- “China Culture Study,” data collected, analysis will be submitted for *The Journal*. Corporate Transformation in Peoples Republic of China, December 2001.
- “Chile Culture Study,” in final revision for Pan Pacific Conference. Submitted January 2002.

Newspaper Columns:

- Columns published in *Tulsa World*, *San Antonio Express*, *Muskogee Phoenix*, *Tulsa Beacon*.

Books:

- Revising 1985, *Common Sense* and *Personal Action* books.

Conferences:

- Presentation “Principles of Church/Nonprofit Management,” The Global Gospel Fellowship. London, England, July 2001.
- Attended Oklahoma International Congress, 2002 Symposium, Tulsa, Oklahoma, January 2002.

Academic Submissions:

- To Academy Case Writer Meeting, Memphis, October 2001, coauthored. Accepted and presented: Southwest Airlines, McDonald’s revised and up-dated “Continental Can I & II,” Cisco, and Dollar Thrifty.
- To SWFAD in St. Louis, March 2002, “A Study of Factors Influencing Productivity.” Accepted. “Balanced Scoreboard.” Rejected. “Effect of Health Care on Corporate Strategy.” Rejected.
- Strategic Planning: A Model for Mexican Business,” accepted March 2002 Research Conference.
- “Supply Chain Management,” presentation IIE Orlando, May 2002.

SUMMER 2002 TO JUNE 2004

- Three papers presented to the SWFAD Houston, Texas, March 2003, and one case S. W. Case & Associates.
- Taught three classes summer 2002 and 2003 at the Oral Roberts University Graduate School of Theology.
- Taught two courses at Oklahoma State University/Tulsa and three at Langston University.

- Held three-day seminar at Peniel University, London, England.
- Taught summer [interpreted] course at Universidad Del Valle de Mexico in Mexico City.

JULY 2004 TO FEBRUARY 2005

- Taught business courses for OSU, Langston, Oral Roberts University
- Two papers presented Associated Federal Sciences, Orlando, Florida
- Updated book: *Strategic Planning for the New Millennium*
- Published book in Spanish: *Strategic Planning in Mexico*
- Oklahoma State University, “Friend of the Library Award”
- Finished cultural study on attitudes of Mexican managers
- APICS National Convention, “Law and the Strategic Plan,” October 2004
- Small Business Seminar, Tulsa, Oklahoma, November 2004, January and April 2005
- Preparing “Making Workers More Effective” for submission to *Production Operations Management Journal*, a special edition on behavioral issues in manufacturing.

FEBRUARY 2005 TO OCTOBER 2006

- Wal-Mart case presented SWCRA, Orlando
- Bama and Hollister Cases, SWCRA, Oklahoma City
- “Marketing for the Modern Manager” and “Model for Colleges of Business Contribution to the Community” presented at SWFAD, Oklahoma City
- “Strategic Planning for Christian Colleges of Business,” CMA Meeting, San Diego
- McDonalds Case accepted for NACRA, Boston Massachusetts
- Newspaper articles; published a series on economic development and community issues in *Tulsa World*.
- “Strategic Planning for Colleges of Business,” Academy of Management National Meeting, Atlanta, GA, August 2006

NOVEMBER 2006-DECEMBER 2007

Teaching:

- Masters Policy, St. Gregory’s University
- Special Problems in Management, OSU/Tulsa, student rating (with 4.00 being excellent): 3.85 and 3.95
- Strategic Planning for Small Business, Langston University—Tulsa

Awards:

- OSU “Friend of the Library Award” to the one professor that best used the library and reference material with studies

Consulting:

- Langston University, Morton Health Center, Design/Build, BMC, Bennett Steel, Brasfield Construction, Baylor University Athletics

Academic Submissions:

- Professional cases submitted to SWCRA
- SWCRA, San Diego, presented Wal-Mart and Southwest Airlines Cases
- “Chinese and Hong Kong Culture” submitted to *Journal of Strategic Change*

Cases Accepted:

- SWCRA: Houston, March 2007; Dollar Thrifty, Parker, Cisco for March 2008 meeting
- Productivity Study accepted to *Regional Management Review* in May 2008

JANUARY 2008-NOVEMBER 2008**Newspaper Columns:**

Jenks Journal, “Oklahoma Lottery,” May 2008.

