

November 24, 2021

Presidential Search Committee
Winthrop University

Dear Search Committee,

I am writing to express my sincere and enthusiastic interest in the Winthrop University presidency. Winthrop is a university where I envision finishing my career. As a current university president, I can bring the requisite experience to swiftly and effectively get acclimated to Winthrop's people, culture, and processes. With the demographic cliff, global pandemic, political partisanism, and social issues confounding already complex and challenging university management, time is not an ally for a new leader.

My academic career began on the faculty at Boston College, then I held various leadership and faculty roles at the University of South Carolina in Columbia SC before becoming Dean of the business school at the University of Hartford. In 2018, I began my tenure as president of the University of Charleston in West Virginia, serving a diverse mix of students enrolled in campus-based and online programs. I am fortunate to have an exceptional board, outstanding faculty, dedicated staff, a supportive surrounding community, and inspiring students to work with every day. We have many successes to celebrate and ambitious plans underway.

I share this to convey that I am not looking to leave the University of Charleston. Rather, let me explain why I am interested in the Winthrop presidency, then describe how my experiences and accomplishments align with the leadership agenda, priorities, and desired qualifications presented in the presidential profile.

Why am I attracted to Winthrop? For close to two decades, I have assumed roles of increasing responsibility in higher education, starting as Executive Director of a top-ranked international business program at the University of South Carolina to my current role as president. With each transition, I have led more people, processes, and complexity. All the while I have continued teaching and researching, including the publication of a new book this summer. The Winthrop presidency will enable me to join a successful university that values learning, teaching, and scholarly excellence where I can apply my experiences at a larger and more dynamic institution than I am currently serving.

Why is this the right time for me to transition to Winthrop? While I am currently in my fourth year at the University of Charleston, I feel I am hitting my stride as a university president. Despite the challenges facing higher education, we are experiencing enrollment, program, external funding, and rankings growth. We are poised to continue on this trajectory. Nonetheless, Winthrop offers things Charleston does not, including a stronger regional and national reputation, a more robust program portfolio, and a location with more favorable demographic and economic conditions. I believe my full potential can be realized at Winthrop, and the opportunity to lead this distinguished institution may not occur again during my career.

And why am I confident that I will remain at Winthrop for the next decade or longer? Winthrop's vision, mission, and goals are consistent with what I do best – foster innovation, deliver outstanding programs that provide diverse students with transformational experiences to prepare them for life after college, and create value in the community. Winthrop's location is also ideal. The combination of a safe and secure campus setting with many recreation options, near major business and cultural centers, is perfect. Winthrop's close proximity to Charlotte and driving distance to Atlanta, Columbia and Greenville are terrific assets to attract students and provide them with experiential learning and career-focused opportunities. And more personally the opportunity to return to South Carolina, where we have many family and friends, is exciting to my wife Lynn and me. Leading Winthrop will be the culmination of my higher education career.

Now I will turn my attention to why I will be successful as Winthrop's next president. The following describes how my leadership strengths align with priorities described in the presidential prospectus.

Working with a college community to provide inspirational and strategic direction is one of my strong suits. I have an extensive track record of cultivating innovation, including the design and development of degrees, certificates, partnerships, student services, and community engagements. Our annual "UC-IC" innovation competition for faculty and staff, and "i3 Day" for students have facilitated a culture of creativity and continual improvement at all levels of the University of Charleston. Earlier this year I was invited to lead a national higher education conference workshop on "Creating a Culture of Innovation" and will deliver another on "Innovation and Strategic Leadership" in January 2022. Consistent with my business background, research, data analysis, benchmarking, collaboration, and other management practices have contributed to program and process successes. I have led numerous comprehensive strategic planning initiatives in my roles as a higher education leader, and as a consultant for large, complex enterprises such as Blue Cross Blue Shield, Nissan, Verizon, and Xerox. As UC's president I also serve as the president of the [Independent College Enterprise](#) (ICE), a consortium of eight colleges in Alabama, North Carolina, and West Virginia that share hardware, software and technical personnel. I collaborate with partner school presidents on strategic, financial, and governance issues, and also supervise the ICE chief executive officer. As such my collaborative experiences will be of value as Winthrop leverages existing and explores new collaborative opportunities.

Providing leadership for emergency preparedness and response is increasingly critical in today's complex world. Our team mobilized quickly and effectively when the novel coronavirus appeared in March 2020. We closed our campus without issues and efficiently transitioned to remote learning and work. Throughout the summer five cross-functional teams embarked on scenario planning, culminating in a Fall 2020 Return to Campus plan that was executed without instructional or campus life interruption. We have worked closely with city, county, and state health officials on testing, isolation, quarantine, contact tracing, distancing, cleaning and other protocols. Communicating regularly, clearly, and encouragingly, as evident on our [Coronavirus webpage](#), has been instrumental in shifting attitudes and behaviors to the health and safety of our community. We had similar success with our Spring 2021 semester, including the management of 18 NCAA Division II athletic teams competing from January through May. Our healthcare faculty

and students have been actively involved in community vaccination clinics. The Fall 2021 semester has gone exceptionally well. Outside of COVID-19, we annually review our Emergency Response, Pandemic Response, Title IX, and other safety-related plans, coordinate with area police, fire, and other emergency agencies, and conduct workshops for employees and students to help ensure campus safety.

Collaborating with faculty and external partners to design, revise, and deliver high-quality student programming is essential to a college's success. At Charleston we have secured external advisory and financial support to launch new STEM programs in analytics, applied computer science, cybersecurity, and digital media design. We also revised our business curriculum and are developing additional healthcare degrees for both on-campus and adult online delivery. These are providing new revenue streams by attracting students who would not otherwise consider enrolling at UC. Unlike other colleges and universities in the state and region, we have been experiencing annual enrollment growth under my leadership. Our Fall 2020 to Fall 2021 first year retention increased 6% as a result of redesigned general education and new student academic experiences, and improved advising processes. Short student testimonial videos placed on our website are helping us convey the distinctiveness of our programs along with the diversity of our student body. We embed high impact student learning experiences throughout our programs, such as internships, clinical rotations, research projects, and service opportunities. This year we also incorporated leadership training into the first-year student experience through the Truist (formerly BB&T) [Emerging Leaders certification program](#). I have also had great success leading interdisciplinary initiatives to create unique learning opportunities. Examples include international degree programs that draw from business, law, and political science, shared concentrations between business and engineering, data analytics offerings in biology, chemistry, healthcare and sports management, and a risk and disruptive technology center collaboration involving arts and science, business, engineering, and health science schools. I have also worked with external partners on student recruiting, retention, program delivery, and course design. For example, I have grown online programs at both Charleston and Hartford, doing so by partnering with an online program management (OPM) company, fee for service companies, and through fully in-house operations. Other successful initiatives include collaborating with companies like Cigna and Stanley Black & Decker, and with local area hospitals and professional associations, for their employees and members to earn career-enhancing certificates and degrees.

Championing a college's distinctive strengths to raise visibility and support is an area where I excel. I am adept at being a brand ambassador, culture enhancer, bridge builder, and vision shaper. The key to these leadership traits is an understanding of and commitment to exceptional communications. I enjoy initiating conversations that drive individuals and organizations to consensus and action. Relationships within and across faculty, administration, and governing boards have all improved under my leadership. As a president and as a dean, in addition to regularly attending athletic, cultural, education, and social campus events, I have continued teaching each year to ensure I am visible to and stay current and in touch with our students. Fundraising has increased as well. At Charleston we have successfully secured six and seven figure gifts from private foundations and individual donors to provide new program start-up funds and been awarded similar size federal grants to develop and launch new student-centered initiatives. I have also cultivated large gifts for capital projects such as admissions and career centers, athletic

venues, lounges, labs, research centers, and curricular spaces. Here are some examples of how I enhance my current institution's brand as an ambassador, op ed writer, and through creative and timely communications:

- [Managing Crises in Higher Education](#) op ed
- [Discover UC car video with basketball legend David Robinson](#) video
- [Discover UC car video with U.S. Senator Joe Manchin III](#) video
- [Discover UC "British Invasion" car interview with men's soccer players](#) video
- [Discover UC car interview with student – COVID campus experience](#) video
- [2019 Holiday Lip Dub \(pre COVID-19\)](#) video
- ["10 Voices" Juneteenth 2020](#) video
- [Enlightened Living Days 2021](#) video
- ["Blood Battle" Fall 2021 Blood Donation](#) video
- [Congratulations to May 2020 graduates](#) video
- [Lessons learned/thank you Fall 2020 semester](#) video
- [Welcome Back Spring 2021 Semester](#) video

The next president at Winthrop must be skillful regarding the breadth of contemporary issues that can and should positively affect students and employees. At UC, roughly a third of our students are first generation, a third are from under-represented groups, and a similar number are low income (Pell eligible). In addition, a high percentage of our online students are active military. Therefore, in my present role, I have established employee training and student co-curricular activities on issues such as diversity, equity, inclusion, belonging, bias, the environment, mental health, and access to health care. Our success has been marked by engaging subject matter experts from within our faculty and the broader community to foster awareness and understanding in these areas, with the goal of raising our individual and collective confidence to make positive impacts in the communities where we study, live, and work. For example, over the Martin Luther King Jr. holiday weekend in January each year, we orchestrate conversations on shaping the type of world in which we want to live. These "[Enlightened Living Days](#)" include films, panel discussions, and a variety of interactive small group in-person and virtual workshops, roundtables, and table talks. In 2021 we deepened our understanding of how to foster healthy societies, healthy bodies, and healthy minds. Our January 2022 theme is "Sustainable Resilient Communities." Engaging students, faculty, staff, and board members, we crafted a Diversity, Equity, Inclusion, and Belonging statement that reflects our shared aspirations.

Building and stewarding financial resources is also of paramount importance. The key to resource allocation is prioritizing alignment with the mission and strategic plan. We maintained a balanced budget at UC this past fiscal year by reducing our expenses 7% in response to room, board, and auxiliary revenue shortfalls and unplanned COVID-19 related expenditures. Private and federal grant funding are being used to invest in new academic program initiatives as well as learning and co-curricular spaces such as healthcare simulation labs, a sales center in our business school, an admissions welcome center, student lounges and computer labs, and athletic facilities in alignment with campus master plans. Recent grant awards from the Department of Education, Department of Justice, and the National Science Foundation are contributing significant resources for attracting students and offering them valuable new services. I also serve on the Board of

Trustees' Investment Committee, meeting quarterly with our independent investment partner, Prime Buchholz, to review and evaluate our portfolio. Like Winthrop, we take great pride in minimizing cost of attendance for our increasingly diverse student population. On average, our students graduate with less debt (\$20,311 for 2019 graduates) than their peers at both state and private colleges and universities in our state.

Ensuring that students have positive transformational experiences is essential for Winthrop. At the University of South Carolina, we developed exceptional global experiences with partner institutions around the world helping us to sustain #1 rankings in undergraduate international business education. At Charleston, we enroll students from over 40 states and 40 countries and offer student life experiences that celebrate our cultural diversity. We have also expanded our portfolio of career and professional development programming, doing so by working closely with alumni and employers. Athletics are important activities for many of our students. They excel academically and, in their sports, including our national championship men's soccer program (NCAA DII champions in 2017 and 2019). We are very intentional regarding sexual awareness and assault, alcohol and substance misuse, and mental health training, in addition to DEI that I mentioned previously. A key pillar of our mission is community involvement. Through clubs, organizations, sports, and academic programs, our students are highly engaged in civic activities. We work closely with the city, county, and area non-profits on meaningful service experiences for them and our students. The key to these efforts is our commitment to the core value of student focus.

