

Robert W. Lion, Ph.D.
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Current Academic Rank: Associate Professor of Human Resource Development (tenured)

Institution: Idaho State University **Department:** Organizational Learning and Performance

SUMMARY OF QUALIFICATIONS

Successful and highly respected scholar-practitioner with significant experience building teams and networks. Outcome and entrepreneurial minded professional with over 15 years of hands-on and theoretical work in human resource development. Critical and analytical thinker focused on developing and implementing sustainable and strategic performance solutions for individuals and organizations.

EDUCATION

Highest degree earned: Ph.D.

Year conferred: 2010

Institution: Capella University

Major Field: Education (Corporate) – Training and Performance Improvement

Dissertation title: “A study of the provisions of performance support for higher education faculty teaching web-based courses.”

Recipient of the 2011 Distinguished Dissertation Award by the International Society for Performance Improvement

Other degrees earned: M.S.

Year conferred: 2002

Institution: Drake University

Major Field: Education – Educational Leadership

Other degrees earned: B.A.

Year conferred: 2000

Institution: Graceland University

Major Field: Speech Communications

RESEARCH AND TEACHING INTERESTS

Individual and organizational performance; management accountability and decision-making; organizational development, leadership, and change; small and rural business performance dynamics.

EMPLOYMENT HISTORY

Teaching

Associate Professor, Human Resource Development 2018 – present
Idaho State University, Pocatello, ID

Assistant Professor, Human Resource Development 2012 – 2018
Idaho State University, Pocatello, ID

Courses:

- Administration of Human Resource Development (G) *F13*
- Change Management (UG/G) *Su15*
- Change Strategies (G) *Su15*
- Contemporary Theories of Motivation (G) *Su16, Su17, Su18*
- Employee Engagement and Motivation (UG) *Su16, Su18, Su19*
- Foundations of Human Resource Development (UG/G) *Su13*
- HRD Literature for the Practitioner-Scholar (G) *F15, F16, F17, F18, F19*
- Human Performance Improvement (G) *Sp13, Sp14, Sp16, Sp17, Sp18, Sp19*
- Methods of Training (UG/G) *F12, Sp15, Sp16, Sp17, Sp18, Sp19*
- Occupational Analysis and Course Construction (UG/G) *Su13*
- Organizational Development (UG/G) *Sp18*
- Principles of Human Resource Development (G) *F13, F15, Sp17, F18*
- Professional Readings & Writing in HRD (UG/G) *Since F12*
- Research in Organizations (G) *Su17, F17, F18, Su19*
- Graduate Defense Chair (G) *Since Sp13*
- Graduate Faculty Representative (G) *Since F12*
- Special Topics in Leadership – Situational Leadership II (UG/G) *F17, Su18, Sp19*

Teaching Innovations at ISU

Selected to offer an honors-specific special topics course 2019 – present

Course Name: Carrots and Sticks: Understanding the Science behind Motivation.

Description: The word “motivation” is one of the most commonly touted terms in the world of work and academics. We use it quite frequently when attempting to explain why people might excel at some things and struggle with other things. But, what do we really know about motivation? Often times we hear people use the terms intrinsic and extrinsic when attempting to describe one’s motivational orientations, but what do those terms truly mean? Is one inherently better than the other? Can one be both intrinsically and extrinsically motivated at the same time? Through an experientially-based lens, this course will explore the theoretical frameworks behind the science of motivation in an attempt to prepare learners to better understand how to monitor and manage one’s own motivation, as well as the motivation of others.

Affiliate Faculty, Department of Psychology
Northern Michigan University, Marquette, MI 2008 – 2012

Courses:

- Facilitating Organizational Change (G) *Su10, Su12*
- Improving Human Performance (G) *W08, F09, Su10, F11*
- Managing the Organizational Learning Function (G) *Su09, F10, Su11*
- Measuring and Evaluating Training (G) *W10, W11*
- Thesis Committee Member (G) *W11*
- Special Topics: The Psychology of Leadership (G) *W12, Su12*

Adjunct Faculty, Forbes School of Business
Ashford University, Clinton, IA; San Diego, CA* 2009 – 2012

Courses:

- Principles of Management* (UG)
- Training and Development* (G)
- Leadership Priorities and Practice* (UG)

Adjunct Faculty, School of Education
Ashford University, Clinton, IA; San Diego, CA* 2009 – 2012

Courses:

- Research Methods* (G)

*AU used the block system where students were fully immersed in one course every six weeks.

Adjunct Faculty, College of Business
Northern Michigan University, Marquette, MI 2006 – 2008

Courses:

- Computer Concepts (UG)
- Introduction to Microsoft Word (UG)
- Introduction to Microsoft Excel (UG)

Management and Administration

Chair, Department of Organizational Learning and Performance
Idaho State University, Pocatello, ID 2019 – present

Provide leadership and serve as point of contact for the Department of Organizational Learning and Performance. Duties in this position include:

- Mentoring and supporting new and existing faculty.
- Resource and support the development of scholarship and grant applications.
- Foster and environment of collegiality within the department as well as across the college.
- Seek and promote partnership within the university as well as outside the university.

Assistant Dean, College of Business (AACSB accredited)
Northern Michigan University, Marquette, MI

2008 – 2012

Provided leadership and administration for non-academic functions, such as working with students to secure internships, representing the College in committee and special interest meetings including regional economic development initiatives (i.e. Small Business Incubator, the Center for Rural Community and Economic Development, etc.), building relationships between the College and the local business community, and cultivating relationships with donors. Responsibilities also included the coordination of the MBA program.