Jenks Journal, “It’s Not Over Till It’s Over” (Yogi Berra), June 2008.

Tulsa World, “All Economic Signs Point to Recession,” July 2008. (PUBLISHED)

Jenks Journal, “Reflections on China,” July 2008.

Jenks Journal, “Margin of Success—1/100 of a Second,” August 2008.

Tulsa World, “Labor Day 2008—Gliding Along an Inlet Bay,” September 2008.

“A Look to the Year 3000,” September 2008 (in process).

Teaching:

- Adjunct Professor at Langston University and Saint Gregory’s University
All materials and cases are PowerPoint presentations and are presented in seven languages
- Adjunct Professor at St. Gregory’s University, Policy and Strategic Management, Fall 2008.
- Lectured at WiYu University China Conference Pan Pacific “Chinese Culture Study”

Publications:

- Productivity Study published in *Regional Management Review* in May 2008
- Houston 2008 SWCRA cases: Thrifty, EMC, Starbucks, Cisco

- In process for publication: Moon Dumpling and China/Hong Kong Culture
- Academy of International Business Conference/FBD Meeting in Oklahoma City, Oklahoma, “Corporate Culture--Results of CC Survey of Chinese and Hong Kong Managers” in August 2008 for February 25-28, 2009 meeting.
- *Journal of International Business Studies*, “Chinese Corporate Culture: Results of Survey of Chinese Executives” in August 2008.

Consulting:

- Morton Health, Brasfield Construction, Caroline Homes, Bennett Steel, Peak Performance, Methods, Windriver

STUDENT COMMENTS

- I feel this class was very informative. I particularly enjoyed Dr. Migliore’s style of teaching; his interpretation of the strategic long-range planning process is very impressive. I feel this program will stay in my memory for a very long time.
- “Business Policy” has been a very enlightening course with a great deal of practical and pragmatic concepts that will apply directly to many of life’s planning problems.
- The course was very interesting. I learned about the term “MBO” and how to apply the principles. I use MBO in my life, but never put it down on paper before. The only fault in the course was trying to fulfill too much in such a short time. I enjoyed being in your classroom and would like to take more of your courses.
- I have really enjoyed this class. I feel I have grown a lot this semester. I have built a strong business and marketing base that I can draw from throughout my career. Thank you!
- The course was one of the most enjoyable classes I’ve had. Although it was a lot of work, I never minded it. We learned by actually doing, which is better than the other classes I have. Another things that I enjoyed is that this is one of the few classes where all of the students got to know each other. Our group project was very easy because we all knew what we had to do in a short period of time, knowing each other made this easier.
- The first half of the semester, I was skeptical of the importance of this course. Once I began to be enlightened on the material that you were trying to present, it became very evident that this course was going to be a tremendous help to me, both professionally and personally. This will be a course and instructor that I will surely not forget.
- I think it will make a difference in my career and my future plans for career to have this knowledge.
- I believe this course ended up being one of the more practical classes I’ve taken. Thanks for the support and direction.
- The course was useful in developing a strategic process to analyze a case. It also helped develop skills in making a presentation.
- I feel good after I leave class, productive. This course will undoubtedly help me in the future. Dr. Migliore has an excellent spirit.
- . . . your sense of humor made me look forward to coming to class.

