

Department Chair and Professor of Management
Midwestern State University (A member of the Texas Tech University System)
yang.xu@msutexas.edu

Education

Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, Virginia, U.S.
Doctorate of Philosophy in Business 7/1/2006

Penn State World Campus
Online Teaching Certificate 04/2016

China Europe International Business School, Shanghai, China
Master of Business Administration 2000

Shanghai Jiao Tong University, Shanghai, China
Bachelor of Science 1995

Academic Positions

Department Chair and Professor of Management. Midwestern State University
August 2024 – present

Tenured Professor of Management (served as Associate Dean, School of Leadership and Management). U. S. Coast Guard Academy
August 2022 – August 2024

Associate Professor of Management (served as Director of Center for Advanced Studies).
U. S. Coast Guard Academy
Summer 2019 – Summer 2022

Tenured Associate Professor of Business. Penn State University (New Kensington campus)
Fall 2012 – Summer 2019

Assistant Professor of Business. Penn State University (New Kensington campus)
Fall 2006 – Spring 2012

Instructor. Penn State University (New Kensington campus)
Fall 2005 – Spring 2006

Graduate Assistant. Virginia Polytechnic Institute and State University
Fall 2000 – Spring 2005

Faculty Administrator Positions

Department Chair, Management and Marketing Department, Midwestern State University
(August 2024 – present)

Oversee and develop faculty, curriculum development and scheduling, and resolving student issues.

- DCOBA Dean’s Council member.
- Participating in the *Emerging Servant Leaders Initiative*, Leader and Culture Development, Texas Tech University System (2024 - 2025)

Associate Dean, School of Leadership and Management (U. S. Coast Guard Academy)

As assigned by the Dean, oversee the work of the Dean’s office staff, in the execution of administrative and operational functions of the School. Examples include: human resource activities (recruitment, selection, onboarding, professional development, or other faculty and staff activities); budget/resource development; assistance with administration of applicable evaluation systems within the School; distribution of workload and resources across departments within the School; coordination of assessment and AACSB accreditation activities, admissions activities related to recruitment and selection of cadets, and communications with internal and external strategic partners.

- Received, reviewed, and approved delegated administrative matters related to the operations and function of School programs and personnel. Provided integrative thinking for managing the business program to drive positive learning outcomes. Engaged in short- and long-range planning for the School. Represented the School and the Dean at various events, meetings, and activities.
- Assisted and advised the Dean in the general leadership and administration of the School and assumed leadership responsibilities in several areas, including but not limited to the following: the administration of the BSQ, End of Course Review (EoCR), Finance report, faculty intellectual contributions tables and acted as Institutional touchpoints for AACSB-related matters. As central facilitator of the AACSB accreditation, provided administrative capacity, focused attention, and technical expertise of AACSB. Co-drafted the Continuous Improvement Review application in Summer 2022.
- Made recommendations in all areas related to Continuous Improvement and Accreditation, including but not limited to training and professional development of faculty. Successfully organized the inaugural and second Teaching and Learning Symposium (TLS) for the School (2022 & 2023), in which faculty presentations were made covering a broad range of topics demonstrating the valuable and innovative use of instructional approaches and pedagogies to support teaching and learning.
- Coordinated, per direction of the Dean, the execution of programs and initiatives germane to the School, and collaborated with appropriate internal and external partners, including the Provost Office staff.
- Served as liaison to academic division and School committees, as well as collaborated with other offices (e.g., Superintendent, Provost, and other Divisions) on a variety of issues and institutional-wide initiatives/requirements.
- Served as an Institutional Review Board (IRB) member (June 2023 – August 2024). Attend IRB meetings as voting members; prepare for meetings by reviewing the complete package for all projects on the agenda for IRB meetings; execute responsibilities in accordance with the Academy policies and applicable federal, state, and local and laws; complete the required

human research protection training; complete the application reviews as needed; maintain confidentiality for all matters before the IRB, all expedited reviews, and IRB consultations.

Director, Center for Advanced Studies (U. S. Coast Guard Academy)

The Center for Advanced Studies (CAS) supports and facilitates the scholarly activities of Coast Guard Academy faculty and staff, advocates for the importance of scholarship within the Academy community, and promotes CGA as an intellectual resource. Responsible for the administration of the CAS and reports to the Provost at least once per semester on the activities of the Center. Coordinated requests for support needed by the faculty and staff in pursuit of their work, and served as a point of contact (POC) for other Coast Guard units who wish to engage in scholarly activities with the Academy. Produced an annual report of CAS activities for the Provost. Created the CAS group on Teams and acted as the site administrator. Participated in the Fall Convocation Ceremony as one of the speakers.