Accomplishments include:

- Securing grants, which resulted in funding special initiative projects such as the Business Incubator, College of Business Professional Development Program, and the New Business Venture Competition.
- Building a network among alumnae, donors, and friends of the University, yielding a 260% increase in student internships with companies across the US and abroad.
- Launching the Northern Michigan University Entrepreneurship Academy, which provided over 75 students and professionals with small business startup training and resources.
- Establishing the College of Business Executive Mentorship Program, which paired the top 25% of the student body with executive-level mentors.
- Working with vendors, such as Bloomberg L.P., Rise Display, and Sedona Systems, to contract learning products.

Assistant Director, Housing and Residence Life
Northern Michigan University, Marquette, MI

2004 – 2008

Managed and provided leadership to a staff of 150+ union and non-union employees in a \$10+ million residential housing operation. Routine functions included strategic planning, training and development, and various human resource functions including recruitment, selection, and termination.

Accomplishments include:

- Measuring return-on-investment for training and non-training initiatives to determine financial impact.
- Conducting needs and performance analyses to determine the most appropriate means to improve staff and organization-wide performance.
- Developing an annual leadership workshop, which resulted in over 100 participants annually each receiving 25+ hours of leadership development training.
- Designing and delivering over 400 hours of staff training.
- Coaching direct reports to consistently meet organizational goals.

Assistant Director, Residence Life
Area Coordinator, Residence Life

2003 – 2004

2002 – 2003

Michigan Technological University, Houghton, MI

Area Coordinator, Residence Life 2000 – 2002
Drake University, Des Moines, IA

Consulting

Selection of Fortune 500 companies 2012 – present
Provide consultation, design, and development work to build leadership capacity and make shifts in organizational culture and performance.

Executive Coaching 2014 – present
Provide consultation and coaching for business leaders.

Kennecott, formerly a division of the Rio Tinto Group 2012
As a member of a research team, we conducted community research and analysis to provide feedback on the communities' views on modern mining practices in the region.

Upper Peninsula Health Partners 2012
Provided a one-day workshop for pharmacists and pharmacist technicians on managing employees.

Midwest Alliance for Health, Marquette General Hospital 2009
Provided webinar-based training seminars to rural healthcare providers in Michigan, Indiana, and Kansas.

Various clients – High Ropes and Team Challenge Course 2003 – 2004
As lead facilitator, I provided individual and team challenge initiatives using high, low, and indoor course initiatives.

INTELLECTUAL CONTRIBUTIONS

Peer-Refereed Publications

Burch, T., Tempelmann, A. M., & Lion, R. W. (*in press*). Facebook fail: When the social media posting of an employee harms the organization's image. *Journal of Critical Incidents*.

Rasmuson, D. E.* & Lion, R. W. (2019). Do too many cooks in the kitchen spoil the broth? *The Journal of Business Cases and Applications*, 25.

Lion, R. W. (2019). Do Athletic Experiences Lead to Desirable Workplace Motivation? A Proposed Exploratory Framework. *Human Resource Research*, 3(1).

Lion, R. W. & Burch, T. (2018). When feelings matter: Affect as a mediator between motivational regulation and work intentions. *Advances in Human Resource Development*, 20(2).

Barnes, Y. E. & Lion, R. W. (2018). Dwindling Community College Resources Puts Pressure on Presidents to Increase Fundraising Efforts. *The National Social Science Journal*, 50(1).

Hayes, A.*, Lion, R. W., Krumwiede, D., & Bolinger, A. (2017). Automotive expert: Manager vacancy. *Journal of Case Studies*, 35(2).

Lion, R. W. & Zigarmi, D. (2017). Can pronouns predict work intentions? An empirical assessment of the Reich Test. *Journal of Organizational Psychology*, 17(2).

Lion, R. W. & Bolinger, A. R. (2016). An assessment of pronouns as linguistic cues for predicting work attitudes. *Performance Improvement Quarterly*, 29(2).

Scott, K. W., Lindbeck, R., & Lion, R. W. (2016). An academic program profile: Department of organizational learning and performance. *Performance Improvement Journal*, 55(7).

Lindbeck, R. & Lion, R. W. (2016). Content analysis of NSSA national technology and social science conference presentations from 2012-2014. *The National Social Science Journal*, 46(1).

Nix, J. V., Lion, R. W., Michalek, M. B., & Christensen, A. (2015). Individualized, purposeful, and persistent: Successful transitions and retention of students at risk. *Journal of Student Affairs Research and Practice*, 52(1).

Lindbeck, R., Lion, R. W., & Roby, T. M. (2013). Impact of pedagogy training on student perception of learning and academic achievement in a college biology laboratory classroom. *The International Journal of University Teaching and Faculty Development*, 3(4).

Lion, R. W. (2011). A study of performance support in higher education. *Performance Improvement Quarterly*, 24(1).

Lion, R. W., & Stark, G. (2010). A glance at institutional support for faculty teaching in the online learning environment. *Educause Quarterly* 33(3).

* denotes student

Editor Reviewed Publications

Wachter, A.*, & Lion, R. W. (2016). Multi-rater feedback aims to improve surgical technology students' readiness for the operating room. *Techniques*, 91(3).

Lion, R. W., & Lindbeck, R. (2013). Human performance technology for CTE: An alternative approach to course redesign. *Techniques*, 88(6).

Lion, R. W. (2013). Can how advisors approach advising student groups help break barriers? *Techniques*, 88(5).

* denotes student

Peer-Refereed Works Submitted, Under Review

Lion, R. W. The future of work: How corporations must take the lead to nurture human flourishing.

Colman, D. E., & Lion, R. W. Organizational behavior, motivation, and accurate person perception: Leadership in the context of followers' values, assumptions, beliefs, and expectations.

Research in Progress

Lion, R. W., Burch, T., Roberts, T. P., & Zigarmi, D. "Do athletes really *just do it* better? A study of motivational outlook spillover from athletics to the workplace."