Engaging with alumni and others in the community is important as well. We recently revamped our alumni outreach activities to intentionally involve different groups such as young alumni as well as those who are mid-career and potential candidates for advisory boards. Our February "Give for Gold" give campus fundraising campaign exceeded both our donor and dollar goals. Personally, I serve on various local and regional boards such as the city of Charleston economic development alliance, state chamber of commerce, regional American Red Cross, Federal Reserve Bank of Richmond, and local Rotary. I also work closely with Charleston's mayor, city council and city managers on various issues that affect our students, campus, and community. We were awarded a U.S. Economic Development Administration grant to conduct a feasibility study for an innovation hub in downtown Charleston. We have a robust innovation center on the University of Charleston's campus. The feasibility study has revealed how we can extend services to start-up and scaleup businesses in and around our community that fill critical gaps in the city's entrepreneurial ecosystem. Doing so will further establish us as *Charleston's University*[™] as we partner with others to foster economic vitality and quality of life in the region. To support the proposed UC Downtown Innovation Hub, we have submitted a \$1.6M US EDA Economic Adjustment Assistance grant application and have secured the required 20% matching funds. Such an initiative may be worth exploring in Rock Hill.

In summary, Winthrop is an exceptional university with a rich history and many distinctive initiatives underway. Leading Winthrop will be an honor and a privilege. I am confident that I can provide the presidential experience and leadership qualities necessary to motivate employees, inspire students, engage the community, entuse donors, and work effectively with the Board of Trustees for many years to come.

I look forward to learning more about your expectations and discussing my qualifications with you.

Best regards,

A handwritten signature in black ink, appearing to read 'MSR', with a long horizontal flourish extending to the right.

Martin S. Roth, PhD



Martin S. Roth, Ph.D.
President
University of Charleston

Dr. Martin S. Roth became President of the University of Charleston in July 2018. Before coming to West Virginia, he was Dean of the Barney School of Business, University of Hartford. He was previously Chair of the Sonoco International Business Department, Executive Director of the flagship International MBA Program, and Chief Innovation & Assessment Officer at the University of South Carolina's top ranked Darla Moore School of Business.

As a higher education leader, Roth has spent the past 30 years helping universities excel by focusing on the talent acquisition and development needs of students and organizations. Working closely with faculty and staff he has led increases in enrollments, rankings, retention, student placement and satisfaction, faculty recruiting and research support, alumni engagement, corporate partnering, fundraising, new curriculum design, and the development and launch of online degree programs. At the University of Charleston, this is accomplished through our mission to educate each student for a life of productive work, enlightened living, and community involvement.

Marty's teaching and research expertise is in global strategy, management and marketing for which he has won numerous teaching awards. He has also taught at the Carroll School at Boston College, Katz School at the University of Pittsburgh, the Arthur D. Little School of Management in Boston, and at universities in Austria, France, Hong Kong, Mexico, Portugal, Thailand, and Tunisia. Executive education and consulting engagements with Blue Cross & Blue Shield SC, BMW, CSX, Fiberweb, Metso, Nissan, Pitney Bowes, Verizon, Xerox and other companies have added value to their global strategic planning, marketing, branding, customer service, market research, and scenario planning success.

Marty's research has been published in the leading marketing and management journals, including the *Harvard Business Review*, *Journal of Marketing Research*, *Journal of International Business Studies*, *Journal of Consumer Research*, *American Journal of Managed Care* and *Journal of International Marketing*. He has been quoted in the *Wall Street Journal* as well as in many other national and local media and spoken at meetings throughout the Americas and Europe. His *CountryManager* international marketing simulation game is used in over 130 schools worldwide and book *Foreign Market Entry and Growth* was published in August 2021.

He earned his doctorate, MBA, and BA degrees from the University of Pittsburgh. Before entering higher education, Marty worked in market research and retailing. He serves on the Board of Directors of the American Red Cross Central Appalachia Region, Charleston Area Alliance, Clay Center for the Arts and Sciences, Truist Charleston/Parkersburg Region, and is a member of the Federal Reserve Bank of Richmond's West Virginia Industry Roundtable, Mountain East Conference Executive and Membership Committees, Rotary Club of Charleston, WV Chamber of Commerce, and West Virginia Roundtable.

[LinkedIn](#)
[Facebook](#)

November 2021

MARTIN S. ROTH
President
University of Charleston
2300 MacCorkle Avenue
SE Charleston, WV 25304

ACADEMIC/INDUSTRY POSITIONS

2018 – present	President University of Charleston
2018 – present	President and Chief Operating Officer Independent College Enterprise, Charleston WV
2013 – 2018	Dean and Professor of Management and Marketing Barney School of Business, University of Hartford
2011 – 2013	Professor & Department Chair , Sonoco International Business Department Moore School of Business, University of South Carolina
2008 – 2011	Professor & Chief Innovation & Assessment Officer Moore School of Business, University of South Carolina
2005 - 2008	Professor & Executive Director, International MBA Program Moore School of Business, University of South Carolina
1997 - 2005	Associate Professor , Sonoco International Business Department Moore School of Business, University of South Carolina
1995 - 1997	Associate Professor , Marketing Department Carroll School of Management, Boston College
1989 - 1995	Assistant Professor , Marketing Department, Carroll School of Management, Boston College
1988 - 1989	Lecturer , Katz Graduate School of Business, University of Pittsburgh
1987 - 1988	Associate Director of Research , Pittsburgh Research Institute for Studies in Marketing (PRISM), Pittsburgh, PA
1985 - 1987	Research Assistant , PRISM Pittsburgh, PA
1983 - 1984	Retail Manager , Beacon Pharmacy Pittsburgh, PA

EDUCATION

- 1985 - 1990 **Ph.D. in Business Administration**
Katz Graduate School of Business, University of Pittsburgh
Pittsburgh, Pennsylvania
Major: Marketing, Minor: Anthropology
- 1984 - 1985 **Master of Business Administration**
Graduate School of Business, University of Pittsburgh
Concentration: Marketing
- 1979 - 1983 **Bachelor of Arts**
University of Pittsburgh
Majors: Business and Economics

REFEREED JOURNAL PUBLICATIONS

- Simon Hudson, Li Huang, Martin S. Roth and Thomas J. Madden, (2016), "The Influence of Social Media Interactions on Consumer-Brand Relationships: A Three-country Study of Brand Perceptions and Marketing Behaviors," *International Journal of Research in Marketing*, 33 (1), 27-41.
<http://www.sciencedirect.com/science/article/pii/S0167811615000841>
- Simon Hudson, Martin S. Roth, Thomas J. Madden and Rupert A. Hudson, (2015), "The Effects of Social Media on Emotions, Brand Relationship Quality, and Behavior: An Empirical Study of Music Festival Attendees," *Tourism Management*, 47, 68-76.
<http://www.sciencedirect.com/science/article/pii/S026151771400171X>
- Thomas J. Madden, Martin S. Roth and William R. Dillon (2012), "Global Product Quality and Corporate Social Responsibility Perceptions: A Cross-national Study of Halo Effects," *Journal of International Marketing*, 20 (1), 42-57.
- Deborah A. Colton, Martin S. Roth, and William O. Bearden (2010), "Drivers of International E-tail Performance: The Complexities of Orientations and Resources," *Journal of International Marketing*, 18 (1), 1-22.
- Martin S. Roth, Satish Jayachandran, Mourad Dakhli and Deborah A. Colton (2009), "Subsidiary Use of Foreign Marketing Knowledge," *Journal of International Marketing*, 17 (1), 1-29. [Winner of the AMA 2009 S. Tamer Cavusgil Award, given to the article published in the calendar year that has made the most significant contribution to the advancement of the practice of international marketing management.]
- Elizabeth Bender, Charles Partlow and Martin S. Roth (2008) "An Examination of Strategic Drivers Impacting U.S. Multinational Lodging Corporations," *International Journal of Hospitality and Tourism Administration*, 9 (3), 219-243.
- Carolyn T. White, Martin S. Roth and Terence A. Shimp (2008), "Comparative Advertising in Countries Where Brands and Comparative Advertising Are Novel," *Journal of International Business Studies*, 39 (5), 851-863.

- Martin S. Roth, R. Bruce Money and Thomas J. Madden (2004), "Purchasing Processes and Characteristics of Industrial Service Buyers in the U.S. and Japan," *Journal of World Business*, 39 (2), 183-196.
- Kelly Hewitt, Martin S. Roth and Kendall Roth (2003), "Conditions Influencing Headquarters and Foreign Subsidiary Roles in Marketing Activities and Their Effects on Performance," *Journal of International Business Studies*, 34 (6), 567-585.
- Martin S. Roth (2003), "Media and Message Effects on DTC Prescription Drug Advertising Awareness," *Journal of Advertising Research*, 43 (June), 180-193.
- Thomas J. Madden, Kelly Hewitt and Martin S. Roth (2001), "Managing Images in Different Cultures: A Cross-National Study of Color Meanings and Preferences," *Journal of International Marketing*, 8 (4), 90-107.
- Martin S. Roth and Mourad Dakhli (2000), "Regional Trade Agreements As Structural Networks: Implications for Foreign Direct Investment Decisions," *Connections*, 23 (1), 60-71.
- Martin S. Roth and Jean B. Romeo (2000), "Co-Promotions Drive Health Plan Satisfaction and Subscriber Appeal," *Marketing Health Services*, 19 (Winter/Spring), 21-27.
- Martin S. Roth, Robert C. Davenport, and William Simpson (1998), "Assessing the Economic Value of Antihypertensive Medications," *American Journal of Managed Care*, 4 (September), 1267-1275.
- Martin S. Roth (1998), "Taming Technology: Financial Services Have Lessons to Share in Managing Customer Relationships," *Marketing Management*, 6 (Winter), 20-30.
- Martin S. Roth (1996), "Patterns in Direct-to-Consumer Prescription Drug Advertising and Their Public Policy Implications," *Journal of Public Policy and Marketing*, 15 (Spring), 63-75.
- Martin S. Roth (1995), "Effects of Global Market Conditions on Brand Image Customization and Brand Performance," *Journal of Advertising*, 24 (Winter), 55-75.
- Martin S. Roth (1995), "The Effects of Culture and Socioeconomics on the Performance of Global Brand Image Strategies," *Journal of Marketing Research*, 32 (May), 163-175.
- Martin S. Roth (1994), "Enhancing Consumer Involvement in Health Care: The Dynamics of Control, Empowerment, and Trust," *Journal of Public Policy and Marketing*, 13 (Spring), 115-132.
- Martin S. Roth and William P. Amoroso (1993), "Linking Core Competencies to Customer Needs: Strategic Marketing of Health Care Services," *Journal of Health Care Marketing*, 13 (Summer), 49-54.
- Martin S. Roth and Jean B. Romeo (1992), "Matching Product Category and Country Image Perceptions: A Framework for Managing Country-of-Origin Effects," *Journal of International Business Studies*, 23 (3), 477-498.
- George M. Zinkhan, Martin S. Roth and Mary Jane Saxton (1992), "Knowledge Development and Scientific Status in Consumer Behavior Research: A Social Exchange Perspective," *Journal of Consumer Research*, 19 (September), 282-291.

Martin S. Roth (1992), “Depth Versus Breadth Strategies for Global Brand Image Management,” *Journal of Advertising*, 21 (June), 23-36.

C. Whan Park, Martin S. Roth and Philip F. Jacques (1988), “Evaluating the Effects of Advertising and Promotion Campaigns,” *Industrial Marketing Management*, April, 129-140.

BOOKS, CASES, CHAPTERS, INVITED, & PROFESSIONALLY REVIEWED PUBLICATIONS

Martin S. Roth and Douglas Quackenbos (2021), [*Foreign Market Entry and Growth*](#). Charlottesville, VA: Interpretive Simulations, Inc.