- Actively solicited faculty feedback on the CAS activities by interviewing more than ten CAS members and submitted the compiled feedback to the CGA Academic leaders in January 2022. The feedback had a direct impact on the strategic priorities of the Vice Provost for Research (VPR).
- Covered for the CAS Excellence in Scholarship Awards Subcommittee chair in April and May 2022 during the process of drafting the SUPTNOTE 2022 Excellence in Scholarship Awards solicitation.
- Designed the new CGA Research Micro-Grant Application process based on Provost Donahue's idea and provided the first draft of the Application Guideline in Spring 2022. Worked with the Vice Provost for Research on multiple revisions. Consulted the CAS Summer Fellowship Subcommittee chair and other CAS members during this process.
- Contributed to the work of the new VPR by proposing new initiatives and representing the CAS members' voice.
- Directly involved in the planning and advertisement of the Lunchtime Scholarship Seminars. Assisted the other Subcommittees with their respective work per request.

Chair, AACSB Accreditation Committee (U. S. Coast Guard Academy)

- Led a series of AACSB accreditation efforts targeting the AOL process improvement.
- Worked collaboratively with four AACSB AOL subcommittees to develop, review and assess academic plans, curricular changes and new initiatives to strengthen the program curriculum and maintain AACSB accreditation.
- Worked closely with business faculty to align classes with business programs and AACSB learning objectives.
- Designed the course mapping and curriculum mapping process to facilitate the connection to the shared program learning goals in course design and evaluation.
- Developed the professional development materials describing the specific steps faculty members need to follow in the course mapping process and methods to integrate course mapping with curriculum mapping.
- Provided training and one-on-one consultation to the program faculty on course mapping and curriculum mapping and other AACSB-related matters.
- Provided integrative thinking for managing the business program to drive positive learning outcomes.

- Engaged in short- and long-range planning for the department, in cooperation with the faculty.
- Made recommendations in all areas related to Continuous Improvement and Accreditation, including but not limited to training and professional development of personnel.
- Designed the system of tracking and recording the AOL subcommittee progress.
- Created and maintained two Teams channels for AACSB-related materials.
- Communicated periodically with the program faculty on issues that are relevant to AACSB accreditation.
- Compiled data from multiple sources and completed the AACSB Tables 8-1 and 3-1 every year.

Research

Selected Publications:

Xu, Y. 2024. Cultivating Diverse Minds: Exploring Effective Inclusive Teaching Strategies. *Management and Organizational Behavior Teaching Society 2024 Conference Proceedings*

Xu, Y. 2024. Enhancing Insight into Decision-Making Biases: An Experiential Learning Approach. *Management and Organizational Behavior Teaching Society 2024 Conference Proceedings*

Xu, Y. & Shih, C. 2023. Enhancing student understanding of decision-making traps using experiential learning. *Proceedings of the International Association for Applied Management 2023 Conference*.

Xu, Y. & Dong, L. 2023. Multicultural Experiences and Creative Team Performance: An Empirical Study of Global Virtual Teams. *Proceedings of the International Association for Applied Management 2023 Conference*.

Xu, Y. and Hickey, A. W. 2022. Cadet Mentoring Program: Best Practices for Success, *Military Psychology*, 34 (1), 23-32.

Xu, Y. 2021. The Effect of Fringe Benefit Offerings on Early-Stage External Financing. *Proceedings of the Southern Management Association 2021 Conference*

Xu, Y. and Flambard, V. 2021. Introducing Multicultural Experiences through Virtual Partnerships, *Journal of Education for Business*, 97 (4), 261-269.

Xu, Y. and Flambard, V. 2021. Developing Cultural Intelligence through Experiential Digital Global Engagement (EDGE) Exercises, *Journal of International Business Education*, 16, 155-164.

