

PATRICIA M. NORMAN

Department of Entrepreneurship and Corporate Innovation
Hankamer School of Business, Baylor University
One Bear Place, #98013, Waco, TX 76798-8013
(254) 710-6196, Patricia_Norman@baylor.edu

EDUCATION

- 1993-1997 THE UNIVERSITY OF NORTH CAROLINA Chapel Hill, NC
Ph.D. in Management
Kenan-Flagler Business School
Major Area: Strategic Management
Minor Areas: Technology Management, International Management
Dissertation: Protecting Capabilities in Strategic Alliances:
The Role of Isolation
- 1990-1991 AIR FORCE INSTITUTE OF TECHNOLOGY Wright-Patterson AFB, OH
M.S. in Contracting Management
Distinguished Graduate
- 1982-1986 THE UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
B.A. in Economics (Minors in American History & Mathematics)
Graduated Magna Cum Laude

ACADEMIC EXPERIENCE

- 2022-present Associate Dean of Graduate Business Programs, Hankamer School of Business,
Baylor University, Waco, TX
- 2017-present Associate Professor, Department of Entrepreneurship & Corporate Innovation, Baylor
University, Waco, TX.
- 2004-2017 Associate Professor, Department of Management, Baylor University, Waco, TX.
- 1997-2004 Assistant Professor, Department of Management, Baylor University, Waco, TX.
- 1993-1997 Research Assistant (1993-1997) and Teaching Assistant (1995), Kenan-Flagler
Business School, University of North Carolina, Chapel Hill, NC.

WORK EXPERIENCE

- 1991-1993 SYSTEMS CONTRACTS MANAGER, U.S. Air Force, Tinker Air Force Base, OK
One of only a few officers able to enter into contracts for the U.S. Air Force.
Responsible for management of a \$52 million aircraft modification program and
contracts for various spare parts and repair kits vital to Air Force operational readiness.
- 1986-1990 CONTRACT ADMINISTRATOR/PRICE ANALYST, U.S. Air Force, Air Force
Plant Representative Office (AFPRO), General Electric, Philadelphia, PA
Responsible for price analysis, negotiation, and administration of major weapons
systems contracts worth over \$1 billion. Also led team responsible for evaluation and
negotiation of spare and support contracts.

COURSES TAUGHT

BUS 4385	Strategic Management (Undergraduate)
BUS 5201	Managing in the 21 st Century (Graduate)
BUS 5302	Government, Business, and Societal Impact (Graduate)
BUS 5315	Graduate Business Case Competition (Graduate)
MGT 4350	Organization Theory (Undergraduate)
MGT 5186	Strategic Planning (Graduate)
MGT 5187	Strategic Implementation (Graduate)
MGT 5188	Strategic Control (Graduate)
MGT 5385	Strategic Management (Graduate)
MGT 5885	Global Strategic Management (Graduate)

Baylor in Great Britain Study Abroad Program: 2006, 2009, 2012, 2018

Baylor MBA Program for SEPCO (Shandong Electric Power Company) in Jinan, China: 2001

Independent Study Courses for MBA students on various strategy-related topics: 2006, 2012, 2018, 2019

PUBLICATIONS (Peer-Reviewed)

Palich, Leslie E., Patricia M. Norman, & Marlene M. Reed. 2021. Magformers LLC and Amazon: Dealing with Counterfeit Magnetic Toys. *Case Research Journal*, 41(4): 47-55.

Zane, Chris & Patricia M. Norman. In press. Independence Aircraft: To Acquire or Not to Acquire? *SAGE Business Cases*.

Norman, Patricia M. 2018. An Exercise to Integrate Strategic and Financial Analysis. *Management Teaching Review*, 3(3): 252-264.

Zorn, Michelle L., Patricia M. Norman, Frank C. Butler, & Manjot S. Bhussar. 2017. Cure or curse: Does downsizing increase the likelihood of bankruptcy? *Journal of Business Research*, 76(July): 24-33.