Lawrence Feick, Martin Roth, Michael Deighan, and Stuart James (2000-21), [*Country Manager: The International Marketing Simulation*](#). Charlottesville, VA: Interpretive Simulations, Inc.

Lawrence Feick, Martin Roth, Michael Deighan, and Stuart James (2000-21), [*Country Manager: The International Marketing Simulation. Administrator's Guide*](#). Charlottesville, VA: Interpretive Simulations, Inc.

Douglas Quackenbos, Martin Roth and Dominique Turpin (2020), “[SAM100: Will Construction Robotics Disrupt the Bricklaying Industry?](#)” Case (IMD-7-2164; Teaching Note IMD-7-2164-T). [Winner of the [EFMD 2020 Case Writing Award](#), Bringing Technology to Market category, given to the case study published in the calendar year that has made the most significant contribution to the advancement of the practice of bringing new technology to market.]

Douglas Quackenbos, Martin Roth and Dominique Turpin (2018), “[Sales Process Engineering at Robin](#)” Case (IMD945; Teaching Note IMD946)

Douglas Quackenbos, Richard Ettenson, Martin S. Roth and Seigyoung Auh (2016), “Does Your Company Have What It Takes to Go Global?” [*Harvard Business Review*](#), April 11, 2016. Summary articles also appear in “Globalization: These Traits Help Firms Grow” in *Harvard Business Review*, July/August 2016, p. 26, and “Demystifying Global Markets” in *BizEd*, July/August 2016, p. 16. Cited in “Learn How to Sell in a Global Market,” [Salesforce Sales Center](#), accessed March 21, 2017.

Mandeep Kaur Ghuman, Li Huang, Thomas J. Madden and Martin S. Roth (2015), “Anthropomorphism and Consumer Brand Relationships: A Cross-cultural Analysis,” in [*Strong Brands, Strong Relationships*](#), ed. S. Fournier, M. Breazeale and J. Avery, Taylor & Francis/Routledge: London & New York, 135-148.

Martin Roth and Dominique Turpin (2013), “[Spanish Vines: Colombia Market Entry](#)” Case (IMD-5-0791; Video IMD-5-0791-V; Teaching Note IMD-5-0791-T).

Martin Roth and Dominique Turpin (2013), “[Walter Meier: JET International Expansion](#)” Case (IMD-5-0792; Video IMD-5-0792-V; Teaching Note IMD-5-0792-T).

Martin Roth and Dominique Turpin (2010), “[Doosan Infracore International: Portable Power Brand Transformation](#)” Case series (“A” case IMD-5-0762; “B” case IMD-5-0763; Video IMD-5-0762-V; Teaching Note IMD-5-0762-T).

- Martin S. Roth and Richard Ettenson (2009), "Surviving the Downturn: Emerging Lessons from Emerging Markets," *Wall Street Journal*, March 23, page R1 (<http://online.wsj.com/article/SB123731293002758943.html>).
- Martin S. Roth (2007) "Global Language Partnerships: Preparing Mobile, Multilingual, International Business Managers," IIE Network.org (Institute of International Education), <http://iienetwork.org/page/102760/>. Abstract in IIE Networker, Spring 2007, page 13.
- Martin S. Roth, C. Eugene Reeder and Chris M. Kozma (2002), "Pharmacoeconomics of Hypertension: Bridging the Clinical – Economic Gap," in *New Frontiers In the Management of Hypertension*, ed. M. Schachter and N. Kaplan. Lippincott Williams & Wilkins: London, 115-126.
- Martin S. Roth (2002), "Capitalizando la Imagen Corporativa," *Mercado*, 101 (March), 88-91.
- Martin S. Roth (1997), "New Strategies for a Global Industry: The Case of the Pharmaceutical Industry," in *Europe and the Global Competition*, ed. Sabine Urban. Gabler GmbH: Weisbaden, 193-214.
- Martin S. Roth (1995), "The Value of Image Advertising," *Upside*, October, 18.
- Gerald E. Smith and Martin S. Roth (1995), "Shaping Customers' Perceptions of Value: Differentiation Value Analysis and Strategic Pricing," *Journal of Professional Pricing*, 4 (Summer), 6-13.
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REFEREED CONFERENCE PROCEEDINGS

- George M. Zinkhan, Mary J. Saxton, Martin Roth and Gerald Zaltman (1990), "A Citation Analysis of the ACR Proceedings: A Knowledge Development and Social Exchange Perspective," in *Advances in Consumer Research*, 17, eds. M. Goldberg, G. Gorn, R. Pollay, Provo, UT: Association for Consumer Research, 627-635.
- Martin S. Roth and Christine Moorman (1988), "The Cultural Content of Cognition and the Cognitive Content of Culture: Implications for Consumer Research," in *Advances in Consumer Research*, 15, ed. Michael Houston, Provo, UT: Association for Consumer Research, 403-410.
- Martin S. Roth (1987), "Closing the Reality Gap: The Concept of Meaning in Marketing Theory and Research," in *Proceedings of the Winter Educators' Conference*, eds. Russell W. Belk and Gerald Zaltman, American Marketing Association.

CONFERENCE & INVITED PRESENTATIONS

- Martin S. Roth and Paul Hennigan (2022), "Innovation and Strategic Leadership," Council of Independent Colleges 2022 New Presidents Program, January.
- Martin S. Roth and Dennis Hanno (2021), "Creating a Culture of Innovation," Council of Independent College's 2021 Presidents Institute, January.

- Martin S. Roth, Tracy Parkinson, Beth Rushing and Jessica Gerritty (2020), “Developing and Sustaining a Grant Seeking Culture on Small and Mid-sized Campuses,” Appalachian College Association, December.
- Mandeep Kaur, Li Huang, Thomas J. Madden and Martin S. Roth (2013) “Antecedents of Tendency to Anthropomorphise Products: A Cross-cultural Analysis,” presented at the annual American Marketing Association Summer Educators’ conference, August.
- Mandeep Kaur, Li Huang, Thomas J. Madden and Martin S. Roth (2013) “Antecedents of Tendency to Anthropomorphise Products: A Cross-cultural Analysis,” presented at the annual Consumer-Brand Relationships conference, May.
- Helena Allman, Thomas J. Madden and Martin S. Roth (2012) “Effects of Survey Formats on Brand Halo Response,” presented at the annual China Goes Global conference, October.
- Thomas J. Madden, Martin S. Roth and William R. Dillon (2012) “Effects of Survey Formats on Brand Halo Response,” presented at the annual American Marketing Association Winter Educators’ conference, February.
- Martin S. Roth (2012), “A Study of the IMBA Value Proposition,” presented at the GMAC Leadership Conference, February.
- Deborah A. Colton and Martin S. Roth (2011), “Different Means for Different Ends: Global E-tailing Resources and Progressive Performance Objectives,” presented at the annual American Marketing Association Summer Educators’ conference, August.
- William R. Dillon, Thomas J. Madden and Martin S. Roth (2010), “Cross-National Perceptions of Product Quality and Corporate Social Responsibility: Identifying and Managing Halo Effects,” presented at the Darla Moore School of Business Sustainability Symposium, Columbia, November.
- Martin S. Roth (2010), “Managing Strategy and Innovation in Times of Uncertainty,” presented at the May Carolina Alumni Weekend, Columbia, May.
- Martin S. Roth (2008), “Forces Shaping the Economy: Local & Global Perspectives,” presented at the Business at Sunrise, Northeast Columbia Chamber of Commerce meeting, Columbia, June.
- Deborah Colton, Martin S. Roth, and William O. Bearden (2008), “Sources of Global E-tail Advantage: Relationships Among Orientations, Resources, and Performance,” at the annual American Marketing Association Winter Educators’ conference, February (winner, Global Marketing track *Best Paper Award*).
- Martin S. Roth (2007), “North American Perspective on Globalization and Graduate Business Education: Program Structure, Content, and Experiential Learning,” at the AACSB International Conference and Annual Meeting, Tampa, April.
- Elizabeth Bender, Charles Partlow, and Martin S. Roth (2007), “Corporate Strategies of U.S. Multinational Lodging Firms,” Sloan Industry Studies Annual Conference, Cambridge MA, April.
- Martin S. Roth (2007), “The New Millennium Workforce: Interests and Initiatives,” Institute of Internal Auditors District Conference, Charlotte, March.

- Martin S. Roth (2006) "Globalization, Intellectual Capital, and Education," Pedagogical Academy, Richland School District Two, Columbia, SC, October.
- Elizabeth Bender, Charles Partlow, and Martin S. Roth (2006) "Corporate Strategies of U.S. Multinational Lodging Firms," International Council on Hotel, Restaurant, and Institutional Education conference, Washington DC, July.
- Martin S. Roth (2006), "On the Cutting Edge of International Business Education," Institute of Management Accountants, Spartanburg, SC, May.
- Davina Vora and Martin S. Roth (2001), "A Model of Foreign Market Channel Relationships: The Role of Distributor Identification with and Commitment to a Manufacturer," competitive paper presented at the annual Academy of International Business conference, Sydney, November.
- Martin S. Roth, Satish Jayachandran, Mourad Dakhli and Deborah Colton (2001), "Marketing Knowledge Transfer and Value Creation in MNEs: The Use and Effectiveness of External Marketing Knowledge," presented at the annual American Marketing Association Winter Educators' conference, February (winner, Global Marketing track *Best Paper Award*).
- Kelly Hewitt, Martin S. Roth and Kendall Roth (2000), "Factors Influencing Implementation of Successful Standardization or Customization Strategies by Foreign Subsidiaries: A Contingency Perspective," presented at the annual Academy of International Business conference, Phoenix, November.
- Lawrence Feick, Stuart James, and Martin S. Roth (2000) "*Country Manager: An International Marketing Strategy Simulation Game*," presented at the American Marketing Association International Educators' Conference, Buenos Aires, June-July.
- Martin S. Roth, R. Bruce Money and Thomas J. Madden (2000), "Buying Processes for Industrial Services: A Two-country, Two-culture Market Segmentation Study," presented at the annual American Marketing Association Summer Educators' conference, Chicago, August.
- Martin S. Roth (2000) "The Use and Effectiveness of DTC Message Strategies," presented at the annual Public Policy and Marketing conference, Washington DC, June.
- Martin S. Roth, Satish Jayachandran, Mourad Dakhli and Deborah Colton (2000), "Learning From Experience: The Use and Effectiveness of Transferred Knowledge in Marketing Subsidiaries," presented at UCONN and at Harvard Business School, April-May 2000.
- Kelly Hewett and Martin S. Roth (2000), "Effects of Boundary Spanning Influences on Subsidiary Marketing Practices: The Fit Between Ideal Profiles and Product Performance," presented at the annual American Marketing Association Winter Educators' conference, San Antonio, February.
- Martin S. Roth, R. Bruce Money and Thomas J. Madden (1999), "Segmenting the Industrial Services Market in the U.S. and Japan: Effects of Organization Characteristics, Purchase Process, and Buying Situations on New Entrants' Purchases," presented at the annual Academy of International Business conference, Charleston, November.
- Kelly H. Uscategui, Thomas J. Madden and Martin S. Roth (1999) "Managing Images in Different Cultures: A Cross-national Study of Color Meanings and Preferences," presented at the annual American Marketing Association Summer Educators' conference, San Francisco, August.