Xu, Y. 2021. Harnessing Curriculum Mapping to Inspire Learning: A Step-by-Step Guide, *Management and Organizational Behavior Teaching Society 2021 Conference Proceedings*

- Xu, Y. 2020. An Experiential Digital Global Engagement (EDGE) Exercise, *Management and Organizational Behavior Teaching Society 2020 Conference Proceedings*
- Xu, Y. 2019. The Moderating Effect of Founding Assets on the Founders' Human Capital – New Venture Growth Relationship. *New England Journal of Entrepreneurship*, Volume 22(2), 126-142.
- Yi, X. and Xu, Y. 2019. Founding conditions and benefit offerings: Evidence from U.S. startups, *Personnel Review*, Volume 48 (1), 141–162.
- Xu, Y. 2018. Entrepreneurial human capital, benefit offerings and early–stage external financing. *Proceedings of the 2018 International Council for Small Business World Congress*, Taipei, Taiwan (won the best paper award)
- Xu, Y. 2018. The mediating role of HR practices in the relationship between founders' human capital and a startup's early–stage external financing. *Proceedings of the 2018 International Council for Small Business World Congress*, Taipei, Taiwan
- Xu, Y. 2018. Entrepreneurial cognitive structure, social capital and new venture innovation: a study of Chinese entrepreneurs. *Proceedings of the 2018 International Council for Small Business World Congress*, Taipei, Taiwan
- Xu, Y. 2017. The role of founding conditions in new firm growth: an empirical study of U.S. startups. *Proceedings of the 2017 Eastern Academy of Management Conference*, Eastern Academy of Management, Baltimore, MD
- Xu, Y. 2016. Gender differences in founders' social network development. *International Journal of Management Theory and Practices*, Volume 17 (1), 56 – 72.
- Xu, Y. 2016. Entrepreneurial social capital, cognitive orientation and new venture innovation. *Management Research Review*, Volume 39 (5), 498 – 520.
- Xu, Y. 2016. Do female entrepreneurs network and think differently? *Proceedings of the 2016 Eastern Academy of Management Conference*, Eastern Academy of Management, New Haven, CT (first runner–up for the Outstanding Paper Award)
- Xu, Y. 2015. Gender differences in entrepreneurial social network development and cognitive orientation. *Proceedings of the 2015 Academy of Management Annual Conference*, Academy of Management, Vancouver, Canada.
- Xu, Y. 2014. The role of the founder's social ties and knowledge structure in SMEs' radical product innovation. *Proceedings of the 2014 Academy of Management Annual Conference*, Academy of Management, Philadelphia, PA.
- Xu, Y. 2011. Gender influences on mental models of firm strategies. *Gender in Management: An International Journal*, Volume 26 (7), 513–528.

Xu, Y. 2011. Entrepreneurial social capital and cognitive model of innovation. *Management Research Review*, Volume 34 (8), 910–926.

Xu, Y. 2011. Social capital diversity and entrepreneurial knowledge structure of innovation. *Proceedings of the 2011 United States Association for Small Business and Entrepreneurship (USASBE) Conference*, South Carolina

Xu, Y. & Yang, Y. 2010. Student learning in business simulation: An empirical investigation. *Journal of Education for Business*, 85 (4), 223–228.

Xu, Y. 2010. Alliance network, TMT's knowledge structure and technological innovation. *Proceedings of the 2010 Academy of Management Conference*, Academy of Management, Montreal

Xu, Y. & Yang, Yi. 2009. Student learning in business simulation. *Proceedings of the 2009 Academy of Management Annual Meeting*, Chicago, IL.

Xu, Y. 2008. How important are entrepreneurial social capital and knowledge structure in new venture innovation? *Frontiers of Entrepreneurship Research 2008*, Babson College, MA.

Xu, Y. 2008. How important is social capital in forming entrepreneurial cognitions? *Proceedings of the 2008 Academy of Management Annual Meeting*, Academy of Management, Anaheim, CA

Xu, Y. 2007. A social–cognitive perspective on firm innovation. *Proceedings of the 2007 Academy of Management Annual Conference*, Philadelphia, PA.

Xu, Y. 2005. Towards a social–cognitive view of innovation, *Proceedings of Southern Management Association 2005 Meeting*, Charleston, SC

Xu, Y. & Hatfield, D. E. 2003. Competitive network and competitive behaviour: a study of the u.s. Airline industry. *Proceedings of the 2003 Academy of Management Annual Conference*, Seattle.