Lion, R. W., Lion, A. K., & Colman, D. "State versus trait affect and its influence over role, motivation, and retention in perioperative staff."

Proceedings

Barnes, Y. E. & Lion, R. W. "Dwindling Community College Recourses Puts Pressure on Presidents to Increase Fundraising Efforts." National Social Science Association, Las Vegas, 2017.

Lion, R. W., & Zigarmi, D. "Work motivational outlooks of recreational athletes: Do their attitudes and behaviors transfer to the workplace?" Paper presented at the Western Academy of Management Conference, Portland, OR, 2016.

Lindbeck, R., Lion, R. W., & Wells, N.* "Content Analysis of NSSA National Technology and Social Science Conference Presentations from 2012-2014." National Social Science Association, Las Vegas, 2015.

Bolinger, A. R., & Lion, R. W. "Do pronouns predict work attitudes? An empirical assessment of the Reich Test." Western Academy of Management Conference, Napa, CA, 2014.

Lion, R. W., & Bolinger, A. R. "Do pronouns predict job attitudes? An empirical assessment of the Reich Test." Academy of Human Resource Development Conference, Houston, TX, 2014.

Lion, R. W., & Lindbeck, R. "Can the square peg fit into the round hole? The need to further explore HRD in small organizations." Academy of Human Resource Development Conference, Houston, TX, 2014.

Stark, G., Harris, R., & Lion, R. W. "Opening the possibility of community service to all students: The superior edge student development program." Organizational Behavior Teaching Conference, Milwaukee, WI, 2011.

* *denotes student*

Other Publications

Wachter, A.*, & Lion, R. W. (2016). "Evaluation Techniques in the Lab Aid Student Readiness for the OR." *Association of Surgical Technologists Instructors News*, 19(2).

Lion, R. W. (2011). "NMU's College of Business plans for 2011 Entrepreneurship Academy." *U.P. Business Today*, 19(1).

Lion, R. W. (2010). "Thinking of having an intern? Ten things to consider." *Northern Horizons*, 99(2).

Refereed Presentations

Lion, R. W., & Wachter, A. "Positional leadership versus self-leadership: Finding your opportunity to thrive. A research-based conversation about influencing in the Operating Room." National Annual Conference for the Association for Surgical Technologists, Orlando, FL, 2018.

Lion, R. W., & Zigarmi, D. "From gym-space to the workplace: A study of work motivation outlooks, self-control, and affect across the contexts of work and athletic endeavors." International Conference on SDT, Victoria, BC, 2016.

Lion, R. W., & Zigarmi, D. "Work motivational outlooks of recreational athletes: Do their attitudes and behaviors transfer to the workplace?" Paper presented at the Western Academy of Management Conference, Portland, OR, 2016.

Bolinger, A. R., & Lion, R. W. "Do pronouns predict work attitudes? An empirical assessment of the Reich Test." Paper presented at the Western Academy of Management Conference, Napa, CA, 2014.

Lion, R. W., & Bolinger, A. R. "Do pronouns predict job attitudes? An empirical assessment of the Reich Test." Abstract presented at the Academy of Human Resource Development Conference, Houston, TX, 2014.

Lion, R. W., & Lindbeck, R. "Can the square peg fit into the round hole? The need to further explore HRD in small organizations." Abstract presented at the Academy of Human Resource Development Conference, Houston, TX, 2014.

Stark, G., Harris, R., & Lion, R. W. "Opening the possibility of community service to all students: The superior edge student development program." Paper presented at the Organizational Behavior Teaching Conference, Milwaukee, WI, 2011.

Lion, R. W. "Exploring faculty support through Gilbert's BEM." Paper presented at THE Performance Improvement Conference, Orlando, FL, 2011.

Lion, R. W., & Amtmann, R. "Responding to community needs: NMU's entrepreneurship academy. 5th Annual Uniting Neighbors in Experience of Diversity (UNITED) Conference, Marquette, MI, 2010.

Invited Presentations

Faculty Speaker for Fall 2019 Honors Convocation, Idaho State University, Pocatello, ID. Topic: The Science behind Motivation.

Subject Matter Expert on Motivation – Annual Idaho Certified Public Manager® 2019 Fall Conference, Boise, ID.

Book Contributions

Lindbeck, R., Lion, R. W., & Roby, T. M. (2015). Impact of pedagogy training on student perceptions of learning and academic achievement in a college biology laboratory classroom. In O. M. Alegre-de la Rosa & L.M. Villar-Angulo (Eds.), *Research on University Teaching and Faculty Development* (pp.155-170). Hauppauge, NY: Nova Science Publishers.

Lion, R. W. (2012). “The Practitioner’s Voice: Action Learning.” In D. Van Tiem, J. L. Moseley, & J. C. Dessinger (Eds.), *Fundamentals of performance improvement: Optimizing results through people, process, and organizations* (p. 264). San Francisco, CA: Pfeiffer. Book was awarded the 2013 “Award of Excellence” by the International Society for Performance Improvement.

Selection of Non-Refereed Presentations

Lion, R. W. “Impactful Followership: Leadership and life tools for the CST.” Guest speaker at the Idaho Association for Surgical Technologists, Pocatello, ID, 2018.

Lion, R. W. “Athletes and Motivation – the Recipe for Success.” Guest speaker at the College of Southern Idaho, Twin Falls, ID, 2016.

Lion, R. W. “Antecedents and moderators influencing managers’ use of fundamental attribution error: Can we identify them?” College of Education Community of Scholars, Pocatello, ID, 2014.

Lion, R. W. “Do pronouns predict job attitudes? The findings on the Reich Test.” College of Education Community of Scholars, Pocatello, ID, 2014.