- I didn't know a management class could be so fun and still learn. I will practice this long-term type planning throughout my career, and I would like to attend other seminars and classes that you have. Thank you for your help and support.
- In all honesty, I feel this class was the most beneficial of all of the 120 hours I have taken thus far.
- I like your teaching techniques and most definitely your sense of humor. I would say, "God bless you," but He already has.
- This was one of the best classes I have taken during my college education. The exercise on the life plan is something that I can and will use the rest of my life. I like your teaching style and the fact that you are fair to all students. I enjoyed your class. Thanks.
- . . . the class was a challenge and a learning process, which, in my opinion, is what it should have been. What a pleasure!
- The seminar class, in my opinion, was very motivational, inspirational, and energetic. Although it went by quite fast, we touched on quite a bit to really get me thinking on a personal and professional level as to what I would like to do and where I would like to go. I've always had an "idea" of the area, but as I was sitting down there brainstorming, I developed a new idea that in the past couple of hours I've become extremely excited about. The guests were very informative and I'm very pleased and honored to have been a part of this experience. When I am at a point where I can proceed with my plans, I will definitely be using some of the valuable information I've been introduced to in this class.
- It was interesting to have different groups of people to brainstorm with. I would have liked to have visited with each different group. The guests were very knowledgeable and interesting to speak with. Each person had valuable ideas and was very encouraging.
- I thought this was a good experience for me because I was thinking the class would be about companies and their strategic planning. This class was an eye opener for me in many ways. It helped me to look at things in a wider view. This class showed me how to find information in the library, which I haven't done since I have been a student here for almost four semesters. Overall, I enjoyed this class more than I can say.
- The Small Business Strategy Seminar with Dr. Migliore was full of useful information. We learned everything about strategic planning, organization, and preparation skills that you need to know to successfully and effectively start and run a business. The guest speakers were a wealth of knowledge with plenty of insight and ideas. Dr. Maynard was an excellent speaker and helped tremendously. Dr. Migliore organized an excellent seminar and covered more information than it would take most to cover in weeks. I would gladly recommend this class to anyone.
- I found this weekend extremely helpful. I think the most beneficial time was Friday night in the library. When you have thoughts and ideas but don't know how to even begin researching them, it's hard. The time in the library gave me tons of resources that I did not know were even available. It would have been extremely useful for me to have learned the things I've learned a few years ago when I started school here. Another thing I found beneficial was meeting your friends. The way to get where you want in life is through other people. Networking is one of the most important factors in business relationships. Their knowledge and experiences they shared offered a sense of encouragement that made me think that nothing is impossible—with the right resources.
- The weekend seminar, Small Business Strategy, has provided many networking options for students, hands-on, with real business people. It is always interesting to get other people's perspectives and ideas. Thank you for inviting so many guests to be a part of our seminar and giving each student the opportunity to interact and gain valuable information about running a business, planning, and staying motivated. This class has been interesting and successful and will be an asset when planning anything, either business or for personal. It all starts with a strategic plan.
- I found the research process in the library interesting. It quickly showed me how much information is available about markets I'm associated with. Also, the break-out session was good because we could pick a

topic that interested us. I would like to have learned more about strategic planning—the behind-the-scenes look. For example, helping small business owners understand their core problems and try to develop solutions.

- Since there were not many small business persons attending the Saturday meeting, I enjoyed the group discussions with the volunteers you brought in. In these discussions, they gave me a better understanding of how to get exactly what I want and to not settle for less. The volunteers also opened my eyes to many more possibilities that I had not thought of. Overall, I enjoyed this seminar and feel that I will definitely be able to use the new information I received on Saturday as well as how to use the OSU-Tulsa Library more efficiently.
- I feel that this was a very good experience. I learned a lot about setting up a business and keeping it going. I liked learning the key points in setting up and planning. The best part was bringing in outside people to discuss what they know in an informal setting. The informality of the session helped a lot. I felt better about speaking my own opinion to those who knew more about the certain areas. Even though it didn't go as planned, the seminar was well constructed and very beneficial.
- The weekend is very important to me because I really wanted to spend time with my husband and 8-month-old daughter. But after taking this course, I feel that I could not have learned all of this knowledge on my own. We exchanged ideas and information. I was really happy about this course. Thanks.
- Walking into a business course for the first time, I was excited and felt challenged. I learned the ways businesses come to be, and having a few ideas of what I would like to do and not knowing the **first** thing to do to get my ideas turned into action, this course really helped relieve the “start-up” anxieties by giving me a place to start at and build upon. I think the way this course turned out was a blessing. I did feel a little anxious about helping existing companies and businesses since I had no prior background knowledge. Thank you for your time and dedication to teaching!
- To be honest, I thought this was a neat two-day business seminar. Friday night, I learned a lot at the library. I didn't really know it could be so useful. There were a lot of resources available. Saturday, I enjoyed the face-to-face interaction. I was able to meet and listen to people I really didn't know were out there. It was good to know that there are people in the city or community to help.
- The Experience: Initially I was unclear if we would be more than mere gophers (go for this and that) during the Saturday session. And the thought of giving seasoned people (entrepreneurs) advice was a little intimidating—like the cart leading the horse. However, the insight and information gained by the business owners was invaluable and selfless on their part. The nuggets that I've received I'll be feasting on for some time to come, and one day, down the road, I hope I can give back as freely as they gave to me. Thank you!
- The experience, I think, was a benefit to the community. They received a lot of *free* help and professional administration help. The professor was definitely overworked. He had individually helped, instructed, and supervised all students' projects. I alone spent 35 hours on one project alone. He is very dedicated to supervise having supervised my project.
- This class in my opinion was good for people to learn and for the people who need a few credit hours. I recommend this class should be offered again. It is a good class for summer. I enjoyed it!
- In my opinion, all three classes were very successful. The culture seminar was my favorite. It was very educational. I recommend these classes for the future. I do also recommend the same teacher for the class. He gave us ideas on his experience, which another teacher would not have the experience that he has. It has been fun!
- The class was a lot of work for the credit, but it was beneficial in the long run.
- I took two of the three courses (nonprofit and culture). I enjoyed both very much. I have always enjoyed research and writing papers. I feel very fortunate to have had you for a teacher. Your wealth of knowledge that you pass on to your students is a very valuable asset.
- For a week-end class, this was a delightful and thought-provoking experience. Dr. Migliore is *wonderful!*. We are very fortunate to have him here.