Sponsored Research and Research Grants

U.S. Coast Guard Academy Loy Institute for Leadership Faculty Fellow (2019 – 2021)

U.S. Coast Guard Academy Center for Advanced Studies (CAS) 2020 Research Fellowship

Sponsored Research, Kauffman Foundation, \$5,200 each year (2010 – October 2020)

Research Development Grant and Undergraduate Research Stipend, Penn State University, 2018 – 2019, 2016 – 2017, 2014 – 2015, 2011 – 2013, 2010 – 2011, 2006 – 2008, 2005 – 2006

Other research/scholarship endeavors

Xu, Y. "Using AI in Teaching" in the AOM PDW "6th Annual Teaching Bootcamp: A MED Interactive Workshop", Academy of Management annual meeting. (August, 2024, MED division workshop award winner)

Xu, Y. Develop a virtual reality training program on sexual harassment and assault prevention, response, and recovery for the U.S. Coast Guard Academy (submitted to <https://cg-ideasatwork.ideascalegov.com/a/community/login> on August 15th, 2023)

Xu, Y. & Dong, L. Multicultural Experiences and Creative Team Performance: An Empirical Study of Global Virtual Teams. International Conference on Data Reality Integration and Digital Transformation of Enterprise (August 19, 2023 at Nanjing Audit University, keynote speech).

Xu, Y. & Shih, C. Cognitive Bias Training for Improving Resource Allocation: A Field Experiment Involving Military Officers, Conference on Field Experiments in Strategy (August 2-3, 2023 at Harvard Business School).

Xu, Y. "Global Mindset: Developing Cultural Intelligence through Experiential Digital Global Engagement (EDGE) Exercises" in the AOM PDW "5th Annual Teaching Bootcamp: A MED Interactive Workshop", Academy of Management annual meeting. (August, 2023)

Xu, Y. "Using the Universal Design for Learning (UDL) Guidelines to Design Inclusive Classrooms", USCGA School of Leadership and Management Teaching and Learning Symposium (Track: Innovative pedagogies). (Dec. 9th, 2022)

Xu, Y. "Experiential Digital Global Engagement (EDGE) Exercises" in the AOM PDW "Teaching Bootcamp: A MED Interactive Workshop", Academy of Management annual meeting. (August, 2022)

Xu, Y. & Hickey, A. "Cadet mentoring program: Best practices for success.", Center for Advanced Studies (CAS) Lunchtime Scholarship Seminar (January 27th, 2022)

Xu, Y. "Global Mindset: Developing Cultural Intelligence through Experiential Digital Global Engagement (EDGE) Exercises" in the AOM PDW "Teaching Bootcamp: A MED Interactive Workshop", Academy of Management annual meeting. (August, 2021)

Xu, Y. "Family Ownership, Founders' Human Capital and Benefit Offerings", 2021 Family Enterprise Research Conference (FERC). (May 24-27, 2021)

Xu, Y. "Kauffman Firm Survey and Data Resource Guide", the Management Department Professional Development Session, U.S. Coast Guard Academy (February 24, 2021).

Xu, Y. "High-impact Low-tech Pedagogies to Engage Students" in the AOM PDW "Teaching Bootcamp: A MED Interactive Workshop", Academy of Management annual meeting. (August, 2020)

Xu, Y. "Developing Cultural Intelligence through Experiential Digital Global Engagement (EDGE) Exercises", Center for Advanced Studies (CAS) Lunchtime Scholarship Seminar (October 6th, 2020)

Xu, Y. & Lewis, J. "Teaching sustainability at the United States Coast Guard Academy: An overview of a newly created elective focusing on environmental and social justice", the Fifth Principles for Responsible Management Education (PRME) Northeast Conference at Rutgers Business School (virtual). (October 26-29, 2020)

Xu, Y. "The Effect of Fringe Benefit Offerings on Early-Stage External Financing", the First LATAM Symposium of Business Economics. (November 2020)

Xu, Y. "High-Impact Low-Tech Teaching Methods to Increase Student Participation and Engagement" in the AOM PDW "Teaching Bootcamp: An Interactive Workshop", Academy of Management annual meeting. (August, 2019)

Xu, Y. "A Blessing or a Curse? The Role of Benefit Offerings in the Startup's Early-Stage External Financing", American Economic Association annual conference (January, 2019, Poster Session)

Xu, Y. "Cross-cultural differences" in the AOM PDW "Teaching with Interactive Assignments", Academy of Management annual meeting. (August, 2015)

Xu, Y. "Alliance Portfolio, Top Management Team's Cognitive Model and Technological Innovation" at the Research Paper Development Workshop, Academy of Management annual meeting. (August 2013)

Teaching

Teaching Experience

Midwestern State University

MGMT3783 Entrepreneurship and Management of Small Enterprises (in residence)

MGMT4113 Leadership (in residence)

MGMT4613 Supervisory Skills (online)

MGMT4853 Strategic Management (in residence and online)