Lion, R. W. “Do pronouns predict job attitudes? An empirical assessment of the Reich Test.” College of Education Research Symposium, Pocatello, ID, 2014.

Lion, R. W. “Managers’ paradoxical views of performance.” Food-for-thought presentation at the Academy of Human Resource Development Conference, Arlington, VA, 2013.

Lindbeck, R., & Lion, R. W. “Podcasting for training and development.” 11th Annual Utah ASTD Conference, Salt Lake City, UT, 2013.

Lion, R. W., & Scott, K. W. “A study of instructor satisfaction with PTE education in Idaho.” State Meeting for Professional Technical Educators, Boise, ID, 2012.

Lion, R. W. “Sometimes what they want isn’t what they need.” Eastern Idaho Chapter of the American Society for Training and Development Fall Conference, Pocatello, ID, 2012.

Lion, R. W. “Performance matters...so does how you manage it.” Idaho Lifelong Learning Association Annual Conference, Island Park, ID, 2012.

Lion, R. W. “A crash course in human performance technology.” Idaho Lifelong Learning Association Annual Conference, Island Park, ID, 2012.

Lion, R. W. “Human performance improvement: Methods and models.” School of Psychology-Psychology Colloquium, Northern Michigan University, Marquette, MI, 2007.

Lion, R. W. “Succession planning: Are you prepared?” Annual U.P. Non-Profit Conference, Marquette, MI, 2007.

Lion, R. W. “Does class matter?” Winter Staff Training Workshop, Northern Michigan University, Marquette, MI, 2007.

Lion, R. W. “Meet our students: The millennials.” Annual Staff Training Workshop, Northern Michigan University, Marquette, MI, 2006.

Lion, R. W. “Media and masculinity.” Annual Staff Training Workshop, Northern Michigan University, Marquette, MI, 2006.

Lion, R. W. “Improve public speaking skills.” Student Leader Fellowship Retreat, Big Bay, MI 2005.

Lion, R. W. “Gender bias language.” Annual Staff Training Workshop, Northern Michigan University, Marquette, MI, 2005.

Lion, R. W. “Supporting our GLBTQ community: The value of ally training.” Annual Staff Training Workshop, Northern Michigan University, Marquette, MI, 2005.

Lion, R. W. “Conflict resolution.” Annual Staff Training Workshop, Northern Michigan University, Marquette, MI, 2005.

EDITORIAL AND REVIEW ACTIVITIES

Editorial and Review

Chapter Reviewer, <i>Bridging the Scholar-Practitioner Gap in Human Resources Development</i>	2015
Editorial Advisory Board Member, IGI Global <i>Handbook of Research on Strategic Management of Interaction, Presence, and Participation in Online Courses</i>	2014 – 2015
Reviewer, <i>Journal of Critical Incidents</i>	2018 – present
Reviewer, <i>Journal of Business Cases</i>	2016 – present
Reviewer, <i>The National Social Science Journal</i>	2015 – 2018
Reviewer, <i>Human Resource Development Review</i>	2015 – present
Contributing Editor, <i>Performance Improvement Quarterly</i>	2011 – present

Publisher Solicited Review

Taylor & Francis	
<i>Introduction to Human Factors: Applying Psychology to Design</i>	2017
Taylor & Francis	
<i>Essentials of Engineering Leadership and Innovation</i>	2016
Routledge	
<i>Human Performance Improvement, 2 ed.</i>	2016
Taylor & Francis	
<i>Human Factors Engineering and Ergonomics: A Systems Approach, 2 ed.</i>	2013

Peer Reviewer for Annual Conferences

Academy of Management	
· Organizational Behavior Track	2016
· Organizational Development and Change Track	2015
Western Academy of Management	
· Organizational Behavior/Human Resources Management Track	2015
Academy of Human Resource Development	
· Organizational Development and Change Track	2014 – 2016
· Leadership and Career Development Track	2013
· Assessment and Evaluation Track	2013
· Scholar-practitioner Track	2011
International Society for Performance Improvement	
· Distinguished Dissertation Competition	2011 – 2013
· Research-to-practice Track	2011 – 2013
· Measurement and Evaluation Track	2011

GRANTS AND CONTRACT WORK

Grants

\$20,000,000	September 2019. Idaho EPSCoR Grant - participant. Role-provide grant administration assistance, leadership coaching, and facilitate meetings/retreats.
\$25,000	October 2010. Northern Michigan University Wildcat Innovation Fund Grant. <i>College of Business Professional Development Program.</i>
\$15,000	December 2009. Northern Michigan University Wildcat Innovation Fund Grant. <i>Northern Michigan University Entrepreneurship Academy.</i>

\$25,000	May 2009. Michigan Initiative for Innovation & Entrepreneurship. <i>The Entrepreneurship Academy at Northern Michigan University.</i>
\$63,000	May 2008. Michigan Initiative for Innovation & Entrepreneurship. <i>Business Incubator and Technology Center at Northern Michigan University.</i> (assumed PI responsibility upon Dean's resignation)
Peer Reviewer	Subject matter expert secured by Lake Superior State University for 2010 Title III <i>Strengthening Institutions Grant Application.</i>
Not funded	September 2016. NEH Summer Stipends. <i>Do Athletic Experiences Lead to Desirable Work Outcomes? A Study of the Relationship Between Athletics and Work.</i>

Grant Evaluator

Lake Superior State University
KCP-4S LSSU Strengthening Commuter Student Success 2011 – 2017

GRADUATE DEFENSE EXAMINING COMMITTEES

Doctoral Defense

Woermer, D. (2018). *Employee Work Engagement: To What Extent Does Self-Determination Theory (SDT) Provide a Theoretical Explanation of Employee Levels of Work Engagement in Higher Education?* Doctor of Education, Higher Education, Idaho State University.