- Martin S. Roth & Terrence A. Shimp (1999), "The Use and Effectiveness of DTC Message Strategies," presented at the annual American Marketing Association Summer Educators' conference, San Francisco, August.
- Mourad Dakhli and Martin S. Roth (1998), "Regional Trade Agreements As Structural Networks: Implications for Country Attractiveness Evaluations," presented at the annual Academy of International Business conference, Vienna, Austria, October.
- Martin S. Roth (1998), "Measuring and Managing Brand Images in the Global Marketplace," presented at the Marketing Science Institute's Understanding Customers and Consumers in a Global Marketplace conference, Barcelona, Spain, May.
- Martin S. Roth (1996), "Patterns in Direct-to-Consumer Prescription Drug Print Advertising and Their Public Policy Implications" presented at the annual Marketing and Public Policy Conference, Washington D.C., May.
- Jean B. Romeo and Martin S. Roth (1994), "Antecedents and Consequences of Joint Promotion Campaign Effectiveness," presented at the annual American Marketing Association Winter Educators' conference, St. Petersburg, February.
- Martin S. Roth (1993), "A Comparative Analysis of Four Research Techniques for Measuring Brand Image," presented at the annual Association for Consumer Research conference, Nashville, October.
- Martin S. Roth (1993), "Customizing Brand Image Strategies Across International Markets: Effects on Financial Performance," presented at the annual American Market Association Summer Educators' conference, Boston, August.
- Martin S. Roth (1992), "The Impact of Pharmaceutical Advertising to Consumers on Drug Information Use, Compliance, and the Doctor-Patient Relationship: An Exploratory Analysis," presented at the eleventh annual American Association for Advances in Health Care Research conference, Jackson WY, March.
- Jean B. Romeo and Martin S. Roth (1992), "Joint Promotion Strategies for Health Care Organizations," presented at the eleventh annual American Association for Advances in Health Care Research conference, Jackson WY, March.
- Martin S. Roth (1991), "Market Specificity and Socioeconomics: Developments in Classifying and Segmenting Global Markets," at the IAREP/SASE conference, Stockholm, June.
- Martin S. Roth (1991), "Brand Image Strategy Breadth vs. Depth: Implications for International Advertising," at the International Trade and Finance Association conference, Marseille, May.
- George M. Zinkhan, Gerald Zaltman, and Martin S. Roth (1991), "Reviewers and Authors as Gift Givers: The Manuscript Review Process and Knowledge Development," at the American Marketing Association Winter conference, Orlando, February.
- Jean B. Romeo and Martin S. Roth (1990), "The Underlying Dimensions of Country Image and Their Relationship to Product Category Characteristics: A Cross-Cultural Investigation," at the annual Association for Consumer Research conference, New York, October.

Martin S. Roth and James S. Boster (1988), "Wine Tasting Groups as Information Cartels," at the annual American Association for the Advancement of Science meeting, Boston, MA, February.

CONFERENCE SESSION CHAIR, PANELIST AND DISCUSSANT

Martin S. Roth (2014), Panelist on "Will Technology Lead to the Demise of the MBA as We Know It?" at the Northeast Business Deans' Association (NEBDA) annual meeting, Newport, RI, September.

Martin S. Roth (2007), Chairperson and organizer for session "Tri-regional Perspectives on Globalization and Graduate Business Education: Program Structure, Content, and Experiential Learning," at the AACSB International Conference and Annual Meeting, Tampa, April.

Martin S. Roth (2000), Chairperson and Moderator for special session, "Issues in Sharing Marketing Practices Across Subsidiaries in MNCs," at the American Marketing Association International Educators' Conference, Buenos Aires, June-July 2000.

Martin S. Roth (2000), Discussant for three papers in "The Relationship Between Market Orientation and Performance" track at the American Marketing Association International Educators' Conference, Buenos Aires, June-July 2000.

Martin S. Roth (2000), Chairperson for special session, "New Questions and Answers on DTC Drug Advertising," at the Public Policy and Marketing Conference, Washington DC, June.

Martin S. Roth (1999), Chairperson for special session, "Giving Customers Control: Multi-discipline Perspectives on Direct-to-Consumer Drug Advertising," at the American Marketing Association Summer Educators' Conference, San Francisco, August.

Martin S. Roth (1994), Discussant for three papers in "Problems with Advertising" track at the annual Association for Consumer Research conference, Boston, October.

Martin S. Roth (1993), Chairperson for special session, "Innovations in Defining and Measuring Brand Image," at the annual Association for Consumer Research conference, Nashville, October.

Martin S. Roth (1992), Chairperson for session "Consumer Behavior," at the annual Northeast Decision Sciences Institute Meeting, Boston, April.

Martin S. Roth (1992), Discussant for paper "Comparative Study of Variables Affecting Productivity in the U.S. and Taiwan," at the annual Northeast Decision Sciences Institute Meeting, Boston, April.

Martin S. Roth (1990), Chairperson for special session "Global Research in Consumer Values and Perceptions of Foreign Products," at the annual Association for Consumer Research conference, New York, October.

INDUSTRY and PROFESSIONAL CONFERENCE PRESENTATIONS

E. Gordon Gee, Marty Roth, and Jerry Gilbert, "Higher Education and West Virginia's Growth," [West Virginia Chamber of Commerce Annual Meeting and Business Summit](#), September 2021.

Martin S. Roth, John E. Barnette, George E. Walker, Michael White, and Rick Devereaux, "[How Climate Change Impacts National Security](#)," virtual panel discussion hosted by the University of Charleston and the American Security Project, April 2021.

Ari Schonbrun and Martin S. Roth "[Transform Into the New Role & Prepare Yourself For The Next](#)," *Whispers and Bricks* podcast, March 2021.

Gordon Gee and Martin S. Roth, "The Future of Higher Education." West Virginia Chamber of Commerce, September 2020. <https://youtu.be/o7Yqk8Gh1n0>

Martin S. Roth, "Did You Know?" Rotary Club of Charleston WV, February 2019.

Martin S. Roth, "Want Your First/next International Venture to Succeed? Better Check Your 'tudes!" Entrepreneur Export Exchange (E3) Conference, Harvard University, Boston MA, September 2017.

Martin S. Roth, "Getting Talent Acquisition and Retention Right," Central CT Chambers Business Forum, Bristol CT, March 2016.

Martin S. Roth, "A Business School Dean Looks at the 'Business of Pastoring'," New Pastors Program, Center for Continuing Formation, St. Mary's Seminary & University, Baltimore MD, November 2016, 2015, 2014.

Martin S. Roth, "Raising the Bar: How Can We Meet the Talent Demands of Business?" President's College at Duncaster, Bloomfield CT, October 2014.

Martin S. Roth, "Developing Innovative Marketing & Sales Programs in Turbulent Times," presented at the South Carolina Chamber of Commerce Human Resources Conference, Wild Dunes SC, May 2010.

Martin S. Roth, "Mastering the Message: Findings From the DTC Print Ad Awareness Study," presented at the 2004 DTC National Conference, Boston, March 2004.

Martin S. Roth and Carole Huntsman, "A Value-Based Approach to Partnering & Relationship Building," Institute for International Research's "Services Marketing Forum" conference, Baltimore, November 1996.

Martin S. Roth, "Value-Based Pricing and Product Positioning," The Professional Pricing Society's *Profitable Pricing Strategies* conference, Chicago, October 1995.

Martin S. Roth "Value-Based Positioning and Pricing: Strategies for Service Providers," Institute for International Research's "Pricing for Profit: A Forum for Service Providers" conference, Boston, August 1995.

Martin S. Roth "The Consumers' Role in the Managed Health Care System," Association of Healthcare Educators meeting, Boston, April 1995.

Martin S. Roth "Creating Value Through Strategic Pricing and Promotions," Global Business Research's "Pharmaceutical Pricing" conference, Philadelphia, January 1995.

Martin S. Roth “Linking Your Core Competencies to Customer Needs,” Institute for International Research’s *Designing, Developing and Delivering Outstanding Service Value* conference, New Orleans, December 1994.

CONFERENCE TRACK CHAIR

- 2005 American Marketing Association “Global Marketing” Track co-chair, Summer Educators’ Conference, San Francisco, August 2005.
- 2000 American Marketing Association “Marketing Strategy” SIG Track co-chair, International Educators’ Conference, Buenos Aires, June-July 2000.

BOOK REVIEWS

- Journal of Marketing Research* (1997), 34 (August), p. 411-412, a review of *Marketing in a Multicultural World*, (1995) Janeen A. Costa and Gary J. Bamossy eds., Sage Publications.
- Journal of Marketing* (1991), 55 (April), p. 80-82, a review of *Marketing Strategies for the New Europe: A North American Perspective on 1992*, (1990) John K. Ryans Jr. and Pradeep A. Rau, American Marketing Association.

TRADE & POPULAR PRESS STORIES & QUOTES

- WSAZ (NBC), “Federal Vaccine Requirements Will Impact Millions of Workers,” November 4, 2021. <https://www.wsaz.com/2021/11/04/federal-vaccine-requirements-will-impact-millions-workers/>
- WCHS (ABC), “Construction Work at UC On Schedule and On Budget,” June 26, 2021. <https://wchsnetwork.com/construction-work-at-uc-on-schedule-and-on-budget/>
- University Business*, “Why These 3 College Vaccine Mandates are Significant,” June 24, 2021. <https://universitybusiness.com/why-3-w-virginia-r-i-vaccine-mandates-are-significant/>
- WCHS (ABC), “Colleges Weigh in On Student Vaccination Requirements for This Fall,” June 24, 2021. <https://wchstv.com/news/local/colleges-weigh-in-on-student-vaccination-requirements-for-this-fall>
- WOWK 13 News “University of Charleston Plans Full Return to Campus, Requiring COVID-19 Vaccines,” June 23, 2021. <https://www.wowktv.com/news/local/university-of-charleston-plans-full-return-to-campus-requiring-covid-19-vaccines/>
- Charleston Gazette-Mail*, “UC Requiring Students to Get COVID-19 Vaccine; WV Public Colleges Still Not Requiring It,” June 23, 2021. https://www.wvgazettemail.com/news/education/uc-requiring-students-to-get-covid-19-vaccine-wv-public-colleges-still-not-requiring-it/article_bd707b86-f327-52ea-aa78-d87b98e66dcc.html
- EFMD Global, “2020 EFMD Case Writing Competition Winners Interview Series: Bringing Technology to Market,” June 2, 2021. <https://blog.efmdglobal.org/2021/06/02/2020-efmd-case-writing-competition-winners-interview-series-bringing-technology-to-market/>