U.S. Coast Guard Academy

8452 Skills for Business Professionals (in-person and hybrid)

8451 International Business Operations (in-person and hybrid)

8444 Management Capstone I (co-teaching, in-person)

8445 Management Capstone II (co-teaching, in-person)

8443 Strategic Management (in-person and hybrid)

8366 Leadership, Organizational Development, and Change (in residence and fully remote)

Penn State University

BA321 Contemporary Skills for Business Professionals (in residence and online)

BA420 Planning for Internship and Research in Business (in residence)

BA422W Strategic Business Planning (in residence and online)

BA494 Research Project (in residence)

BA495A Internship in Business (in residence)

BA495C Undergraduate Research in Business (in residence)

IB303 International Business Operations (in residence)

MGMT301W Basic Management Concepts (in residence)

MGMT321 Leadership and Motivation (in residence)

MGMT331 Management and Organization (in residence)

MGMT424 Interpersonal Relations in Organizations (in residence)

MGMT461 International Management (in residence)

Virginia Tech

MGT4394 Business Policy and Strategy (in residence)

MGT3304 Management Theory and Leadership Practice (in residence)

Directed Student Learning

Faculty mentor to the student team participating in the PwC Challenge – the PricewaterhouseCoopers campus case competition (Fall 2016)

Faculty mentor to three Chancellor's Fellows (2009–2011)

Supervised the Undergraduate Honors Theses (2010–2017)

Supervised the Undergraduate Research Projects (2006–2019)

Student Advising

Cadet Advisor, U.S. Coast Guard Academy (8 – 11 advisees per semester, 2019 – 2024)

Student Advisor, Penn State university (15 – 42 advisees per semester, 2007 – 2019)

Advisor, PSNK Summer Transfer Orientation (Advised transfer students for the business program)

PSNK Multicultural Club faculty advisor (2015 – 2016)

Campus Business Club faculty mentor (2006 – 2012)

Development of new methods of teaching established courses and/or programs

Designed experiential exercises for Management Theory, Leadership and Motivation, Contemporary Skills for Business Professionals, International Business, Strategic Management, Organization Development and Change and other business courses (2001 – present)

Online Course Development

MGMT321 Leadership and Motivation, Course Author, Penn State World Campus (2014 – 2015)

BA422W Strategic Business Planning, Course Reviewer, Penn State World Campus (2009 – 2010, 2018)

Professional Development for Online Teaching

Providing Meaningful Feedback

OL4000 Online Course Authoring, Penn State World Campus

OL2700 Online Presence, Penn State World Campus

OL2000 Effective Online Instruction, Penn State World Campus

OL1900 Prove–It!, Penn State World Campus

OL1800 Accessibility, Penn State World Campus

OL1000 Orientation to the World Campus, Penn State World Campus

Exploring Hybrid & Online Learning Colloquy, Penn State Erie

Workshop, Beyond the Basics – Improving Teaching and Learning in Distributed Courses, Penn State

Teaching Award

Winner of the 2009 Campus Award for Excellence in Teaching, Penn State University

Nominated for the Penn State University College Faculty Teaching Award in both 2017 and 2018

Nominated for the Penn State University teaching award in 2008

Service to the Profession

- Being nominated by Entrepreneurship Division for a leadership position within the Division, Academy of Management (May 2020).

Editorial Review Board Member, Organization Management Journal (2017-present)

Ad-Hoc Reviewer

- Academy of Management conferences
- Academy of Management Learning & Education
- BRQ Business Research Quarterly
- Eastern Academy of Management conferences
- International Association for Chinese Management Research (IACMR) conference
- International Journal of Business and Systems Research
- International Journal of Management Theory and Practices
- International Journal of Strategic Business Alliances
- Journal of Business Venturing
- Journal of Developmental Entrepreneurship
- Journal of International Business Education
- Management and Organizational Behavior Teaching Society conferences
- Management Research Review
- Multinational Business Review
- New England Journal of Entrepreneurship
- Southern Management Association conferences
- United States Association for Small Business and Entrepreneurship (USASBE) conference

Academy of Management (AOM) Teaching Theme Committee member (2014 – 2019)

- Co-designed and organized a strong PDW program for the AOM annual conferences and volunteered to serve as a co-presenter at multiple PDWs.

- Reached out to other AOM divisions and communicated with the Teaching Committee liaisons from those Divisions.
- Volunteered multiple times to staff events at the AOM annual conferences such as the New Member Orientation, the QUAD at AOM, and the Member Resource Center.