Erickson, L. (2018). *The Effects of Using the Social Elements of Competition and Cooperation in a Transformational Play-based Educational Video Game.* Doctor of Philosophy, Instructional Design, Idaho State University.

Jernberg, L. (2018). *The Effect of Articulated Credits on College Outcomes at a Stand-alone Technical College.* Educational Doctorate, Higher Education Leadership, Idaho State University.

Colman, D. (2018). *Cultivating the Good Judge of Personality: The Effects of Training, Practice, and Feedback of the Empathic Response.* Doctor of Philosophy, Experimental Psychology, Idaho State University.

Wood, E. (2017). *Turn on Completion Tracking: The Effects of a Personal Progress-Monitoring Tool on Academic Achievement and Persistence in an Online Learning Environment.* Doctor of Philosophy, Specialization - Instructional Design, Idaho State University.

Campbell, D. (2013). *The Effect of Prior Knowledge and Feedback Type Design on Student Achievement and Satisfaction in Introductory Accounting.* Doctor of Philosophy, Specialization - Instructional Design, Idaho State University.

Master and Specialist Defense

Morris, K. (2019). Master of Science in Human Resource Development, Idaho State University.

Barigar, C. (2019). Master of Science in Human Resource Development, Idaho State University.
(chair)

Jicha, J. (2019). Master of Arts in Teaching, Idaho State University.

Thompson, K. (2019). Master of Science in Human Resource Development, Idaho State
University. (chair)

Rasmuson, D. (2018). Master of Science in Human Resource Development, Idaho State
University. (chair)

Rhoades, R. (2018). Master of Science in Human Resource Development, Idaho State
University. (chair)

Seaman, C. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Ramirez, B. (2018). Master of Science in Human Resource Development, Idaho State
University. (chair)

Robinson, C. (2018). Master of Science in Human Resource Development, Idaho State
University.

Garner, J. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Walker, E. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Ward, J. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Calip, T. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Kukuk, G. (2018). Master of Science in Human Resource Development, Idaho State University.
(chair)

Johnson, K. (2017). Educational Specialist, Northern Michigan University.

Wilsey, L. (2017). Master of Science in Human Resource Development, Idaho State University.
(chair)

Judkins, L. (2017). Master of Science in Human Resource Development, Idaho State University.
(chair)

Adams, J. (2017). Master of Science in Human Resource Development, Idaho State University.

- Jorgensen, A. (2017). Master of Science in Human Resource Development, Idaho State University.
- Peck, S. (2017). Master of Science in Human Resource Development, Idaho State University. (chair)
- Bloodgood, M. (2017). Master of Science in Human Resource Development, Idaho State University. (chair)
- Schaal, L. (2016). Master of Science in Human Resource Development, Idaho State University. (chair)
- Buhl, M. (2016). Master of Science in Human Resource Development, Idaho State University.
- Schaal, L. (2016). Master of Science in Human Resource Development, Idaho State University. (chair)
- Walker, K. (2016). Master of Organizational Learning and Performance, Idaho State University. (chair)
- Dahal, S. (2016). Master of Business Administration, Idaho State University.
- Gitau, E. (2016). Master of Business Administration, Idaho State University.
- Izatt, C. (2016). Master of Business Administration, Idaho State University.
- Van Noy, R. D. (2016). Master of Organizational Learning and Performance, Idaho State University.
- Welker, J. (2016). Master of Organizational Learning and Performance, Idaho State University. (chair)
- Mcdougall, C. (2015). Master of Business Administration, Idaho State University.
- Saahene, K. (2015). Master of Business Administration, Idaho State University.
- James, J. (2015). Master of Business Administration, Idaho State University.
- Dimick, G. (2015). Master of Organizational Learning and Performance, Idaho State University. (chair)
- Wasko, S. (2015). Master of Organizational Learning and Performance, Idaho State University. (chair)
- Thurber, V. (2015). Master of Training and Development, Idaho State University. (chair)
- Hansen, C. (2014). Master of Training and Development, Idaho State University.
- Leavitt, D. (2014). Master of Training and Development, Idaho State University.
- McDonald, L. (2014). Master of Training and Development, Idaho State University.
- Smith, C. (2014). Master of Training and Development, Idaho State University. (chair)

- Olson, A. (2014). Master of Accountancy, Idaho State University.
- Nash, H. (2014). Master of Training and Development, Idaho State University.
- Ludwig, K. (2014). Master of Training and Development, Idaho State University. (chair)
- Durham, A. (2014). Master of Training and Development, Idaho State University.
- Hollingsworth, B. (2014). Master of Training and Development, Idaho State University. (chair)
- Anderson, K. (2014). Master of Business Administration, Idaho State University.
- Phillips, N. (2014). Master of Business Administration, Idaho State University.
- Beck, S. (2014). Master of Training and Development, Idaho State University. (chair)
- Corbridge, A. (2013). Master of Training and Development, Idaho State University.
- Bass, C. (2013). Master of Arts in Organizational Communication, Idaho State University.
- Freeman, S. (2013). Master of Business Administration, Idaho State University.
- Butler, T. (2013). Master of Business Administration, Idaho State University.
- Smith, T. (2013). Master of Public Administration, Idaho State University.
- Noles, V. (2013). Master of Education in Human Exceptionality, Idaho State University.

ACCREDITATION AND PROGRAM REVIEW EXPERIENCE

Idaho State University, Pocatello, ID

Program Review for the BS in Workplace Training & Leadership

Program Review for the MS in Human Resource Development 2019

- Committee chair

Northwest Commission on Colleges and Universities

campus visit 2015

- Faculty member

Northern Michigan University, Marquette, MI

Association to Advance Collegiate Schools of Business (AACSB)

Maintenance of Accreditation Review

campus visit 2011

- Attended the AACSB Maintenance of Accreditation Seminar.
- Actively participated in the oversight of the College's preparation of materials for the Fifth Year Maintenance Report and the campus visit.