Norman, Patricia M., Frank C. Butler, & Annette L. Ranft. 2013. Resources Matter: Examining the Effects of Resources on the State of Firms Following Downsizing. *Journal of Management*, 39(7), 2009-2038.

Artz, Kendall W., Patricia M. Norman, Donald Hatfield, & Laura Cardinal. 2010. "A Longitudinal Study of the Impact of R&D, Patents, and Product Innovation on Firm Performance." *Journal of Product Innovation Management*, 27(5): 725-740.

Norman, Patricia M., Kendall W. Artz, & Richard J. Martinez. 2007. "Does It Pay to be Different? Competitive Non-Conformity Under Different Regulatory Regimes." *Journal of Business Research*, 60(11): 1135-1143.

Martinez, Richard J. & Patricia M. Norman. 2004. "Whither Reputation: How Do the Perceptions of Different Stakeholders Affect Overall Reputation?" *Business Horizons*, 47(5): 25-32.

Norman, Patricia M., Leslie E. Palich, Linda P. Livingstone, & Gary R. Carini. 2004. "The Role of Paradoxical Logic in Innovation: The Case of Intel." *Journal of High Technology Management Research*, 15(1): 51-71.

Mayer, Roger C. & Patricia M. Norman. 2004. "Exploring Attributes of Trustworthiness: A Classroom Exercise." *Journal of Management Education*, 28(2): 224-249.

Norman, Patricia M. 2004. "Knowledge Acquisition, Knowledge Loss, and Satisfaction in High Technology Alliances." *Journal of Business Research*, 57(6): 610-619.

Artz, Kendall W. & Patricia M. Norman. 2002. "Buyer-Supplier Contracting: Contract Choice and Ex Post Negotiation Costs." *Journal of Managerial Issues*, 14: 399-417.

Norman, Patricia M. 2002. "Protecting Knowledge in Strategic Alliances: Resource and Relational Characteristics." *Journal of High Technology Management Research*, 13: 177-202.

Artz, Kendall W. & Patricia M. Norman. 2001. "Corporate Entrepreneurship: A Longitudinal Examination of Innovation Efficiency, Patents, and Firm Performance." *Frontiers of Entrepreneurship Research 2001*, pp. 570-581.

Norman, Patricia M. 2001. "Are Your Secrets Safe? Knowledge Protection in Strategic Alliances," *Business Horizons*, 44(6): 51-60.

Norman, Patricia M. & Richard A. Bettis. 1997. "Technological Complexity and the New Architecture of Competition." In *Strategic Discovery* (H. Thomas & D. O'Neill, Editors). New York: John Wiley & Sons, pp. 5-16.

PUBLICATIONS (Editorial Review)

Carini, Gary R. & Patricia M. Norman. 2017. Posturing your firm for the future: considering environmental uncertainty and managerial sentiment. *Strategic Direction*, 33(11): 37-39.

Zorn, Michelle L., Patricia M. Norman, Frank C. Butler, & Manjot S. Bhussar. 2017. If You Think Downsizing Might Save Your Company, Think Again. *Harvard Business Review Digital Article*, April 26, 2017.

PUBLICATIONS (Cases in Texts and for Companies)

Norman, Patricia M. 2002. "CorrTech Systems, Inc.: A Large Company Seeks Small Partners." In *Small Business Management: An Entrepreneurial Emphasis* by J.G. Longenecker, C.W. Moore, & J.W. Petty, pp. 666-668.

Norman, Patricia M. 2002. "You Make the Call: Bill Moss Considers China." In *Small Business Management: An Entrepreneurial Emphasis* by J.G. Longenecker, C.W. Moore, & J.W. Petty, p. 114 (Situation 1).

Norman, Patricia M. 2002. "You Make the Call: Selecting Organizational Form." In *Small Business Management: An Entrepreneurial Emphasis* by J.G. Longenecker, C.W. Moore, & J.W. Petty, p. 267 (Situation 2).