AOM Entrepreneurship Division Membership Committee member (2009 – 2012)

- Contributed in a timely and helpful manner to the electronic brainstorming sessions
- Volunteered to analyze the quantitative and qualitative data provided by 594 members of the ENT division through an online survey conducted in the fall of 2011. My excellent data analysis conducted over the Christmas holidays helped the committee complete a critical component of the ENT division’s five-year governance review.

Doctoral Student and Junior Faculty Consortium Co–chair/Panelist

- 2016 and 2017 Eastern Academy of Management Annual Meetings

External Evaluator for Promotion and/or Tenure

- P&T external reviewer of tenure–track business faculty members at other universities.

Paper Session Chair/Discussant

- 2016 Eastern Academy of Management Annual Meeting (Entrepreneurship Track)
- 2019, 2015, 2010 and 2008 Academy of Management Annual Meetings (Entrepreneurship Division)

Service to the University

Midwestern State University

Chair, Dillard College of Business Administration (DCOBA) Faculty Development Committee (September 2024 – present)

Committee Member, Dillard College of Business Administration (DCOBA) Scholarship Committee (September 2024 – present)

Chair, Management Faculty Search Committee (September 2024 – present)

U.S. Coast Guard Academy

Award and Recognition

- Consistently received a rating of "Outstanding" in all performance categories since appointment in 2019.
- Being awarded the Civilian Employee of the Quarter (senior level category) for superior performance of duty during the 4th quarter 2020.
- Being awarded the “Bravo Zulu Bus” by the Management Department in November 2020 as a recognition of my excellent service to the CGA and Management Department

Chair, AACSB Faculty Qualifications Committee (June 2022 – August 2024)

Senator, USCGA Faculty Senate (2020 - 2022) (Senate President, March ~ August 2022)

- Collected the items from business faculty for consideration for the monthly faculty senate meetings. Presented those items to the Senate and reported the feedback to faculty. Communicated other Senate messages and CGA information to business faculty. Recorded all the important Senate messages on the Faculty Senate channel of the Teams' site.
- Actively participated in the Faculty Senate work to help the Provost Search Committee shape the position announcement, evaluation criteria and interview questions.
- Consulted the Senators on the suggested changes to the nomination and review process for the CAS Scholarship Awards.
- Proposed the "multimedia lab" idea to the Faculty Senate meeting in Spring 2021 to support the audio and video projects of cadets, faculty and staff at the CGA. Provided specific suggestions to the IS department.
- Volunteered to fill the leadership vacuum in the Faculty Senate in Spring 2022. As the interim Faculty Senate President (March-June 2022), I successfully organized a series of meetings and events for the Senate.
- Proposed and coordinated the formal recognition of the predecessor for her excellent service as the Senate Faculty President from 2017 to 2022.
- Cleared up a long-held misunderstanding and clarified that members and chairs of the standing committees and subcommittees listed in the Senate bylaws do not have to be current faculty senators. Successfully re-established these (sub)committees and cadet liaisons by actively recruiting committee members. Publicly recognized the committee members by announcing their names at the SLT meetings.

Committee Member, USCGA Credentials Committee (September 2022 – August 2024).

- As the Promotion & Tenure Subcommittee member, assisted the Chair with some administrative work, reviewed five P&T dossiers, participated in the committee meetings and decision-making process.

Honor's Program Mock Interview Committee, Committee Member. (Spring 2022)

- Participated in the mock interview with Katharine Stroh for her application for Fulbright Scholarship (February 14th).

Member, AACSB Standards Leadership Competency and Business Competency Subcommittees (2019 – 2021)

- Participated in the AACSB re-accreditation process (Spring 2020 - Fall 2020), co-organized and participated in the Continuous Improvement Review visit for AACSB re-accreditation, provided the writing competency evaluation of all the 1/c cadets in the Management major, participated in the speaking assessment of all the 1/c cadets in the Management major (evaluated the PMC Capstone presentations every year).

Faculty Search Committees, School of Management

Revised the search-related documents for the positions to ensure hiring Scholarly Academics (SAs) for the purpose of meeting the AACSB Faculty Qualification SA ratio. Organized phone, Teams and in-person interviews of the finalists. The SA-qualified candidates were hired as the result of all three searches.

- Management Instructor Searches (Chair, Spring 2023) (Member, Spring – Summer 2022)

- Human Resources Management Tenure-Track Faculty Search (2019 – 2020)
- Visiting Assistant Professor in Data Analytics and Research Methods Search (2019)

Co-advisor, Asian Pacific American Council (APAC)

- APAC (over 300 members) is one of the seven diversity councils maintained and supported by the Office of Inclusion & Diversity. The presence of this cadet group enriches cadet life and helps to make life at the Academy more welcoming for Asian cadets.