North Central Association of Colleges and Secondary Schools

campus visit 2009

- Served on the Academic Quality Improvement Program (AQIP) action committee concerning the University's internship practices.

STUDENT ADVISING AND MENTORING

Advising at distant campus locations –Twin Falls, ID and Meridian, ID	2013 – present
Bachelor of Science – Workplace Training and Leadership students (formerly Bachelor of Science – Human Resource Training and Development)	2012 – present
Master of Human Resource Development students	2012 – present
Student Leader Fellowship Program Mentor	2008 – 2012
College of Business Dean’s Student Advisory Council, Marquette, MI	2008 – 2012
Presidents Roundtable, Northern Michigan University, Marquette, MI	2004 – 2008
National Residence Hall Honorary, Michigan Technological University, Houghton, MI	2003 – 2004
Inter-Residence Hall Council, Michigan Technological University, Houghton, MI	2002 – 2004
Residence Hall Broomball League, Michigan Technological University, Houghton, MI	2002 – 2004
Goodwin-Kirk Hall Council, Drake University, Des Moines, IA	2000 – 2002
BACCHUS, Drake University, Des Moines, IA	2000 – 2002

ACADEMIC AND PROFESSIONAL SERVICE

Institutional Service

Idaho State University, Pocatello, ID

<u>Graduate Teaching Assistant Charter Committee</u> Member.	2019 – present
<u>Search Committee – Vice President for Research and Economic Development</u> Member.	2019 – present
<u>Strategic Planning Ad Hoc Committee</u> Committee chair.	2018 – present
<u>Assurances of Learning Assessment Committee (Department)</u> Chair.	2014 – present
<u>Faculty Senate, Student Conduct Board</u> Member.	2014 – present
<u>Faculty Senate, Academic Dishonesty Board</u> College of Education faculty representative.	2014 – present

<u>Faculty Senate, Scholastic Appeals Board</u> College of Education faculty representative.	2014 – present
<u>Department Scholarship Committee</u> Member.	2013 – present
<u>Department Level Tenure and Promotion Committee</u>	
· Chair, Associate to Professor review	2018
· Chair, Clinical Assistant to Clinical Associate Professor	2018
· Member, Assistant to Associate Professor	2016
<u>Research Council</u> College of Education faculty representative.	2016 – 2019
<u>Bengal Bound Launch – recruitment event at the College of Western Idaho</u> Represented the department of Organizational Learning and Performance.	2016
<u>Invited Panelist for Graduate Assistant In-service</u> Guest speaker to discuss hiring and interviewing.	2016
<u>Point of Contact</u> Provide annual data for the Human Resource Development Directory of Academic Programs in the United States.	2013 – 2017
<u>Search Committee – Department of Organizational Learning & Performance</u>	
· Tenure Track Assistant Professor – Human Resource Development, chair	2018 – present
· Tenure Track Assistant Professor – Human Resource Development	2017 – 2018
· Tenure Track Assistant Professor – Human Resource Development	2014 – 2015
· Non-Tenure Track Assistant Professor – Professional-Technical Education	2014 – 2015
· Tenure Track Assistant Professor – Professional-Technical Education	2013 – 2014
· Non-Tenure, Limited Term Assistant Professor – Human Resource Development	2013
· Tenure Track Associate/Full Professor – Instructional Design	2013 – 2014
<u>Selection Committee – Pride of the College Awards</u> Reviewed award nominations and identified award winners.	2014
<u>Department Service – Liaison to Central Academic Advising (CAA)</u> Maintain communications with CAA to provide current programmatic information to assist with advising of students, as well as serve as the point of contact for their student referrals.	2014
<u>Faculty Mentor to Adjunct Faculty</u> Assist adjunct faculty with course design and delivery.	2013 – present
<u>Department Student Scholarship Awards Committee</u> Member.	2013 – present
<u>Program Development – Multi-discipline Ph.D. in Leadership Studies</u>	2013 – 2014

Provided a vision, model, and leadership to the development of a multi-disciplinary, integrated doctoral degree in Leadership Studies.

Website Development Liaison 2013 – 2014
Point of contact for web updates, additions, and developments for the Department of Organizational Learning and Performance.

Marketing Liaison 2013 – 2014
Point of contact for marketing material development i.e. racks cards, brochures, etc. for the Department of Organizational Learning and Performance.

Faculty Council 2012 – 2013
Served as the faculty representative for the Human Resource Training and Development Department.

Instructor and Course Evaluation Committee, Chair 2012 – 2013
Charged with reviewing and revising the course evaluation form students complete at the end of the semester.

Ad Hoc Committee for Faculty Constitution, Chair 2013
Lead effort to coordinate College faculty input resulting in the draft of the College's version of the Faculty Constitution.

Undergraduate Curriculum Update and Development 2012 – present
Played an important role in transitioning our program to include a suite of four leadership courses. These leadership courses resulted in the creation of a new degree and the addition of a new minor.

Graduate Curriculum Update and Development 2012 – present
Actively participated in graduate program updates and re-branding.

Northern Michigan University, Marquette, MI

Travel Abroad Service Learning Trip Leader, Belize 2011 – 2012
Selected as trip leader for a group of student leaders traveling to Belize on a service learning trip during Spring Break 2012. As the trip leader, I coordinated reservations and accommodations, as well as worked with various groups to mitigate risk.

