

Dr. Daniel Rajaratnam
Clinical Professor of Marketing
Jindal School of Management
The University of Texas at Dallas
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Richardson, TX 75080-3021
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Educational History:

- Certificate on Teaching by the Case Method, Harvard University, Cambridge, Massachusetts; 1993.
- **Ph.D.** Texas A&M University, College Station, Texas; 1989, Major - Marketing, Minor – Statistics
- **M.B.A.** Illinois State University, Normal, Illinois; 1982, Major - Marketing
- **Post Graduate (Honors) Diploma in Personnel Management**, Xavier Labor Relations Institute, Jamshedpur, India; 1978.
- **B.S.** Andhra University, Waltair, India; 1975,

Dissertation:

How business strategy type impacts marketing organization design, product-market growth strategies, and relative marketing effort in service businesses.

Professional Experience:

- Clinical Professor Marketing, UT Dallas (since August, 2014)
- Associate Professor of Marketing, **St. Edwards University**, Austin, Texas (2010-2014)
- Associate Professor of Marketing and member of the Graduate Faculty, **Baylor University**, Waco, Texas. (1994- 2010).
- Assistant Professor of Marketing, **Baylor University**, Waco, Texas. (1987- 1994)
- Director, European Business Seminar, **Baylor University**, Waco, Texas, (1992-2007).
- Lecturer in Marketing, **Texas A&M University**, College Station, Texas. (1984 to 1987).
- Personnel Officer - Employment at the Corporate Office of **Ashok Leyland Limited**, Chennai, India, (1979 to 1980).
- Assistant Executive Officer at **Indian Drugs and Pharmaceuticals Limited**, New Delhi, India, (1978 to 1979).
- Internship at **Larsen and Toubro Limited**, Bombay, India, (May and June 1977).

Research Interests:

- Marketing strategy
- Marketing of services
- Nationalism and its effects on Global marketing
- Contribution of main stream marketing research to business disciplines

Professional Memberships:

- Member of the American Marketing Association
- Member of the Academy of Marketing Science
- Member of the Academy of International Business
- Member of the Marketing Management Association
- Member of the Association of Collegiate Marketing Educators
- Member of Beta Gamma Sigma

Honors and other Recognitions:

- **Jagdish N. Sheth Award** for the **Best article of 2014 in the Journal of the Academy of Marketing Science.**
- **"Outstanding Professor"** by the American Marketing Association, Baylor Chapter, Spring 1998 and spring 2001
- **Hans B. Thoreli Best Paper Award** for the **best paper published in 1996 in the Journal of International Marketing.**
- **Best Paper Award, Global Marketing Track, American Marketing Association Educators' Conference, Summer 1994.**
- **"Outstanding Professor"** by the Baylor Marketing Association; Fall 1991.
- **Academy of Marketing Science & Alpha Kappa Psi Foundation Doctoral Dissertation Award**, (Tied for Second Place with a dissertation from M.I.T.); 1990.
- **American Marketing Association Doctoral Consortium Fellow**; 1986.
- Listed in **Who's Who in Media and Communications**, since 1997.
- Listed in **Who's Who in Finance and Industry**, since 1994.
- Listed in **Who's Who in the South and Southwest**, since 1992.
- Nominated for **"Outstanding M.B.A."** Award, Illinois State University; 1982.
- Recipient of **International Student Scholarship** at Illinois State University; 1980.

Achievements in Original Achievement, Investigation, and Research:

Refereed Journal articles:

- "Symbiotic Marketing Revisited," in *Journal of Marketing*, Vol. 50, No. 1, January 1986, 7-17 (with P. Varadarajan), lead article.
- "Willingness to Buy from Eastern Bloc Countries: U.S. Consumers Before and After Political Changes in Eastern Europe, in *Journal of Euromarketing*, Vol. 1, No. 4, 1992, 63-78 (with J.R. Lumpkin, C. S. Madden, and S. L. True)
- "Content Analysis of U.S. and Indian Magazine Advertising," in the *Journal of International Consumer Marketing*, Vol. 8, No. 1, 1995, 93-109 (with J. B. Hunt and C. S. Madden).
- "The Effect of Business Strategy Type on Marketing Organization Design, Product-Market Growth Strategies, Relative Marketing Effort, and Organization Performance," in the *Journal of Marketing Theory and Practice*, Vol. 3, No.3, Summer 1995, 60-75 (with L.B. Chonko).