- WCHS (ABC), "University of Charleston, West Virginia State Prepare for In-person Graduation Ceremonies," April 20, 2021. <https://wchstv.com/news/local/universities-prepare-for-in-person-graduation-ceremonies>
- The State Journal*, "Keeping the Lights On and Doors Open," October 19-25, 2020, page 16.
- West Virginia Chamber of Commerce*, "Doing Their Homework," Autumn 2020, pages 48-51.
- WCHS (ABC), "University of Charleston Holds Labor of Love Community Service Weekend," September 7, 2020. <https://wchstv.com/news/local/university-of-charleston-holds-labor-of-love-community-service-weekend>
- Metro News*, "University of Charleston Outlines Campus Return Plan," August 3, 2020. <https://wvmetronews.com/2020/08/03/university-of-charleston-outlines-campus-return-plan/>.
- WCHS (ABC), "Sinclair Cares 'Day of Commitment' Invites Potential Blood Donors to Make Appointment," July 30, 2020. <https://wchstv.com/news/local/sinclair-cares-day-of-commitment-invites-potential-blood-donors-to-make-appointment>.
- Charleston Gazette Mail*, "Managing Crises in Higher Education," July 29, 2020, https://www.wvgazettemail.com/opinion/op_ed_commentaries/martin-s-roth-managing-crises-in-higher-education-opinion/article_8b91c4b6-036b-5330-9d00-84fa3dec1e9f.html
- WCHS (ABC), "Students and Staff to Wear Masks, Check Temperatures at University of Charleston this Fall," June 23, 2020, <https://wchstv.com/news/local/students-and-staff-to-wear-masks-check-temperatures-at-university-of-charleston-this-fall>.
- West Virginia Executive*, "Moving the Mountain State Forward," Fall 2019. <http://www.wvexecutive.com/archives/>.
- Charleston Gazette Mail*, "Universities Partner to Offer Pharmacy Degree," November 22, 2019.
- WV News*, "W.Va. Signs Memorandum of Understanding with Hungary," September 24, 2019, https://www.wvnews.com/news/wvnews/w-va-signs-memorandum-of-understanding-with-hungary/article_97bedd75-0fc2-5547-8d4a-2a0ae94c6f72.html.
- WCHS News Network, "Welch Athletic Complex Set to Open in September," August 25, 2019, <https://wchsnetwork.com/welch-athletic-complex-set-to-open-in-september/>.
- WCHS News Network, "University of Charleston Welcomes New Students on Move-in Day," August 23, 2019. <https://wchsnetwork.com/university-of-charleston-welcomes-new-students-on-move-in-day/>.
- Charleston Gazette Mail*, "Shining a Light on Private Colleges and Universities," OpEd, August 5, 2018. https://www.wvgazettemail.com/opinion/gazette_opinion/op_ed_commentaries/martin-s-roth-shining-a-light-on-private-colleges-and/article_c196f718-c034-5fc6-a3fe-bb03f46726b2.html
- The State Journal*, "The University of Charleston: Charleston's University," OpEd, July 30, 2018. https://www.wvnews.com/statejournal/opinion/the-university-of-charleston-charleston-s-university/article_5756318e-ed73-523b-9066-6cd9b140466e.html

- Charleston Gazette Mail*, "Roth Discusses Vision, Life in Charleston as New UC President," July 9, 2018. https://www.wvgazette.com/news/education/roth-discusses-vision-life-in-charleston-as-new-uc-president/article_aef54f68-7a57-5e7c-9ea6-222bd7659b27.html
- WV MetroNews*, "Roth Takes Over at the University of Charleston," July 9, 2018. <http://wvmetronews.com/2018/07/09/roth-takes-over-at-the-university-of-charleston/>
- e City Interactive*, "Is Now the Time to Invest in Virtual Reality Campus Tours?" March 14, 2017. <http://ecityinteractive.com/blog/is-now-the-time-to-invest-in-virtual-reality-campus-tours/>.
- Hartford Business Journal*, "UHart Biz School Eyes \$5.2M Expansion," March 6, 2017. http://www.hartfordbusiness.com/article/20170306/PRINTEDITION/303029963/1004?utm_source=news&utm_medium=HBJToday&utm_campaign=Monday.
- Hartford Business Journal*, "Colleges Boost Entrepreneurship Classes, Seminars," September 26, 2016. <http://www.hartfordbusiness.com/article/20160926/PRINTEDITION/309229910>
- Biz Ed*, "Virtual Impressions," September/October 2016, p. 66. <http://www.bizedmagazine.com/archives/2016/5/ideas-in-action/virtual-impressions>
- Digiday*, "Colleges Turn to Snapchat Geofilters to Lure New Students," April 28, 2016. <http://digiday.com/brands/college-recruitment-snapchat/>
- eCampus News*, "University Uses Virtual Reality for Recruitment," April 26, 2016. <http://www.ecampusnews.com/technologies/virtual-reality-recruitment/>
- Hartford Business Journal*, "UHart Launches Virtual Reality Campaign to Entice Students," April 26, 2016. http://www.hartfordbusiness.com/article/20160426/NEWS01/160429953/1004?utm_source=enews&utm_medium=HBJToday&utm_campaign=Tuesday
- Hartford Business Journal*, "CT's MBA Programs Get A Re-Make," September 28, 2015. <http://www.hartfordbusiness.com/article/20150928/PRINTEDITION/309249906>
- Hartford Business Journal*, "In-Demand Skills: Risk Management, Business Analytics," September 28, 2015. <http://www.hartfordbusiness.com/article/20150928/PRINTEDITION/309249905>
- Hartford Business Journal*, "Universities Build Flexibility Into MBA Programs," March 10, 2014. <http://www.hartfordbusiness.com/article/20140310/PRINTEDITION/303079957>
- Hartford Business Journal*, "UHart's New Man of Steel Ready to Run Barney School," September 2, 2013 <http://www.hartfordbusiness.com/article/20130902/PRINTEDITION/308309974>
- BusinessWeek*, "The Best Undergrad B-Schools for International Business," May 6, 2013, <http://www.businessweek.com/articles/2013-05-06/the-best-undergrad-b-schools-for-international-business>.
- USC Day Times*, "Open Innovation: Bridging Global Business Development and Experiential Learning," Nov. 19, 2012, http://mooreschool.sc.edu/news.aspx?article_id=332.

Wall Street Journal, “Weathering a Turbulent Economy,” March 23, 2009, video interview (<http://online.wsj.com/video/weathering-a-turbulent-economy/CB8DB719-E35B-44E8-B1DE-B5083D986295.html> and <http://sloanreview.mit.edu/business-insight/articles/2009/1/5111/surviving-the-downturn-lessons-from-emerging-markets/>).

International Educator, September-October 2008, “Building a Fluent Workforce,” Janet Hulstrand, pages 24-31 (http://www.nafsa.org/File/ie_sepoct08_fluentwork.pdf).

Newswatch, WIST TV, April 2008, “Moore International MBA Program.”

Carolina Minute, April 2008, “European Business Schools Set Trends,” (<http://uscnews.sc.edu/03EuropeanBusinessSchools.mp3>).

South China Morning Post, May 23, 2007, “Firm's US arm fits mainland strategy,” Josie Liu.

South China Morning Post, May 23, 2007, “Mainland fridge maker's US factory helping head off a trade cold war,” Josie Liu.

Business Education Forum, April 2007, “Internationalizing the Business Curriculum,” Joanne M. Lozar Glenn, 9-15.

Newswatch, WIST TV, April 2005, “Moore International MBA Program.”

Carolina Minute, March 2000, “Advertising Prescription Drugs.”

Carolina Minute, February 2000, “Global Consumer Culture.”

CNBC, March 1997, “Direct-to-Consumer Drug Advertising.”

Boston Herald, February 1997, “RiteAid and Revco Merger.”

DTC Solutions, Summer 1995, “Using Database Marketing to Change Consumer Behavior.”

Med Ad News, March 1995, “The Compliant Patient is Well-Informed.”

Med Ad News Executive Edition, November 1994, quoted in five articles in a special issue titled “The Consumer Takes Charge.”

Boston Herald, December 5, 1993, “This Year it's Chic to Shop Cheap.”

Boston Globe, September 20, 1993, “Big Business Around the Campus.”

Boston Business Journal, October 19, 1992, “State Lags Behind in Exports.”

RESEARCH GRANTS AND AWARDS

2021	West Virginia Department of Health and Human Services, Opioid Response grant, \$6,000,000
2020	West Virginia Department of Health and Human Services, Opioid Response grant, \$1,950,000
2020	U.S. Economic Development Administration, Innovation Super Hub, \$64,000.
2019	National Science Foundation S-STEM grant, \$650,000.

- 2019 Department of Justice OVW grant, \$300,000.
- 2018 Spencer Educational Foundation, Inc., “InsurTech Curriculum Innovation” (with University of Connecticut), \$50,000.
- 2017 CT Next, Innovation Places – Hartford/East Hartford, \$2,000,000 for FY 2018.
- 2010 Center for International Business Education and Research, Moore School of Business, University of South Carolina (CIBER) (with T. Madden), “Crossover Effects of CSR and Corporate Ability: A Cross-national Study of Mediation for International Brand Associations,” \$7,000.
- 2009 S. Tamer Cavusgil Award, *Journal of International Marketing*, American Marketing Association. The S. Tamer Cavusgil award is given each year to the *Journal of International Marketing* article published in the calendar year that has made the most significant contribution to the advancement of the practice of international marketing management.
- 2008 CIBER (with R. Ettenson), “Asset Rationalization: Strategic Realignment in MNCs,” \$2,500.
- 2004 Alfred P. Sloan Foundation Travel and Tourism Industry Center, University of South Carolina (with E. Bender, C. Partlow, D. Schweiger), “Corporate Strategy and Management Practice,” \$78,091.
- 2001 CIBER (with L. Feick and S. Jayachandran, M. Dakhli, D. Colton), “Marketing Knowledge Transfer and Value Creation in MNEs,” \$3,500.
- 2001 CIBER (with S. Jayachandran), “The Relationship Between Performance and Innovation,” \$3,700.
- 2001 CIBER (with D. Vora), “A Model of Distributor Identification with Foreign Manufacturers,” \$3,500.
- 2001 Best Paper Award, Global Marketing track, American Marketing Association Winter Educators’ conference, Martin S. Roth, Satish Jayachandran, Mourad Dakhli and Deborah Colton, “Marketing Knowledge Transfer and Value Creation in MNEs: The Use and Effectiveness of External Marketing Knowledge.”
- 2000 CIBER (with S. Jayachandran, M. Dakhli, D. Colton), “Marketing Knowledge Transfer and Value Creation in MNEs,” \$3,500.
- 2000 CIBER (with S. Jayachandran), “The Relationship Between Performance and Innovation,” \$750.
- 2000 CIBER (with D. Vora), “A Model of Distributor Identification with Foreign Manufacturers,” \$3,000.
- 2000 CIBER (with D. Colton), “The Effects of marketing Resources on E-Commerce Performance in International Markets,” \$750.
- 1999 Marketing Science Institute research award (with T. Madden and W. Dillon), “Integrated Marketing Communications and Brand Performance,” \$6,000.
- 1998 Visiting Professor, Wirtschaftsuniversitat Wien, Vienna, Austria.
- 1998 CIBER “Response Bias in Global Customer Satisfaction Surveys,” \$5,500.
- 1997 CIBER “Regional Trade Agreements As Structural Networks: Implications for Foreign Direct Investment Location Decisions,” \$5,400.
- 1996 Visiting Professor, University Robert Schuman - IECS Strasbourg, France.
- 1995 Summer Research Incentive Grant, Boston College “Identifying What Customers Value: Value-Related Strategies and Techniques from Health Care and High Technology Markets,” (with Gerald Smith) \$5000.00.
- 1994 Summer Research Expense Grant, Boston College, “A Content Analysis of Direct-to-Consumer Prescription Drug Advertising,” \$700.00.
- 1993 Summer Research Incentive Grant, Boston College, “Framing Benefit and Risk Information in Direct-to-Consumer Prescription Drug Advertising,” \$5000.00.
- 1993 Awarded position in the *Visiting Professor Program* sponsored by the Advertising Education Foundation. Worked in the American Chicle Division of the Warner-Lambert Co., Morris Plains, NJ, May-June 1993.
- 1992 Summer Research Incentive Grant, Carroll School of Management, Boston College, “The Impact of Pharmaceutical Advertising to Consumers,” \$5,000.00.

- 1992 Summer Research Expense Grant, Boston College, "The Impact of Prescription Drug Advertising to Consumers: Developing Measures of Benefits and Risks," \$650.00.
- 1992 Summer Research Expense Grant, Boston College (with J. Romeo), "Joint Promotion Campaigns for Health Care Organizations," \$812.50.