Center for Rural Community and Economic Development 2011 – 2012
Participated as a representative on the advisory committee for the Center. The Center aimed to combine research, public service, education, and training to enhance the quality of life, support economic development, and improve the delivery of services in the Upper Peninsula and surrounding region.

AQIP Project - Internship/Work Experience Processes 2010 – 2012
Played a significant role in designing the process side of the policy and practice recommendations. Worked with risk manager and general counsel to review materials and practices to ensure compliance and risk mitigation.

- Business Student Recruitment Activity for Admissions 2011
Developed a classroom-based recruitment activity for admission counselors to use in high school classrooms to specifically generate interest in business minors to complement students' non-business major interests.
- Curriculum Committee, Training, Development, and Performance Improvement 2009 – 2012
Provided input and advice on emerging trends, practices, and industry needs. My input resulted in the initiation of a curriculum revision to incorporate a new specialization in Leading Change and The Psychology of Leadership.
- Secretary, Center of Resources for Enterprise Steering Committee 2009 – 2010
Prior to disbanding in 2010, the Committee, comprised of deans and departments heads, worked to provide services and assistance to local entrepreneurs. The work of the committee resulted in the creation of the Center for Rural Community and Economic Development.
- Advisor, College of Business Dean's Student Advisory Council 2008 – 2012
Met regularly with a select group of business students to solicit input on curriculum and co-curriculum experiences. The information gleaned from these meetings was used to enhance the quality of the business program.
- NMU Internship Committee (Ad Hoc) 2008 – 2009
Worked with representatives from all colleges to explore policies, practices, and procedures specifically in the area of internships and practicums.
- Civil Rights Policy and Procedure Task Force 2008 – 2009
As a member, we reviewed other institutional policies and best practices prior to updating the University's policy and procedures.
- Mentor, Student Leader Fellowship Program 2008 – 2009
As the mentor to an undergraduate student, I had regular meetings to discuss personal and academic goals and interests. The goal of the program was to prepare students to enter the workforce as service-oriented leaders.
- Campus Violence Committee 2008
As a representative for my department, I met regularly with representatives from the Dean of Students Office and Public Safety to discuss severe and/or problematic student behavioral issues.
- Sexual Assault and Harassment Policy Review Committee 2007 – 2009
After researching other institutional practices, we updated University policies to reflect best practices. The process involved university personnel as well as representatives from other community groups, including a representative from the county prosecutor's office.
- Selection Committee, Student Leader Fellowship Program 2006 – 2012
Worked with other staff members to review applications and interview students for the prestigious and award winning Student Leader Fellowship Program.
- Search Committee – Director of the Multicultural Resource Center 2006 – 2007
Served on search committee as a representative from the Student Services Division.

Alcohol Policy Review Committee 2006
Served as a committee member and department representative in the review of the student alcohol use policy. The policy established the parameters for acceptable alcohol use on campus.

Self-Destructive Behavior Policy Review Committee 2006
Reviewed and updated the campus policy concerning students that demonstrate suicidal and other self-destructive behaviors. This policy specified how students demonstrating self-destructive behaviors would be handled by the University.

Search Committee – Director of Dining Services 2005 – 06, 2007 – 08
Served on search committee as a representative from the Student Services Division.

Ally, GLBT 2004 – 2012
Member of the campus organization NMU ALLIES. Its purpose is to provide an avenue for faculty, staff, and students who wish to offer visible support for a safe university environment for faculty, staff, and students who are gay, lesbian, bisexual, or transgender (GLBT).

Michigan Technological University, Houghton, MI

Student Leadership Initiative Steering Committee 2004
In recognition of a deficiency in the student leadership development area on campus, this cross discipline group was charged with creating a student leadership program.

Michigan Tech Student Commission 2003 – 2004
Represented the Division of Student Affairs in this cross-campus committee charged with exploring opportunities to improve the campus climate for student centeredness. The outcomes from this group included changes in the hours of campus services as well as the identification of the need for a student leader development program.

National Residence Hall Honorary 2003 – 2004
Served as the founding advisor. NRHH is the only nationwide organization that exclusively recognizes leaders living in residence halls. Membership is limited to the top one percent of the school's residence hall population.

Inter-Residence Hall Council 2002 – 2004
Served as the advisor to the largest student organization on campus. My role was to ensure that the group was making policies and decisions that were lawful and appropriate.

Residence Hall Broomball League 2002 – 2004
Served as the advisor to the largest student extracurricular athletic activity on campus. The group's annual budget exceeded \$25,000.

Drake University, Des Moines, IA

Goodwin-Kirk Hall Council 2000 – 2002

Served as the advisor to the organization that was responsible for developing social activities and policy for the residence hall residents. The group aimed to improve the experience of living in the Goodwin-Kirk residence hall.

Advisor, BACCHUS 2000 – 2002
Served as the advisor. The group's mission was to promote campus and community-wide leadership on health and wellness issues.

Professional Service

Campaign Advisor – Economic Development 2019 – present

Academic Guild, International Society for Performance Improvement 2019 – present
Member.

Idaho Certified Public Manager® Program 2019 – present
Member of the Board of Directors.

Pocatello Development Authority 2018 – present
Volunteer member on the urban renewal agency for Pocatello, ID.

Founder & Chief Instigator, Bannock Innovation Group 2018 – present
Community focus group aimed at building economic prosperity.

Guest Speaker – The Complete Leader 2018
Invited to present, as a subject matter expert, for the Boise 2017-18 Complete Leader cohort.

Leadership Coaching and Consulting, YMCA of Marquette County 2012 – 2016
Since my resignation from the president position of the Board of Directors, due to relocation, I have maintained a pro bono coaching and consulting relationship with the CEO.