- Three class workshops were a good experience to do world research. We used to study through textbooks in school. But it was good experience to involve our society's programs or organization's programs. It was a wonderful experience with you.
- All three workshops were taken. I thought that they were a good idea but a little to time consuming.
- I enjoyed the class in Corporate Culture. It gave me an insight on some of the things that go on in my own organization.
- I thought this was a very good, productive, fun class. I would definitely take another class from this instructor.
- I had good experience about organization systems and their internal and external planning through your class. I had profile on nonprofit organizations and better understanding about what's going on. I enjoyed very much through survey and obtained knowledge of organization. Thank you and God bless you.

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He is a former manager of the press manufacturing operations of Continental Can Company's Stockyard Plant. Prior to that he was responsible for the industrial engineering function at Continental's Indiana plant. In this capacity, Dr. Migliore was responsible for coordinating the long-range planning process. In addition, he has had various consulting experiences with Fred Rudge & Associates in New York and has served large and small businesses, associations, and nonprofit organizations in various capacities. He has made presentations to a wide variety of clubs, groups, and professional associations. Dr. Migliore has been selected to be on the faculty for the International Conferences on Management by Objectives and the Strategic Planning Institute Seminar Series. He is also a frequent contributor to the Academy of Management, including a paper at the 50th anniversary national conference. He served for 12 years on the Board of Directors of T. D. Williamson, Inc., and was previously on the Boards of the International MBO Institute and Brush Creek Ranch, American Red Cross/Tulsa Chapter, and is chairman of a scholarship fund for Eastern State College. In 1984 he was elected into the Eastern State College Athletic Hall of Fame. Dr. Migliore has been an adjunct professor and a guest lecturer on a number of college campuses. He has lectured for the Texas A & M SOARS programs, Pepperdine, ITESM Campus-Guadalajara, and University of Calgary Executive Development programs. He serves on Chamber/Civic Committees and served on the Administrative Board at The First United Methodist Church, Tulsa, Oklahoma. He was selected Who's Who on a list of 31 top echelon writers and consultants in America.

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In November 1985 the daily *Managing for Success* cable television program was inaugurated and was on the air until March 1986. It was on Tulsa Cable. The series began again on Tulsa Cable in September 1986. He writes occasional columns for the *Tulsa World*, *Tahlequah Pictorial Press*, *Collinsville News*, *Jenks Journal*, and *Muskogee County Times*. A complete video series with four summary units and 36 support units covering planning, management, and common sense management supports other material.

In November 1998 R. Migliore was inducted into the Eastern Oklahoma State Hall of Fame. This followed his induction in 1988 into the Eastern Athletic Hall of Fame.

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