Refereed Journal articles (continued):

- "Is the Japanese Marketing System Changing? - An Empirical Study," in *International Business Review*, Vol. 4, No. 3, 1995, 279-294 (with J.A. McKinney).
- "Toward a Theory of International Services: Marketing Intangibles in a World of Nations," in the *Journal of International Marketing*, Vol. 4, No. 1, 1996, 9-28 (with T.A. Clark and T. Smith), lead article.
- "Exchange Rate Pass-Through and International Pricing Strategy: A Conceptual Framework and Research Propositions," in the *Journal of International Business Studies*, Vol. 30, No. 2, 1999, 249-268 (with T.A. Clark and M. Kotabe).
- "International Services: Perspectives At Century's End," in the *Journal of Services Marketing*, Vol. 13, No. 4/5, 1999, 298-310 (with T.A. Clark).
- "Strategy – Performance Relationships in Service Firms: A Test for Equifinality," in the *Journal of Managerial Issues*, Vol. XV, No. 2, 2003, 208-220 (with D. Jennings and F.B. Lawrence).
- "The Intellectual Ecology of Mainstream Marketing Research: An Inquiry into the Place of Marketing in the Family of Business Disciplines," in the *Journal of the Academy of Marketing Science*, Vol. 42, No. 3, May 2014, (with T. Clark, T.M. Key, M. Hodis).
- "Measuring Retail Performance in an Omni Channel World," in the *Journal of Marketing Channels*, Vol. 26, No. 2, March 2020, 120-126 (with M. Zuberi).

Manuscripts in progress:

- "Nationalism and its impact on International Business." (with T. Clark, C. Azab, and M. Key)

Refereed Conference Proceedings

- "An Empirical Examination of the Experiences of non-Japanese firms with the Japanese Distribution System," in *Enhancing Knowledge Development in Marketing*, Vol. 3, eds. R.P. Leone and V. Kumar, 1992, American Marketing Association, Chicago, IL (with J.A. McKinney).
- "Is the Japanese Marketing System Changing? - An Empirical Investigation of the Experiences of U.S. Firms Operating in Japan," in *Enhancing Knowledge Development in Marketing*, Vol.5, eds. R. Achrol and A. Mitchell, 1994, American Marketing Association, Chicago, IL (with J.A. McKinney).
- "Content Analysis of Indian Magazine Advertising," in *World Marketing Congress*, Vol. VII-II, eds. K. Grant and I. Walker, 1995, Academy of Marketing Science, Melbourne, Australia, 14-21 (with C. S. Madden).
- "A Test for Equifinality: Insights into Strategy-Performance Relationships in Service Firms," in the *Proceedings of the Southwest Academy of Management*, 2003 (with D. Jennings and F.B. Lawrence).
- "Study Abroad Programs in a Post 9/11 Environment: Is the book being re-written on Overseas Educational Opportunities," in the *Proceedings of the Society for Marketing Advances*, 2003 (with R.W. Easley and R. Davis).
- "Changing Perspectives of Executives of Foreign Firms Operating in Japan," in the *Proceedings of the Association for Japanese Business Studies*, 2007 (with J. McKinney).

Refereed Conference Proceedings (continued)

- "Study Abroad Programs in a Post 9/11 Environment," in the Proceedings of the Academy of International Business, 2007 (with S. Gardner, D. Brenenstuhl, and T. A. Clark).
- "Study Abroad: Understanding Multiple Challenges," in Proceedings of the Marketing Management Association Fall Educators' Conference, 2013 (with K. Heischmidt)
- "Thirty Years of International Study Programs – A comparison of third party providers and in house Programs," in Proceedings of the Southern Marketing Association, 2013 (with R. Easley, C.S.Madden, and M. Mobley).
- "Successful Strategies in Mentoring Junior Faculty" in Proceedings of the 19th Annual Marketing Management Association Fall Educators'Conference, 2014 (with B.B. Anderson, A. Hoel, C. Johnson, and P. Kennett-Hensel).
- "Is the Marketing function influential or not? We should really be the ones to know", Creating Marketing Magic and Innovative Future Marketing Trends, Proceedings of the 2016 Academy of Marketing Science Annual Conference, (with M. Key, T. Clark, S. Feng, O.C. Ferrell, and L. Price), pp. 591-593.
- "Insights for teaching with Simulations," in Walking the Talk: Customer Centric Marketing Education, 2016 Annual Fall Conference Proceedings, Marketing Management Association, (with S. Hanspal, R.A. King, and S. Zdravkovic), p. 176.
- "Successes and Challenges with client based projects," in Hot topics within Marketing Education, 2017 Annual Fall Conference Proceedings, Marketing Management Association, (with S. Hanspal, J. Maher, and K. Koza), p 157-158.
- "Building a Pipeline of Clients: Engaging Students with the Community," in Proceedings of the 45th Annual Meeting of the Association of Collegiate Marketing Educators, 2018 (with J.B. Haworth), p 76.
- "The Clinical Professor is in – Understanding the Role of Clinical Faculty in the Marketing Department," in The Future of Marketing Education is Now, 2018 Annual Fall Proceedings, Marketing Management Association, (with L. Brewer, and J. Cox), p 201-202.