President of the Board of Directors, YMCA of Marquette County 2011 – 2012
As board president I increased board and staff accountability resulting in a significant turn in fiscal management and profitability. During this short time the organization surpassed the previous record for annual donations and financial gifts, and established a National Association for the Education of Young Children (NAEYC) accredited childcare center.

Strategic Planning Chair - Board of Directors, YMCA of Marquette County 2009 – 2012
Responsible for leading strategic planning efforts.

Research Committee, International Society for Performance Improvement 2010 – 2013
Charged with identifying research related needs of the professional organization, as well as relevant and emerging needs in the industry.

Marketing Committee, Upper Peninsula Economic Development Alliance 2010 – 2011
Participated in the annual strategic planning workshop to work on branding and the revitalization of the UPEDA mission, vision, and membership.

Campaign Strategist, Marquette, MI 2008

Provided strategic planning and visioning assistance to a candidate running as an independent against a 20+ year incumbent.

Co-Coordinator of the New Professionals Institute, NASPA IV East, Milwaukee, WI 2004
 Provided assistance to the coordinator, Dr. Mimi Benjamin, to help ensure an enjoyable and informative workshop.

Community Service

Coach/Assistant Coach (Soccer) 2013 – present

Trout Unlimited/Southeast Idaho Fly Fishers 2011 – present
 Lifetime Member.

Boy Scouts of America 2015 – 2017
 Den Volunteer.

Educator, Iowa Homeless Youth Center-Lighthouse Shelter, Des Moines, IA 2001 – 2002
 Volunteered time to provide educational programming in the areas of self-confidence development, job searching skills, and continuing education.

Habitat for Humanity, Kansas City, MO; Lamoni, IA; Calumet, MI 1996 – 2003
 Participated in home demolitions and new home builds.

PROFESSIONAL DEVELOPMENT

Cybersecurity Training Module: Phishing Attacks on Companies 2019

Workplace Harassment Prevention for Employees (certificate of completion-ISU) 2018

Avoiding Conflicts of Interest (certificate of completion-ISU) 2018

Global Conflicts of Interest (certificate of completion-ISU) 2017

Harassment Prevention for Employees (certificate of completion-ISU) 2017

Title IX for Higher Education (certificate of completion-ISU) 2017, 2018

FERPA for Higher Education (certificate of completion-ISU) 2017, 2018

Optimal Motivation Training/Certification – The Ken Blanchard Co. 2016

DiSC Personality Assessment Training/Certification – The Ken Blanchard Co. 2016

Doctoral Student and Early Career Faculty Consortium – Western Academy of Management 2016

Doctoral Student and Early Career Faculty Consortium – with support from the Center for the Advancement of Research Methods & Analysis (CARMA) 2015

Working with the Accused: Your Campus' Legal and Moral Responsibilities (webinar)	2015
Sexual Harassment & Respectful Workplace (certificate of completion-ISU)	2015
Diversity Training (certificate of completion-ISU)	2015
Leadership Development Program (certificate of completion-ISU)	2015
Applying the QM Rubric to online courses (certification)	2014
Online Security Awareness Training (certificate of completion-ISU)	2014
Multicultural Relations and Communication – workshop	2014
AACSB Maintenance of Accreditation Seminar	2011
Building a Culture of Philanthropy – workshop	2010
Cluster Facilitator – The LeaderShape® Institute	2004
High and Low Rope Team Challenge Facilitator (certification)	2002

AWARDS AND ACHIEVEMENTS

20 Under 40 Award Recipient	2017
Graduate of the Idaho State University Leadership Institute	2012
Special Recognition for Service by the Dean of the College of Business	2012
Excellence in Service nominee – Northern Michigan University	2012
Special Recognition by the 3 member AACSB peer review team in the final Maintenance Review of Accreditation documentation	2011
Distinguished Dissertation Award – International Society for Performance Improvement	2011
Excellence in Service nominee – Northern Michigan University	2010
Graduate of the Lake Superior Leadership Academy	2006
Selected to Participate in the National Association of Student Personnel Administrators	2001
IV East New Professional Institute, Cleveland, OH Outstanding Contributions to the Field of Student Services – Graceland University	1999
Graduate Case Study Competition Winner – Upper Midwest Region Association of College and University Housing Officers	1998

PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS

Society for Case Research	2017 – present
Human Resources Association of Treasure Valley	2017 – present
Western Academy of Management (WAM)	2015 – present
Academy of Management (AOM)	2014 – present
Society for Human Resource Management (SHRM)	2007 – 2009, 2017 – 2019
Academy of Human Resource Development (AHRD)	2011 – present
International Society for Performance Improvement (ISPI)	2009 – 2014
The Economic Club, Marquette, MI	2008 – 2012
Professional and Organizational Development Network in Higher Education (POD)	2007 – 2010
United States Distance Learning Association (USDLA)	2007 – 2010
American Society for Training and Development (ASTD)	2006 – 2010
National Association of Student Personnel Administrators (NASPA)	2001 – 2008

COMPUTER EXPERIENCE

Computer Software & Instructional Systems

Activity Insight; Adobe Connect Pro Meeting; BANNER; Blackboard; CareerLeader Assessment; Cayuse; Concur; Collaborate, eCollege; Microsoft Word, Excel, PowerPoint, Publisher, & Outlook; Moodle; Quality Matters, SCT Site Studio (CMS); Sedona Systems; Smarthinking; Turnitin; Waypoint Outcomes; WebCT; Zoom.

Research Software

Linguistic Inquiry and Word Count (LIWC); Qualtrics; SciMAT; SPSS.

SOCIAL MEDIA

LinkedIn <https://www.linkedin.com/in/robertlion/>

Black River PM LLC (co-owner) www.blackriverpm.com

The Powerhouse (co-owner) www.thepowerhouse.us