EDITORIAL REVIEW BOARDS

- 2010-2015 *Journal of International Marketing*
 1994-2013 *Journal of Advertising*
 1998-2013 *Journal of Public Policy & Marketing*
 2009-2012 *Journal of International Business Studies*
 2001-2011 *Journal of World Business*

AD-HOC JOURNAL REVIEWING

- 2011 *International Marketing Review*
 2010 *Journal of Marketing*
 2010 *Marketing Letters*
 2009 *Journal of International Marketing*
 2008 *Journal of International Business Studies*
 2008 *Journal of International Marketing*
 2007 *Journal of International Business Studies*
 2006 *Journal of International Business Studies*
 2006 *Journal of International Marketing*
 2005 *Journal of International Marketing*
 2005 *Journal of the Academy of Marketing Science*
 2004 *Journal of International Marketing*
 2004 *Journal of the Academy of Marketing Science*
 2004 *Journal of Management*
 2003 *Journal of International Business Studies*
 2003 *Journal of the Academy of Marketing Science*
 2003 *Journal of International Marketing*
 2003 *Journal of Management*
 2002 *Journal of International Business Studies*
 2002 *Journal of International Marketing*
 2002 *Journal of the Academy of Marketing Science*
 2001 *Journal of Marketing Research*
 2001 *Journal of International Business Studies*
 2001 *Journal of International Marketing*
 2001 *Journal of the Academy of Marketing Science*
 2000 *Journal of Marketing Research*
 2000 *Journal of International Marketing*
 2000 *Journal of World Business*
 2000 *Journal of the Academy of Marketing Science*
 2000 *Journal of Marketing Theory and Practice*
 2000 *American Journal of Managed Care*
 2000 *Journal of International Business Studies*
 1999 *Journal of the Academy of Marketing Science*
 1999 *Journal of International Marketing*

1999 *Journal of World Business*
 1999 *American Journal of Managed Care*
 1999 *Journal of Marketing Theory and Practice*
 1998 *Journal of Public Policy & Marketing*
 1997 *Journal of Marketing Research*
 1997 *Journal of Retailing*
 1997 *Journal of International Business Studies*
 1997 *Journal of Public Policy & Marketing*
 1996 *Journal of International Business Studies*
 1996 *Journal of Public Policy & Marketing*
 1995 *Journal of Marketing Research*
 1995 *Journal of International Business Studies*
 1994 *Journal of International Business Studies*
 1994 *Journal of Advertising*
 1993 *Journal of Advertising*
 1993 *Journal of International Business Studies*
 1992 *Journal of Advertising* special edition on International Advertising
 1992 *Journal of Advertising*

AD-HOC CONFERENCE REVIEWING

2012 American Marketing Association 2012 Summer Educators' Conference
 2010 Academy of Marketing Science 2011 Annual Conference
 2007 American Marketing Association 2008 Winter Educators' Conference
 2006 American Marketing Association 2006 Summer Educators' Conference
 2005 American Marketing Association 2006 Winter Educators' Conference
 2005 American Marketing Association 2005 Summer Educators' Conference
 2005 Academy of International Business 2005 Meeting
 2004 Academy of International Business 2004 Meeting
 2003 American Marketing Association 2004 Marketing and Public Policy Conference
 2002 American Marketing Association 2003 Marketing and Public Policy Conference
 2002 American Marketing Association 2002 Summer Educators' Conference
 2002 Academy of International Business 2002 Meeting
 2000 American Marketing Association 2001 Marketing and Public Policy Conference
 1999 American Marketing Association 2000 International Educators' Conference
 1999 American Marketing Association 2000 Marketing & Public Policy Conference
 1997 American Marketing Association 1998 Winter Educators' Conference
 1996 American Marketing Association 1997 Dublin Educators' Conference
 1996 Association for Consumer Research Conference
 1995 Association for Consumer Research Conference
 1994 Atlantic Marketing Association Meeting
 1993 Northeast Decision Sciences Institute Meeting
 1992 American Marketing Association 1993 Winter Educators' Conference
 1992 American Marketing Association 1992 Summer Educators' Conference
 1992 Northeast Decision Sciences Institute Meeting
 1991 Northeast Decision Sciences Institute Meeting

TEACHING

Awards

2010 Outstanding Elective Professor Award, Executive International Master of Business Administration (EIMBA) Class of 2010

2004 Alfred G. Smith, Jr. Outstanding Teacher Award, Moore School of Business

2004 Excellence in Teaching Award, University of South Carolina Alpha Chapter of the Mortar Board senior honor society

Courses Taught

• Undergraduate

Marketing Principles
 Marketing Principles, Honors
 International Marketing
 Multinational Marketing
 Advertising and Promotion
 Consumer Behavior
 Foreign Market Entry & Growth

• Graduate

Marketing Management
 International Marketing
 Global Marketing
 Advertising and Promotion
 European Management Experience
 Marketing Strategies for the Global
 Financial Services Industry
 Applied Marketing
 Global Brand Management
 Global Strategy and Policy
 Foreign Market Entry & Growth

• Executive

Faculty member, *Leadership Training* for West Virginia Department of Transportation, 2021.
 Faculty member and co-coordinator, *Faculty Development in International Business – International Marketing*, Daniel-Mickel Center for Executive Education (DMC), Moore School of Business (MSB), University of South Carolina (USC), DMC, 1998-2014.
 Faculty member and coordinator, *CTP - Strategic Thinking and Analysis* for CSX, DMC, 2011-2013.
 Faculty member and coordinator, *Management Development Program* for Metso, DMC, 2005-2013.
 Faculty member and coordinator, *Marketing Tools and Marketing Strategy & Innovation* for Fiberweb, Columbia SC & Frankfurt Germany, DMC, 2011-2013.
 Faculty member, *Strategic Thinking and Analysis*, DMC, open enrollment, 2003-2013.
 Faculty member, *Strategic Marketing Programme* for Royal TenCate, TSM & University of Georgia, 2013.
 Faculty member and coordinator, *Managing Innovation* for Blue Cross Blue Shield SC, DMC, 2011.
 Faculty member and coordinator, *Management Development Program* for Upward Unlimited, DMC, 2007.
 Faculty member, *Strategic Thinking and Analysis* for School Leadership Executive Institute, SC, DMC, 2007-2008.
 Faculty member and co-coordinator, *Strategic Marketing Program* for Nissan Motors, Tokyo and Yokohama Japan, DMC, 2000-2005.
 Faculty member and coordinator, *Managing Innovation Program* for Verizon, various locations, DMC, 2005.

Faculty member, *International Management Development Program* for Verizon, various locations, DMC, 1998-2004.

Faculty member and coordinator, *Marketing Training Program* for Bayer Pharmaceuticals (Yakuhin) Japan, DMC, 2004.

Faculty member and coordinator, *Building Service, Driving Profits* program for University Health Care System, Augusta GA, DMC, 2002.

Faculty member, *International Competence Course* for BMW Group, Greenville SC, DMC, 2000.

Faculty member and coordinator, *Building Service, Driving Profits Through Strategic Thinking* program for MYND Enterprise Solutions (Computer Sciences Corp.; formerly PMSC), DMC, 2000.

Faculty member, *Business Skills for General Managers*, DMC, 2000-02.

Faculty member, *Leading the Global Enterprise*, DMC, 2000.

Faculty member and coordinator, *HFSG European Expansion Program* for Hillenbrand Industries, DMC, 1999.

Faculty member and co-coordinator, *Marketing Excellence Series* for Xerox ACO, various locations, DMC, 1997-1999.

Faculty member, *Creating Customer Value*, DMC, 1998-2000.

Faculty member, *Developing Profit Center Managers*, DMC, 1998-2001.

Faculty member, *Mini-MBA Program* for Hill-Rom, Charleston SC, DMC, 1997.

Faculty member, *Small Business Development Programme*, Center for Irish Management (CIM), Boston College, 1997.

Faculty coordinator, *Tourism Marketing Management Program*, CIM, 1995-96.

Instructor, *Program Evaluation*, Center for Corporate Community Relations, Boston College, 1994-present.

Faculty member and computer simulation coordinator, *Marketing Management Program*, International Marketing Institute (IMI), Boston College, 1990-95.

Faculty member, *North American Executive Program*, IMI, 1992-93.

Faculty member, *International Marketing Management Program*, IMI, 1995.

Faculty member, *Russian Bank Executive Program*, IMI, 1994-95.

Faculty member, *Soviet Executive Program*, IMI, 1991.

Faculty member, *Banking and Society in America Program*, University of Pittsburgh, 1987.

• **Visiting and Invited Teaching**

Austria: Wirtschaftsuniversität Wien

France: University of Strasbourg

Hong Kong: Chinese University of Hong Kong

México: Tecnológico de Monterrey, Guadalajara

Portugal: Porto Business School

Thailand: Chulalongkorn University

Tunisia: Mediterranean School of Business

United States: Arthur D. Little School of Management (Hult International Business School)

Dissertation & Thesis Committees (Moore School of Business, USC)

Kurt Gleichauf, “The Antecedents and Firm Performance Impact of Senior Marketing Executive in the Top Management Team in US and German Multinational Corporations” Ph.D. completed 2016 (co-chair).

Helena Allman, “Vertical versus Horizontal Line Extension Strategies: When Do Brands Prosper?” Ph.D. completed 2013 (co-chair).

- Rupert Hudson, "The Use of Social Media to Attract and Engage Music Tourists," Undergraduate Exploration & Magellan Grants (Mentor), 2012-13.
- Shane David Smith, "Brand Rating Biases: Effects of Instrument Design on Brand Evaluations," Ph.D. completed April 2008 (member).
- Jennifer Nevin, "Relationship Continuity in Export Channels: The Implications of Social Capital and Resource Exchange," Ph.D. completed July 2005 (member).
- Amber Liebsch, "Doing Business in Mexico," Undergraduate Honors Thesis (Reader), April 2004.
- Deborah Colton, "The Effects of Marketing Resources on E-commerce Performance in International Markets," Ph.D. completed April 2004 (chairperson).
- Tracy Dunn, "How Do Elderly African American Female Consumers Experience Direct-to-Consumer Prescription Drug Advertising? A Meaning-Based Model Approach," Ph.D. completed September 2003 (member).
- Carolyn White, "Comparative Advertising Across Cultures: Investigating the Effects of Alternate Execution Styles," Ph.D. completed April 2001 (chairperson).
- Timothy Sinclair, "International Markets for Children's Furniture: Harper Mfg. Co., Inc." Undergraduate Honors Thesis Director, defended April 2000.
- Kelly Uscategui, "Fostering Successful Headquarters-Subsidiary Marketing Function Relationships: Implications for Market Brand Performance," Ph.D. completed 1998 (member).

Development

- "*Country Manager*," an international marketing simulation game (with Lawrence Feick, Stuart James, and Michael Deighan). Published (2000-21) and distributed by Interpretive Simulations, Inc.
- Administrator's Guide for "*Country Manager*," an international marketing simulation game (with Lawrence Feick, Stuart James, and Michael Deighan). Published (2000-21) and distributed by Interpretive Simulations, Inc.
- "Foreign Market Entry and Growth" undergraduate, graduate, and blended online learning courses.
- "Global Brand Management" graduate course.
- "Marketing Strategies for the Global Financial Services Industry" graduate course.
- "Global Strategy and Policy" IMBA graduate capstone graduate course
- "International Marketing Problems & Analysis" spreadsheet-based exercises.
- "Strategic Marketing Program" for Nissan and the Daniel Management Center (DMC), Moore School of Business, University of South Carolina.
- "Global Leadership Program" for GTE and the DMC.
- "HFSG European Expansion Program" executive program for Hillenbrand Industries and the DMC.
- "Marketing Excellence" executive program for Xerox ACO and the DMC.
- "Opportunities, Strategies and Practices in North America" executive program for the Center for Irish Management (CIM), CSOM, Boston College.
- "Tourism Marketing Management Program" executive program for the CIM.
- "Program Evaluation" executive program for the Center for Corporate Community Relations, CSOM, Boston College.
- Participant, Seminar on "Developing Discussion Leadership Skills," taught by Roland Christensen, Boston College, February-April 1994.
- "Management of Financial Institutions" MBA concentration, Boston College.