Bettis, Richard A., Patricia M. Norman, & Fran Zhang. 1996 (Updated Version), 1995 (Original Version). "The Large Steam Turbine Market in China." © General Electric.

WORKS IN PROGRESS

"Does Slack Impact Downsizing: The Role of Slack Bundles" (with Frank Butler & Michelle Zorn). Preparing for submission to *Strategic Management Journal*.

“Do Bankruptcy Bonuses Matter?” (with Frank Butler & John Martin). Data collection in process.

PROCEEDINGS

Artz, Kendall W., Patricia M. Norman, & Donald E. Hatfield. 2003. “Firm Performance: A Longitudinal Study of R&D, Patents, and Product Innovation.” 2003 *Academy of Management Best Paper Proceedings*, Seattle, WA.

Artz, Kendall W. & Patricia M. Norman. 1998. “Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments, and Relational Exchange.” 1998 *Academy of Management Best Paper Proceedings*, San Diego, CA.

Lee, Peggy M. & Patricia M. Norman. 1996. “A Comparison of Accounting and Stock Market Performance Measures: A Downsizing Context.” 1996 *Southern Management Association Meeting Proceedings*, New Orleans, LA. Best doctoral paper in the Strategic Management and Business Policy Track.

Norman, Patricia M. & C. Michael Farr. 1996. “Cultural Issues in the Negotiation and Management of International Cooperative Programs,” *Proceedings of the Annual Meeting of the Academy of International Business Southeast U.S. Meeting*, New Orleans, LA.

Norman, Patricia M. 1995. “An Institutional Perspective of Organizational Downsizing,” 1995 *Southern Management Association Meeting Proceedings*, Orlando, FL.

PRESENTATIONS AT ACADEMIC CONFERENCES AND WORKSHOPS

Sanchez-Ruiz, Paul, Kendall W. Artz, Ileana Maldonado-Bautista, & Patricia M. Norman. Driven By Promotion or Prevention? The Impact of Founder Regulatory Focus and Stock Incentives on Corporate Social Responsibility and Performance. *Entrepreneurship Theory & Practice Workshop*, 2020, Richmond.

Zorn, Michelle L., Patricia M. Norman, Frank C. Butler, & Manjot S. Bhussar. “Helpful When It’s Hurtful: Do Intangible Resources Help Prevent Bankruptcy After Restructuring?” 2016 Academy of Management Conference, Anaheim.

Norman, Patricia M., Frank C. Butler, & Michelle L. Zorn. “Do Firms Downsize to Reduce Slack?” 2016 Southern Management Association Meeting, Charlotte.

Norman, Patricia M., Frank C. Butler & Michelle L. Zorn. “Antecedents of Downsizing: Examining Slack Resources.” 2014 Strategic Management Society Conference, Madrid.

Norman, Patricia M., Frank C. Butler, Michelle L. Zorn, & Annette L. Ranft. “Restructuring Actions and Resource Profiles.” 2012 Southern Management Association Meeting, Ft. Lauderdale.

Waldron, Theodore, Patricia M. Norman, & Kendall W. Artz. “Cross-Sector Partnerships and Social Legitimacy.” 2011 Strategic Management Society Conference, Miami.

Norman, Patricia M. “Do External Networks Affect Downsizing Outcomes?” 2010 Strategic Management Society Conference, Rome, Italy.

Norman, Patricia M. & Collins, Jamie. “Social Capital as a Conduit for Alliance Network Diversity,” 2010 Strategic Management Society Conference, Rome, Italy.