Search Committee member, Office of Inclusion and Diversity

- Education Program Specialist/Deputy Director (Spring 2022)

Penn State University

- Being nominated for the Penn State University College Faculty Service Award in both 2017 and 2018

At the College and University Levels

Co-chaired the college-wide Business Program Curricular Updates Committee. (2017 – 2019).

- Proposed two new options for the business program – Business Analytics and International Business, drafted the committee documents, and co-chaired the committee meetings.

Faculty representative in the Experiential Digital Global Engagement (EDGE) initiative, Penn State University (2017 – 2019).

- This program connects Penn State classrooms to classrooms abroad through the use of technology. The initiative was funded with the support of a Penn State Transformative Travel Grant.
- Established partnered courses with foreign universities in Europe.

University College Business Program Disciplinary Rep for Promotion & Tenure Committees (2014 – 2019)

- Elected as a business disciplinary representative for Promotion & Tenure committees every year by all the University College Business Program tenure-line faculty members since 2013 and served on the review committee for eight tenure-track business faculty members at Penn State Worthington-Scranton, Penn State Fayette, Penn State DuBois and Penn State York.
- Conducted peer reviews of teaching for tenure-track colleagues at other Penn State campuses

University College BSB Program Assessment Committee member (2014 – 2019)

- Involved in the annual assessment of the Bachelor of Science in Business (BSB) program, which is shared among seventeen Penn State campuses and the World Campus delivery unit.

University College BSBCC Management Discipline Committee member (2013 – 2019)

University College Faculty Council member (2013 – 2019)

- Chairperson, University College Faculty Service Award Review Committee (2016 – 2017)

University College Sabbatical Committee member (2015 – 2015)

University College BSB Course Substitution Management Sub-Committee member (2012 – 2015)

- Reviewed 5-20 syllabi each week for the Management Sub-Committee

Judge for the 24th Annual Graduate Exhibition, Penn State University Park (2009)

At the Campus Level

Business Program annual assessment (2005 – 2019)

- Assessed the selected learning outcomes as the instructor of the capstone courses and wrote the program assessment plan with other business faculty members.

Initiated and advised students through the Small Business Managers certificate program (2014 – 2019)

- Coordinated the program and developed a series of marketing materials

Established the PSNK Business Student Competitive Award, developed a series of marketing materials, and chaired the selection committee for this award every year (2014 – 2019)

Promotion & Tenure Committee member (2014 – 2019)

- Chairperson (July 2015 – June 2016)
- Co-chair (July 2018 – June 2019)

Faculty Senate

- Parliamentarian (2012 – 2013)
- Secretary (2011 – 2012)
- Chair (2010 – 2011)
- Chair-elect (2009 – 2010)
- Academic Committee member (2008 – 2009, 2013-2014)

Faculty Search Committees

- Project and Supply Chain Management Tenure-Track Faculty Search Committee Chairperson (2016 – 2017)
- English Tenure-Track Faculty Search Committee member (2014 – 2015)
- Philosophy/Math Tenure-Track Faculty Search Committee member (2007)
- Business Tenure-Track Faculty Search Committee member (2005)
- Adjunct Faculty Recruitment (2007 – 2019)

Recruitment and Retention Activities (Represented the Business Program to host the FTCAP, Offer Reception, Admissions Open House and Phone-a-Thon) (2005 – 2019)

Co-developed the parents' newsletter edited by Enrollment Services (October 2014 – 2018)

Enrollment Planning Committee member (2014 – 2015)

Excellence in Teaching Awards Selection Committee member (2010)

International Program Committee member (2007 – 2018)

- Participated in the brainstorming, initiation, organization, and implementation of "International Component" program every year

Academic Integrity Committee member (2008 – 2009)

50th Anniversary Gala Event Committee member (2008)

Budget and Strategic Planning Committee member (2006 – 2008)

Adjunct Faculty Peer Review and Mentoring (2006 – 2019)

IT Solutions Committee Faculty representative (2009 – 2009)

Memberships in Professional Societies/Organizations

American Economic Association (AEA) (2018 –2023)

Eastern Academy of Management (EAM) (2016 – 2023)

Academy of Management (AOM) (2000 – present)

Industry Studies Association (ISA) (2012 – 2013)

Academy of International Business (AIB) (2004 – 2023)

International Association for Chinese Management Research (IACMR) (2007 – 2023)