UNIVERSITY SERVICE

- President, University of Charleston (UC), 2018-present
- Board of Trustees, UC, 2018-present
- Executive Committee, Board of Trustees, ex officio, 2018-present
- Governance Committee, Board of Trustees, ex officio, 2018-present
- President, Independent College Enterprise, 2018-present
- Dean, Barney School of Business (BSB, University of Hartford (UHart), 2013-2018.
- BSB Board of Visitors, UHart, 2013-2018.
- R.C. Knox Center Advisory Board, BSB, UHart, 2013-2018.
- Actuarial Science Advisory Board, BSB, UHart, 2013-2018
- President's Cabinet, 2017-2018.
- Council of Deans, UHart, 2013-2018.
- Provost's Tenure and Promotion Committee, UHart, 2013-2018.
- Board of Regents Strategic Planning Committee, UHart, 2013-2018.
- Retention Task Force, co-chair, UHart, 2016-2018.
- Budget Advisory Team, UHart, 2014-16.
- Program Approval Process Working Group, UHart, 2014-2016.
- Information Technology Executive Committee, UHart, 2015-2016.
- Task Force on Annual Evaluation of Full-time Faculty, UHart, 2013-14.
- Department Chair, Sonoco International Business Department, The Darla Moore School of Business (MSB), University of South Carolina (USC), September 2011-2013.
- Distinguished Alumni Award Committee, MSB, 2010-2013.
- Visioning Committee (new MSB building), 2009-2013.
- Community-Engagement Task Force, USC, 2008-2013.
- Carolina and McNair Scholars Selection Committee, USC, 2012-2013.
- Chief Marketing Officer search committee chair, MSB, 2013.
- *Journal of International Marketing* 2011 Awards Committee (selection of Cavusgil and Thorelli award winning articles), 2012.
- Outside Reviewer for West Virginia Higher Education Policy Commission, Vice Chancellor for Academic Affairs, 2012.
- Integrated Marketing Communications Network, USC, 2011-12.
- Integrated Marketing Communications Implementation Team, USC, 2011-12
- Chief Innovation and Assessment Officer, MSB, USC, July 2008-September 2011.
- Committee to Promote Teaching Effectiveness and Student Learning, Chair, MSB, 2008-11.
- Undergraduate Program Faculty Committee, Ex-officio, MSB, 2008-11.
- Graduate Program Faculty Committee, Ex-officio, MSB, 2008-11.
- Ph.D. Program Faculty Committee, Ex-officio, MSB, 2008-11.
- Executive Committee, MSB, 2009-11.
- Graphic Identity System Advisory Team, USC, 2011.
- Chair, Search Committee, Director of Marketing, MSB, USC, 2010-2011.
- Outside Reviewer for Thunderbird School of Global Management, Office of the Dean, 2011.
- Outside Reviewer for Farmer School of Business, Miami University of Ohio, 2011.
- International Task Force, MSB, 2008-2009.
- Outside Reviewer for Farmer School of Business, Miami University of Ohio, 2009.

- External Reviewer, Social Sciences and Humanities Research Council of Canada, 2009.
- Executive Director, International Master of Business Administration Program, MSB, May 2005-June 2008.
- Darla Moore Fellows Selection Committee, MSB, March 2000-2008.
- International Master of Business Administration Faculty Executive Committee, MSB, 2003-2008.
- Professional Master of Business Administration Faculty Executive Committee, MSB, 2005-2008.
- Outside Reviewer for Thunderbird School of Global Management, Office of the Dean, 2008.
- Outside Reviewer for Sy Syms School of Business, Yeshiva University, Office of the Dean, 2008.
- General Education Task Force, USC, “Global Awareness and Multicultural Understanding” Team Leader, 2006-2007.
- Outside Reviewer for Kelley School of Business, Indiana University, Office of the Dean and Faculty Review Committee, 2007.
- Outside Reviewer for Black School of Business, Penn State Erie, Behrend College, Director’s Office, 2007.
- Executive Education Strategic Planning Committee (Chair), MSB, 2004.
- Faculty Advisory Council, MSB, 2004.
- Daniel Management Center Oversight Committee, MSB, 1997-2000; 2003-2004.
- John Howard Dissertation Competition Award Reviewer, American Marketing Association, 2004
- Committee to establish the Alfred P. Sloan Travel and Tourism Industry Center, collaboration between MSB and School of Hospitality, Retail, and Sport Management, USC, 2003-04.
- Student Grievance Committee, MSB, 1999-2003.
- Outside Reviewer for Penn State – Behrend College School of Business, Promotion and Tenure Committee, 2001.
- Graduate Program “Global Marketing Management” Core Sub-committee, MSB, 2000.
- Chair, Daniel Management Center Oversight Committee, MSB, University of South Carolina, 1999-2000.
- Chair, Daniel Management Center Executive Director Search Committee, MSB, 1999-2000.
- Member of the Board and Newsletter Editor, Marketing Strategy Special Interest Group, American Marketing Association, 1996-2000.
- Outside Reviewer for George Washington University International Business Department, School of Business Administration, Promotion and Tenure Committee, 1998.
- MBA Curriculum Review Committee, Carroll School of Management (CSOM), Boston College, 1997.
- Email Migration Coordinator, Marketing Department, CSOM, 1997.
- Chair, Marketing Department Faculty Recruitment Committee, 1996.
- Home Page Standards Committee, CSOM, 1996.
- Full-time MBA Second Semester Core Committee, CSOM, January 1996-97.
- Faculty Advisor, International Exchange students, CSOM, 1996-97.
- Associate Staff Member, Center for Corporate Community Relations, Boston College, 1995-present.
- Education Policy Committee (EPC), CSOM, 1992-95.
- International Management Subcommittee of the EPC, CSOM, 1989-1997.
- Market Research Seminar Coordinator, Marketing Department, CSOM, 1992-97.
- Faculty Advisor, CSOM Honors Program, 1993-97.
- Faculty Coordinator, Marketing Academy, CSOM, 1990-1994.
- Faculty Advisor, Concordia MBA case competition, CSOM, 1994.
- Management of Financial Institutions MBA concentration development team, CSOM, 1994-97.
- Judge, Diane Weiss MBA case competition, CSOM, 1990-92, 1994.
- Faculty Representative, MBA Open House sessions, CSOM, 1989-93.

- Interviewer of faculty candidates for CSOM Accounting, Organization Studies, and Operations and Strategic Management Departments, 1991-94.
- Open House Week Faculty Representative, CSOM, 1994.
- Outside Reviewer for Duquesne University Graduate School of Business Administration's Promotion and Tenure Committee, 1992.
- Freshman Orientation Faculty Advisor, CSOM, 1992-93.
- Participant, Andover Workshop IV, on balancing and enhancing faculty teaching and research, Boston College. February 1992.
- Marketing Department faculty recruiting committees, CSOM, 1990-97.
- Mission, Objectives, Structure, and External Relations panel of the Long-Range Planning Committee, CSOM, 1991.

COMMUNITY and PROFESSIONAL SERVICE

- American Red Cross Central Appalachia Region Board of Directors, 2019-present
- Truist (formerly BB&T) Charleston/Parkersburg Advisory Board of Directors, 2019-present
- Charleston Area Alliance Board of Directors, 2020-present
- Clay Center for the Arts and Sciences of West Virginia Board of Directors, 2020-present
- West Virginia Independent Colleges and Universities Board of Directors, 2018-present
- West Virginia Independent College Colleges and Universities Investment Committee, 2019-present
- Federal Reserve Bank of Richmond West Virginia Roundtable, 2019-present
- West Virginia Chamber of Commerce, 2018-present
- West Virginia Roundtable, 2018-present
- Rotary Club of Charleston WV, 2018-present.
- Mountain East Conference Executive Committee, 2018-present
- Mountain East Conference Membership Committee, 2020-present
- Hartford FIRM (Finance, Insurance, Risk and Manufacturing) Executive of the Year Award, Advisory Board, 2017-2018
- Global Business Council, Metro Hartford Alliance, 2014-2018
- Judge, CFO of the Year, *Hartford Business Journal*, 2016-2018
- Spring Valley High School, School Improvement Council, 2008-2013
- Kelly Mill Middle School, INC. Advisory Board, 2008-2013
- Dent Middle School, School Improvement Council (Chair), 2006-2011
- Columbia Interfaith Basketball League, Coach, 2004-2012

CONSULTING CLIENTS

Bank of America, Boston College Alumni Association, Delta Air Lines, Colonial Life and Accident, Holopack International, Kimmel & Associates, Lifeline Systems, Inc., Owens-Illinois, Rhone-Poulenc Rorer, Inc., Rockwell International, Spirax Sarco, Inc., Sun Hill Industries, Inc., TeleCheck, TenderCare.

PROFESSIONAL AFFILIATIONS

- American Council on Education
- American Marketing Association
- Beta Gamma Sigma
- Council of Independent Colleges

Martin S. Roth, PhD
Leadership Experience and Accomplishments in Higher Education

For two decades I have excelled in higher education leadership positions. Embracing and leading change amidst the rapidly evolving higher education landscape, my experiences span successful vision and strategic planning, finance and technology management, curriculum innovation, enrollment management, student services, alumni and external engagement, cross-college initiatives, managing people and processes, and branding and marketing. Navigating a global pandemic can now be added to the list

The following provide brief descriptions of my higher education leadership accomplishments at the institutions where I have served.

President, University of Charleston, 2018-present. The University of Charleston is a private, independent university in West Virginia. A total of 3,000 students are enrolled: 1,100 full-time undergraduates, 300 graduate students, 200 pursuing associate degrees, and 1,400 adult distance learners. UC is the most diverse and safest campus in the state, serving students from over 40 states and 40 countries. Forty percent of our students are low income (PELL eligible), first generation, and/or members of underrepresented communities. As President I oversee a \$43M budget and \$46M endowment. The University's mission is to prepare each student for a life of productive work, enlightened living, and community involvement. Applied, experiential learning is embedded across business, health, science and other programs so students can attain personal growth and professional success.

During my presidency we have refreshed and expanded a stagnant academic program portfolio. Over a three-year period, we have developed and redesigned over 20 degree programs, majors, minors, concentrations, and certificates in undergraduate and graduate business, STEM, and healthcare fields. We also have a unique and growing portfolio of leadership degree programs and workshops delivered via distance learning to working adults. Our marketing and recruiting efforts have been revitalized with new websites, social media marketing, and target marketing campaigns, leading to 10-15% annual enrollment growth. Faculty governance systems have been improved, transitioning from faculty unrest over institutional decision making when I arrived, to shared and collaborative processes. Fundraising from individual, private foundation, and federal grant sources has increased, enabling us to open a new \$5.2M athletic complex, fund new academic and student support program investments, and renovate student learning and social spaces. Through COVID-19 we have followed two guiding principles: to ensure the health and safety of our campus-based communities and enabling students to achieve their personal and professional goals. Thus far we have successfully managed on-campus instruction, residential, and athletic activities without interruptions, disbursing over \$2M in CARES funding, securing a \$4.59M PPP loan, and reducing our operating budget by \$3.1M.

Dean, Barney School of Business, University of Hartford, 2013-18. The University of Hartford is a private, non-sectarian university serving 4,500 undergraduate and 2,500 graduate students. More than 100 degree programs in the arts, business, education, engineering, health professions,

humanities, and technology are offered to students from 48 states and 63 countries. Minorities represent 40% of the undergraduate student population. The Barney School of Business, where I served as Dean, provides bachelor and master degrees to over 1,000 students with an emphasis on career and professional development supported by active alumni and corporate partners.