- Collins, Jamie, Patricia M. Norman, & Kendall W. Artz. "Exploring the Performance Impact of Knowledge Diversity within Alliance Networks."
- Butler, Frank, Annette L. Ranft, & Patricia M. Norman. "Examining Downsizing Activity: Hints of Trouble to Come or Managing for the Future?" 2007 Academy of Management Conference, Philadelphia.
- Norman, Patricia M., Carolyn Mu, & Kendall W. Artz. "The Moderating Role of Learning Goals in the Relationship between TMT Diversity and Innovativeness," 2006 Strategic Management Society Conference, Vienna, Austria.
- Mu, Carolyn, Patricia M. Norman, & Kendall W. Artz. "Team and Alliance Network Diversity: Effects on Learning Outcomes," 2006 Academy of Management Conference, Atlanta.
- Artz, Kendall W., Patricia M. Norman, & Richard J. Martinez. "The Influence of Competition, Firm Competitive Behavior, and Resources on Global Diversification and Performance: An Examination Under Different Regulatory Regimes," 2004 Strategic Management Society Conference, Puerto Rico.
- Martinez, Richard J., Kendall W. Artz, & Patricia M. Norman. "Does It Pay To Be Different? Competitive Non-Conformity in Different Regulatory Regimes," 2004 Academy of Management Meeting, New Orleans, LA.
- Artz, Kendall W., Patricia M. Norman, & Donald E. Hatfield. "Firm Performance: A Longitudinal Study of R&D, Patents, and Product Innovation," 2003 Academy of Management Meeting, Seattle, WA.
- Norman, Patricia M. & Richard J. Martinez. "Reputation Stew: Multiple Stakeholders' Impact on Firms' Aggregate Reputation Perception," 2002 Strategic Management Society Conference, Paris, France.
- Artz, Kendall W. & Patricia M. Norman. "Corporate Entrepreneurship: A Longitudinal Examination of Innovation Efficiency, Patents, and Firm Performance," 2001 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Jonkoping, Sweden.
- Artz, Kendall W., Patricia M. Norman, & Laura B. Cardinal. "Managing the Innovation Process: A Longitudinal Examination of the Impact of R&D Spending, Product Innovation and Patents on Firm Performance," 2000 Strategic Management Society Conference, Vancouver.
- Norman, Patricia M. "Knowledge Acquisition, Knowledge Loss, and Satisfaction in High Technology Alliances," 2000 Academy of Management Meeting, Toronto.
- Norman, Patricia M., R. Duane Ireland, Kendall W. Artz, & Michael A. Hitt. "Acquiring and Using Competitive Intelligence in Entrepreneurial Firms," 2000 Academy of Management Meeting, Toronto.
- Ireland, R. Duane, Kendall W. Artz, Michael A. Hitt, & Patricia M. Norman. "Acquisition of External Knowledge: Effects of Firm Size, Entrepreneurial Orientation, Strategic Alliances and Internationalization," 1999 Strategic Management Society Conference, Berlin, Germany.
- Norman, Patricia M. "Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics," 1999 Academy of Management Meeting, Chicago, IL.

- Norman, Patricia M. & Annette L. Ranft. "Jeopardizing Strategic Assets: Examining the Impact of Downsizing through the Resource-Based View" 1999 Academy of Management Meeting, Chicago, IL.
- Artz, Kendall W. & Patricia M. Norman. "Achieving Superior Performance in Strategic Alliances: The Role of Governance Structure, Asset Specificity and Mutual Hostages," 1998 Strategic Management Society Conference, Orlando, FL.
- Artz, Kendall W. & Patricia M. Norman. "Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments, and Relational Exchange," 1998 Academy of Management Meeting, San Diego, CA.
- Norman, Patricia M. & Kendall W. Artz. "Leadership and Interorganizational Trust," 1998 Academy of Management Meeting, San Diego, CA.
- Lee, Peggy M. & Patricia M. Norman. "A Comparison of Accounting and Stock Market Performance Measures: A Downsizing Context," 1996 Southern Management Association Meeting, New Orleans, LA.
- Norman, Patricia M. & C. Michael Farr. "Cultural Issues in the Negotiation and Management of International Cooperative Programs," 1996 Academy of International Business Southeast U.S. Meeting, New Orleans, LA.
- Norman, Patricia M. "An Institutional Perspective of Organizational Downsizing," 1995 Southern Management Association Meeting, Orlando, FL.
- Bettis, Richard A. & Patricia M. Norman. "Technological Complexity and the New Architecture of Competition," 1995 Strategic Management Society Meeting, Mexico City.
- Lord, Michael D. & Patricia M. Norman. "Organizational Memory and Unlearning: The Missing Links in Organizational Learning," 1995 Interdisciplinary Students of Organizations Conference, UNC-CH.
- Norman, Patricia M. "Downsizing and Organizational Performance: An Empirical Investigation," 1995 Academy of Management Meeting, Vancouver, BC. (This paper was cited in articles concerning downsizing in the *Christian Science Monitor* and the *Washington Post*.)
- O'Neill, Hugh M., Patricia M. Norman, & Annette L. Ranft. "Work Force Reductions and Market Valuation," 1995 Academy of Management Meeting, Vancouver, BC.