Southern Management Association (SMA) (2004 – 2023)

Organizational Behavior Teaching Society (OBTC) (2006-present)

Professional Development

Grants, Honors and Awards for Scholarship or Professional Activity

Awarded scholarship to participate in the Experiential Classroom Teaching Workshop, Oklahoma State University, September 2009

Awarded Multicultural Faculty Development Support Grant, Penn State University (2006–2019)

Awarded Teaching Enrichment Grant from Schreyer Institute, Penn State University (2006–2008)

Awarded Kauffman scholarship to attend the summer intensive PhD seminar in entrepreneurship at Case Western Reserve University. Cleveland, Ohio (2003)

Awarded CIBER stipend to participate in the Fourth Annual Doctoral Workshop on International Entrepreneurship. Atlanta, Georgia (2003)

Awarded scholarship to participate in the CARMA 2002 Conference. Virginia Commonwealth University (2002)

Graduate Research Scholarship, Virginia Tech (2000 – 2005)

Awarded grant for the doctoral dissertation research, Virginia Tech Graduate Research Development Project (2004)

AACSB courses (Completion certificates obtained)

AACSB Continuous Improvement Review (March 2021)

AACSB Business Accreditation Seminar (March 2021)

AACSB Faculty Standards and Tables (January 2021)

AACSB Assurance of Learning Seminar I: Foundation and Fundamentals & Seminar II: Data, Decision Making and Continuous Improvement (June 2020)

Instructional Improvements

Experiential Classroom Teaching Workshop, Oklahoma State University, September 2009 (Certificate obtained)

Professional Development Seminar Program: Teaching Professional Skills to Students for Successful Career Paths, Monroeville, PA, July 2009

Capstone Business Simulation Users Seminar, DePaul University, January 2008

Penn State Course in College Teaching, Summer 2007 (Certificate obtained)

The 7th Biennial International Business Institute at Michigan State University, May 2007 (Certificate obtained)

The 18th Master Teacher Program at Georgia State University, May 2006 (Certificate obtained)

Workshops offered by the Schreyer Institute at Penn State University (2006 – 2018)

Short courses offered by the Faculty Development Institute of Virginia Tech (2003 – 2005)

Workshops offered by the Center for Excellence in Undergraduate Teaching of Virginia Tech (2001 – 2005)

Participation in Conferences, Seminars and Workshops

Professional Development Workshops, Academy of Management Annual Conferences. (2001-present)

AACSB International Conference and Annual Meetings (ICAM) (2020, 2023)

AACSB Associate Deans Conferences (2022, 2023)

International Association for Chinese Management Research (IACMR) Biennial Meeting professional development workshops (2017, 2023)

Coast Guard Strategy Simulation Game workshop (May, 2023)

Academy of Management Perspectives (AMP) Workshop (May 16, 2023)

Harvard Business Publishing seminar: “Teaching with Cases: Engage, Energize, and Challenge Your Students” (August 17, 24 – 26, 2022)

AACSB’s affinity groups’ online workshops and seminars (2020 - present)

Academy of Management Strategic Management Division’s online workshops and seminars (2020 - present)

Academy of International Business Shared Interest Groups’ webinars (2020 - present)

Eastern Academy of Management online workshops and seminars (2021 - present)

Strategy, Innovation, and Entrepreneurship (SIE) monthly webinar (2020 - present)

Professional development workshops at the Southern Academy of Management conference (2021)

X-Culture Xachathon and Research Conference (07/2021)

Harvard Business Publishing workshops (2021- present)

2021 Deshpande Virtual Symposium organized by University of Massachusetts Lowell

Strategy, Innovation, and Entrepreneurship (SIE) monthly webinar (2021-present)

Cornell Emerging Market Theme Seminar Series (2021 - present)

New Faculty School, USCGA (August 2019)

Penn State Grant Writing workshops (2007, 2010)

Professional Development Workshops, Eastern Academy of Management Annual Conference.
(June 2020)

Professional development workshops at the 2012 Industry Studies conference

2009 Business Creation Research Symposium, Arlington, VA

2007 Academy of International Business Junior Faculty Consortium, Indianapolis, IN

2007 Chinese Strategic Management Scholars Workshop, Philadelphia, PA

Industry Experience

Product Manager, *Henkel Daily-use Products Services Co. Ltd., Shanghai, China, 1999 – 2000*

Marketing Planner, *Avon (China) Products Co. Ltd., Guangzhou, China, 1995 – 1997*