While I was Dean, we developed a five-year strategic plan focused on growing enrollment, retention, visibility, and partner engagement. By focusing on career readiness, we developed differentiated student leadership and professional development experiences and messaging that helped increase undergraduate applications, selectivity, and enrollments. An MBA redesign that included both in-seat and online formats and high-demand concentrations led to significant enrollment growth, including student cohorts from corporate partnerships (Cigna, Stanley Black & Decker). We also experienced growth in business analytics programs, and through embedding certifications into undergraduate majors such as the Certified Associate in Project Management precursor to PMP certification. A 10,000sf privately funded building expansion added a trading room, career services, student organization, and lounge spaces to the business school. For the first time, the Barney School earned rankings by *Bloomberg BusinessWeek* (best undergraduate business schools) and *US News and World Report* (best graduate schools), and companies such as Aetna, Cigna, Deloitte, The Hartford, KPMG, PWC, Stanley Black & Decker, Pratt & Whitney, Travelers, and United Technologies regularly recruited students for internships and full-time positions. We successfully earned AACSB re-accreditation through the continuous improvement review process.

Department Chair, Executive Director, Chief Innovation Officer, Full Professor, Darla Moore School of Business, University of South Carolina, 1997-2013. The University of South Carolina is a public university that enrolled about 30,000 students during my tenure. The Darla Moore School of Business, where I held various leadership roles, is home to 4,500 undergraduates and 800 graduate students pursuing nine bachelors, seven masters, and two doctoral degrees.

Accomplishments across my various roles at the Moore School include the development and launch of new degree programs (Master of International Business), new majors (undergraduate International Business), program revisions (International MBA), the establishment of university partnerships around the world, integration of online learning into the Professional MBA program (I taught the first-ever fully online course), and executive education engagements with corporations such as BlueCross BlueShield, BMW, Nissan, Verizon, and Xerox. I oversaw school-wide innovation, assessment of student learning, and AACSB accreditation processes. At the university level I led a cross-campus faculty team in developing global awareness and multicultural understanding principles and curriculum for the undergraduate general education program, and contributed to securing the Carnegie Foundation's top-tier designations in research activity and community engagement.

Associate Professor, Carroll School of Management, Boston College, 1989-2007. Boston College is a leading private liberal arts university inspired by its Jesuit founders. 14,000 students work closely with faculty to develop their minds and talents to the fullest and use them in service to others. In the Carroll School of Management, 2,000 undergraduate and 800 graduate students are

developed into leaders and managers who bring an ethical perspective to business decision making.

At Boston College I led the Marketing Department's adoption and integration of four core thematic areas across all sections of the principles course, including data and technology, ethics, international, and writing. A colleague and I developed and led the first short-term MBA study abroad course in Belgium, France, and Italy in conjunction with the formation of the European Union. I also worked with colleagues in the Finance Department to help develop a MBA concentration in Managing Financial Institutions and designed and taught a course on Marketing for Financial Services.

The following lists some of my accomplishments and experiences in key leadership areas.

Vision and Strategic Planning

- [UC 2019-22 Strategic Plan](#) developed and implemented Spring 2019, including refinement of vision, values, goals and strategies for growth and success.
- Lead President's Cabinet, Board of Trustees, and President's Advisory Council at UC.
- Served on the President's Cabinet, overseeing all activities in support of UH mission, vision, and values.
- Member of the UH Strategic Planning Executive Committee (led by Board of Regents Chair) that created the 2014-19 plan currently being implemented and assessed via metrics and dashboards.
- Led UH Barney School of Business 2017-22 strategic plan initiative with board, faculty, staff, and student input in alignment with AACSB standards.
- Align program, college, and university goals and objectives through effective collaboration and empowerment of colleagues, faculty, staff, and boards at UC, UH, and USC.
- Oversee and contribute to successful AACSB, HLC, NEASC, SACS, as well as various health care accreditation reviews at UC, UH, and USC.
- Created innovation competition at UC to annually generate bottom-up recommendations that advance strategic goals and objectives.

Financial and Technology Management

- Lead Budget Advisory Team with CFO at UC.
- Responsible for \$43M budget and \$46M endowment at UC.
- Served on UH Budget Advisory Team, overseeing \$165M in revenues and expenditures.
- Managed multimillion dollar operating budgets at UH and USC.
- Secured National Science Foundation, Department of Justice, and many private foundation grants to fund new academic, co-curricular, and facilities projects.
- Participate in UC, UH, and USC financial aid decisions to maximize yield and retention.
- Allocate additional resources to mission-critical areas such as faculty research, staff development, marketing and branding, and student services at UC, UH, and USC.

- At UC, serve as President of a ten-school consortium, Independent College Enterprise (ICE), that provides shared information technology and other operational resources.
- Member of UH Information Technology Governance Planning Committee and IT Executive Council responsible for university IT planning, approval, and resource allocation.

Curriculum Innovation

- Led the creation of new undergraduate majors and minors, and graduate degrees and concentrations, delivered on campus, internationally, and online at UC, UH and USC.
- Initiated inclusion of high impact practices (AAC&U LEAP) including learning communities, experiential and applied projects, student collaboration, and flipped classrooms across core curricula at UH.
- Chaired university General Education Task Force on global awareness and multicultural understanding at USC, and helped lead initiative to embed data and technology, ethics, international, and writing into the undergraduate curriculum at BC.
- Coordinated assurance of learning processes for degree programs and majors to drive continuous improvement and meet accreditation standards at UH and USC.
- Created and launched three-credit, residential, two-week Summer Business Institute for rising high school juniors and seniors and designed 3-4 course certificates that “stack” into a graduate degree at UH.
- Guided collaborations with Business School and College of Arts & Sciences at UC, Business School and College of Engineering at UH, and International Business Department with Law School and Political Science Department at USC on new degree programs.
- Led creation of Risk and Disruptive Technology Institute with dean colleagues in Arts and Sciences, Engineering, and Health Professions at UH.
- Co-chaired university New Program Approval and Termination process at UH.

Enrollment Management

- Revamped branding, marketing, and staffing to increase university (UC), college (UH) and program (UC, UH, USC) applications, admissions, and deposits for undergraduate and graduate programs.
- Increased and maintained student demographic and international diversity at UC, UH, and USC.
- Grew blended and fully online delivery to attract more working professionals to degree completion and graduate programs at UC, UH, and USC.
- Established corporate partnerships for UH graduate program enrollments.
- At UC modified scholarship programs leading to increases in higher high school GPA admissions, acceptances, enrollments, and yields.

Student Services, Experiences, and Outcomes

- Regularly attend campus athletic, cultural, and social events at UC.
- Redesigned first-year experience to reduce DFW rates and improve first-year retention at UC.
- Initiated “mission days” with immersive programming on enlightened living (e.g., diversity, equity, inclusion) and community involvement at UC.
- Established Diversity, Equity, Inclusion and Belonging university statement and associated curricular and co-curricular programming.
- National Association of Colleges and Employers (NACE) *Career Readiness* survey found that UC students are better prepared for life after graduation than at schools with a similar student profile.
- Co-chaired university Retention Task Force at UH that established new micro-grant program, student communications, and faculty advising processes leading to first-year retention increases.
- Revamped faculty and staff advising and mentoring processes to promote career readiness and facilitate more opportunities for students to complete multiple majors and minors at UH.
- Managed career services and faculty advising for 100% internship placement regionally at UH and internationally at USC.
- Achieved increased internship, placement and student satisfaction metrics (NSSE, EBI) across fulltime undergraduate and graduate programs at UH and USC.
- Member of university Communication Engagement Task Force at USC leading to Carnegie Foundation designation in both Curricular Engagement and Outreach and Partnerships.

Alumni and External Engagement

- Established new President’s Advisory Council at UC to engage more high-potential alumni and friends.
- Increased membership across three advisory boards, adding demographic, geographic, and industry diversity at UH.
- Created and launched Hartford “executive of the year” award and fundraising event, attracting new corporate donors, raising new scholarships funds and raising school visibility.
- Improved alumni communications and campus engagement leading to 300% increase in financial support over four years at UH.
- Member of UH team that helped secure \$2mm Hartford area innovation grant, and USC team that won \$400,000 Sloan Foundation matching grant.
- Partnered with Institutional Advancement VP and staff at UH on building expansion and renovation capital campaign (100% of private funding goal attained).
- Established and grew international university partnerships for degree, cohort, and exchange programs at UC, UH, and USC.

Managing People and Processes

- Visible leader adept at articulating vision to students, faculty, staff, alumni, and other key stakeholders at UC and UH.
- Assemble, lead, and manage senior academic leadership teams and professional staff at college, program and department levels at UC, UH, and USC.
- Designed and completed staff reorganizations, with resulting high retention and performance at UC, UH, and USC.
- Developed new full-time faculty annual evaluation processes that was implemented across all schools and colleges at UC and UH.
- Led full-time tenure track and clinical applied faculty recruiting, development, evaluation, and retention at UH and USC.
- Achieved the highest percentage of minority faculty representation across the seven colleges at UH.
- Launched professional development workshop series on bias, diversity, inclusion, belonging, and related topics at UC.

Branding and Marketing

- Created and led branding initiatives at the university, college, and program levels at UC, UH, and USC.
- Oversaw website redesigns resulting in increased views and times spent on the sites, student applications, and yields at UC, UH, and USC.
- At UC and UH shifted resources to integrated communications and omnichannel marketing programs with positive enrollment change at college and program levels.
- Maintained and obtained ranking placements in media outlets including *Best Colleges* (UC), *Bloomberg Businessweek* (UH), *Economist* (USC), *Financial Times* (USC), *Princeton Review* (UC, UH), *U.S. News and World Report* (UC, UH, USC), and *Wallet Hub* (UC).
- Frequent media contributor on higher education topics in local and national outlets including *Wall Street Journal*, *Bloomberg Businessweek*, *International Educator*, and *eCampus News*.
- 2019-21 UC brand-building examples:
 - [Managing Crises in Higher Education](#) op ed
 - [Discover UC “British Invasion” car interview with men’s soccer players](#) video
 - [Discover UC car interview with student – COVID campus experience](#) video
 - [Discover UC car video with basketball legend David Robinson](#) video
 - [Discover UC car video with U.S. Senator Joe Manchin III](#) video
 - [2019 Holiday Lip Dub \(pre COVID-19\)](#) video
 - [“10 Voices” Juneteenth 2020](#) video
 - [Enlightened Living Days 2021](#) video
 - [“Blood Battle” Fall 2021 Blood Donation](#) video
 - [Congratulations to May 2020 graduates](#) video

- [Lessons learned/thank you Fall 2020 semester](#) video
- [Welcome Back Spring 2021 Semester](#) video

COVID-19 Response

- Seamlessly shifted to online learning in Spring 2021.
- Mobilized five cross-functional teams (health & safety, instruction, operations, employee experience, student experience) to conduct scenario planning.
- Worked closely with state education, government, health, and national guard officials on testing, vaccine, and health and safety protocols.
- Led over 20 virtual Town Hall meetings with faculty, staff, students, and families.
- Twice monthly Board of Trustees email and video updates.
- Disbursed over \$2M in CARES HEERF I& II funding and secured a \$4.59M PPP loan.
- Reduced operating budget by \$3.1M in response to room, board, and auxiliary revenue shortfalls and unplanned COVID-19 related expenditures.
- 2020-21 in-seat instruction started and ended as planned with no delays, interruptions, or suspensions.
- Communications and test results regularly updated on [UC Coronavirus website](#).