PROFESSIONAL HONORS

- Teaching Excellence Award (Tenured), Hankamer School of Business, 2022
- Outstanding Reviewer, *Management Teaching Review*, 2019
- Outstanding Reviewer, Knowledge & Innovation Interest Group, Strategic Management Conference, 2018, 2019
- Best Paper, Strategic Management Track, Southern Management Association Meeting, 2016
- Outstanding Reviewer, Technology and Innovation Management Division, Academy of Management Meetings, 2003, 2005, 2011
- Outstanding Reviewer, Business Policy and Strategy Division, Academy of Management Meetings, 2000, 2016
- Summer Research Sabbatical Grants, Hankamer School of Business, 1998-2013

Tenure-Track Teaching Excellence Award, Hankamer School of Business, 2001
Research Grant, Baylor University Research Committee, 1999
Certified Acquisition Professional (Contracting), awarded in 1992
Professional Designation in Contract Management, awarded in 1991
Air Force Plant Representative Office (General Electric, Valley Forge) Officer of the Year, 1988

ACADEMIC HONORS

University of North Carolina:

Outstanding Ph.D. Student, Kenan-Flagler Business School, 1997
Cato Research Scholar, 1996-97
Research Grant, Cato Center for Applied Business Research, 1996
Finalist, 1996 INFORMS College on Organization Science Best Dissertation Proposal Award
Best Doctoral Paper, Strategic Management and Business Policy Track, 1996 Southern
Management Association Meeting
Attended the Technology and Innovation Management Doctoral Consortium, 1996 Academy of
Management Meeting
Letter of Commendation for Teaching Excellence, Kenan-Flagler Business School, 1995
Finalist, Ph.D. Student Teaching Award, Kenan-Flagler Business School, 1995-96

Air Force Institute of Technology:

Rawlings Award (Presented by the faculty for exceptional scholarship and high qualities of
character, initiative, and leadership), Class of 1991
Aldrin Award (Voted by the student body for strong personal leadership and outstanding
contribution to the school), Class of 1991
National Contract Management Association Thesis Award, 1991
First Place, Graduate Student Paper Contest, Dayton Chapter, American Production and Inventory
Control Society, 1991

SERVICE AND OTHER ACTIVITIES

University

Member, Graduate Professional Education Curriculum Committee, 2022-present
Member, Baylor University Faculty Athletic Council, 2008-present
Chair, Academic Integrity Subcommittee, Faculty Athletic Council, 2009-present
Member, Student Athlete Enrollment Data Review Team, 2018-present
Member, Hankamer MBA Core Faculty, 2002-2021
Faculty Advisor, MBA Case Competition Teams, 2015-present
Member, Department Faculty Search Committees, 2016-2017, 2019-2020, 2021-2022
Chair (2006-2013) and Member, Hankamer Faculty Development Committee, 2004-2015, 2021
Member, Hollon Scholarship Selection Committee, 2015-2017
Member, Thesis Committee for Robert Shipp, History Department, 2016
Liaison Between MBA Core Faculty and Healthcare MBA Program, 2008-2015
Member, President's Task Force on Athletics, Baylor University, 2014-2015
Member, Hankamer Outstanding Staff Awards Committee, 2007, 2015
Member, Management Department Strategy Committee, 2014-2015
Member, Management Department Excellence Fund Committee, 1997-2014
Member, Cornelia Marschall Smith Professor of the Year Selection Committee, 2003-2005, 2011-2013
Member, Baylor University General Education Committee, 2008-2012
Member, Thesis Committee for Chris Zane, Management Department, 2008
Member, Faculty Committee on Physical Facilities, 2005-2007
Secretary/Treasurer, Beta Gamma Sigma, Baylor Chapter, 2006-2007
Faculty Mentor, 2003-2004, 2006-07

Executive Committee (2003-2006) and Member, Faculty Senate, Baylor University, 2002-2006
Chair (2004-2006) and Member, University Faculty Development Committee, 2003-2006
Coordinator, Hankamer Undergraduate Strategy Competition, 1998-2002
Member, Hankamer Subcommittee on the Senior Academic Experience, 2000-2001
Member, Management Department Academic Reputation Committee, 2000-2001
Accompanied BEST (Business Excellence and Scholarship Team) on trips to Canada (2001, 2002, & 2003), Costa Rica (2004) and Mexico (1998 & 1999)

Professional Service

Ad Hoc Reviewer for *Academy of Management Executive*, *Administrative Science Quarterly*, *Entrepreneurship Education and Pedagogy*, *IEEE Transactions on Engineering Management*, *International Journal of Technology Management*, *International Journal of Innovation and Technology Management*, *Journal of Business Research*, *Journal of Business Venturing*, *Journal of Engineering & Technology Management*, *Journal of High Technology Management Research*, *Journal of Management*, *Journal of Management Education* (1999), *Journal of Management Studies*, *Long Range Planning*, *Management Teaching Review*, *Managerial and Decision Economics*, *National Science Foundation*, *Organization Studies*, *Strategic Management Journal*, *Technovation*, *Venture Capital*

Treasurer, 2005-2008, Technology and Innovation Management Division, Academy of Management
List Serve Manager, 2005, Technology and Innovation Management Division, Academy of Management
Conference Reviewer for *Academy of Management Meetings*, Business Policy and Strategy Division, Organization and Management Theory Division and Technology and Innovation Management Division; *Strategic Management Society Conferences*; *Southern Management Association Conferences*, Strategic Management and Business Policy Track

Book Reviews for Routledge and Wiley & Sons

Attended the Business Policy and Strategy Division New Faculty Consortium, 2000 Academy of Management Meeting

Session Chair, Strategic Management Society Meetings 1995, 2006

Discussant, Academy of Management Meetings, 2004-2005

Discussant, Strategic Management and Business Policy Track, 1996 Southern Management Association Meeting

Discussant, 1996 Academy of International Business–Southeast US Chapter Meeting

Professional Memberships

Academy of Management, 1993-present

Strategic Management Society, 1993-present

Southern Management Association, 1994-1997, 2016-present

INFORMS, 1997-2012

Academy of International Business, 1995-2003

Product Development and Management Association, 1997-1999

Presentations

Retreat Workshop Leader, “Communicating and Dealing with Change” with Mike Farr for First Presbyterian Church (Waco) at Mo Ranch, Hunt, TX, November 2015

Facilitated kick-off session and mid-term review during the Strategic Planning Process at Calvary Baptist Church, Waco, TX, 2010

Conducted seminar on “Protecting Knowledge” for Baylor Faculty/Staff Luncheon, April 2002.

Conducted seminar entitled “Dealing with Difficult People” with Mike Farr for the Brazos River Authority, April 2002

Faculty Panel, “The Impact of Enron”, Hankamer School of Business February 2002

Conducted seminar on “Trust in Organizations” for the Division of Student Life, Baylor University, November 2001

Conducted 4-part seminar on “Decision-Making in Times of Change and Stress” with Mike Farr for the Central Presbyterian Church, Waco, TX, April-May 2001

Conducted seminar entitled “Dealing with Difficult People” with Mike Farr for the ACT (Adult Education, Contemporary Nurture, Teaching Ministry) 2000 Conference, sponsored by Grace Presbytery, Presbyterian Church (USA) and Red River Presbytery, Cumberland Presbyterian Church, Dallas, TX

Conducted staff development seminar for First Presbyterian Church, Waco, TX, September 1999

Conducted STEPP (Striving To Enhance Personal Performance) lunch on Decision-Making at Baylor University, March 1998

Other

Judge, Undergraduate Ethics Case Competition, Hankamer School of Business, Baylor University, 2008
Member, Ethics Breakfast Roundtable, 2006-2007

Judge, Wachovia Cup Case Competition, UNC-CH, 1995-1996

Network Coordinator for 3rd Annual Interdisciplinary Students of Organizations Conference, UNC-CH, 1995

President, Sigma Iota Epsilon (honorary business fraternity), Sigma Beta Chapter, AFIT, 1990-1991

COMMUNITY ACTIVITIES

Member, Forman Fund (Scholarship Fund), First Presbyterian Church, Waco, TX, 2022-

Elder and Trustee, First Presbyterian Church, Waco, TX, 2001-2003, 2010-2012, and 2017-2019

Moderator (2018-2019) and Vice Moderator (2017), Administration Committee, First Presbyterian Church, Waco, TX

Member, Church Investment Committee, First Presbyterian Church, Waco, TX, 2018-2019

Member, Stewardship Committee, First Presbyterian Church, Waco, TX, 2017-2018

Member, College Discernment Committee, First Presbyterian Church, Waco, TX, 2016

Moderator, Pastor Nominating Committee, First Presbyterian Church, Waco, TX, 2011-2013

Member and Vice Moderator (2011), Worship Committee, First Presbyterian Church, Waco, TX, 2010-2011

Member, Mission Study Task Force, First Presbyterian Church, Waco, TX, 2010-2011

Co-Chair, Long-Range Planning Committee, First Presbyterian Church, Waco, TX, 2003-2007

Member and Moderator (2002), Christian Education Committee, First Presbyterian Church, Waco, TX, 2000-2002, 2004-2011

Member and Moderator (2003), Nominating Committee, First Presbyterian Church, Waco, TX, 2003, 2007

Member and Co-Moderator (2005), Stewardship Committee, First Presbyterian Church, Waco, TX, 2004-2005

Youth Advisor, First Presbyterian Church, Waco, TX, 2000-2004

Facilitator, Long-Range Planning Committee, First Presbyterian Church, Waco, TX, 2002

Member, College Ministry Advisory Board, First Presbyterian Church, Waco, TX, 1999-2001

Board of Directors, UCC Living Centers, Inc. (non-profit organization building HUD-funded housing for senior citizens with low incomes), Chapel Hill, NC, 1995-1997

Volunteer Counselor, Music Camp, Kirkmont Center, Ohio, 1991

Volunteer Tutor, Dayton (OH) Public Schools, 1990-1991

Student Mentoring Program, Dayton Public Schools, 1990-1991

Chair, Computer Committee, Sugar Creek Presbyterian Church, Kettering, Ohio 1990-1991

Elder and Trustee, Jeffersonville Presbyterian Church, Jeffersonville, PA, 1988-1990

Chair, Computer Committee, Jeffersonville Presbyterian Church, 1989-1990

Chair, Pastoral Intern Relations Committee, Jeffersonville Presbyterian Church, 1988-1989

Coordinator, Pre-School Music Program, Jeffersonville Presbyterian Church, 1987-1990
Member, Christian Education Committee, Jeffersonville Presbyterian Church, 1987-1990