Book Chapter:

- "The Japanese Distribution System: An Empirical Investigation of U.S. Firms Operating in Japan During the Seventies and Eighties," in The Japanese Distribution System: Opportunities and Obstacles, Structures and Practices, Eds. M. R. Czinkota and M. Kotabe, Chicago, IL: Probus Publishing Company, 1993, 67-80 (with J.A. McKinney).
- "Pricing and Currency Fluctuations in International Marketing," in *Wiley International Encyclopedia of Marketing*, (2010), editors: J. Sheth and N.K. Malhotra, John Wiley & Sons (with T. Clark and D. Campbell).
- "Generic Brand" in Beacham's Marketing Reference, eds. W. Beacham, R. T. Hise, and H. N. Tongren, Washington, D.C.: Research Publishing, Vol. 1, September 1986, 348-352.
- "Venture Team" in Beacham's Marketing Reference, eds. W. Beacham, R. T. Hise, and H. N. Tongren, Washington, D.C.: Research Publishing, Vol. 2, September 1986, 1012-1016.
- "Value Marketing," in Marketing: Supplemental Lectures by Zikmund and D'Amico, West Publishing Company, 1993, 1-10.

Book Chapter (continued):

- "Global Marketing," in Marketing: Supplemental lectures by Zikmund and D'Amico, West Publishing Company, 1993, 95-107.

Books, edited or co edited:

- "Readings in Marketing" (1996), 5th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (1997), 6th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (1998), 7th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (1999), 8th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2000), 9th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2001), 10th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2002), 11th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2003), 12th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2004), 13th Edition, Stipes Publishing (co-editor: Don Schreiber)
- "Readings in Marketing" (2005), 14th Edition, Stipes Publishing
- "Readings in Marketing" (2005), 15th Edition, Stipes Publishing
- "Readings in Marketing" (2006), 16th Edition, Stipes Publishing
- "Readings in Marketing" (2006), 17th Edition, Stipes Publishing
- "Readings in Marketing" (2007), 18th Edition, Stipes Publishing
- "Readings in Marketing" (2007), 19th Edition, Stipes Publishing

Presentations at professional meetings:

- "Business Strategy Type, Marketing Organization Design, Product-Market Growth Strategies, and Relative Marketing Effort: An Empirical Investigation of Underlying Relationships in Service Businesses," presented at the Academy of Marketing Science Conference, New Orleans, Louisiana, April 26, 1990.
- "The Japanese Distribution System: An Empirical Investigation of U.S. Firms Operating in Japan During the Seventies and Eighties," presented at the Second Global Conference of the American Marketing Association in Honolulu, Hawaii, November 25, 1991.
- "Willingness to Buy from Eastern Bloc Countries: U.S. Consumers Before and After Political Changes in Eastern Europe," presented at the 1992 European Summer Conference of the Association For Consumer Research, Amsterdam, Netherlands, June 12, 1992.
- "An Empirical Examination of the Experiences of Non-Japanese Firms with the Japanese Distribution System," presented at the 1992 American Marketing Association Summer Educators' Conference, Chicago, Illinois, August 9, 1992.
- "Is the Japanese Marketing System Changing? - An Empirical Investigation of the Experiences of U.S. Firms Operating in Japan," presented at the 1994 American Marketing Association Summer Educators' Conference, San Francisco, California, August 7, 1994.
- "A Test for Equifinality: Insights into Strategy – Performance Relationships in Service Firms," presented at the 2003 Southwest Academy of Management Annual Meeting, at Houston, Texas, March 8, 2003.

Presentations at professional meetings (continued):

- “Study Abroad Programs in a Post 9/11 Environment: Is the book being re-written on Overseas Educational Opportunities,” presented at the Society for Marketing Advances 2003 Conference, at New Orleans, Louisiana.
- “A Test for Equifinality: Insights into Strategy – Performance Relationships in Service Firms,” presented at the Frontiers in Marketing Research and Strategy Conference, at Hyderabad, India on January 5, 2004.
- “Changing Perspectives of Executives of Foreign Firms Operating in Japan,” presented at the Association for Japanese Business Studies, at Indianapolis, Indiana in June 2007.
- “Study Abroad Programs in a Post 9/11 Environment,” presented at the Academy of International Business Conference, at Indianapolis, Indiana in June 2007.
- “The Intellectual Ecology of Marketing Strategy Research,” presented to the faculty of the School of Management and Business, St. Edwards University, Austin in Spring 2010.
- “Study Abroad: Understanding Multiple Challenges,” presented at the Marketing Management Association Fall Educators’ Conference, at New Orleans in Fall 2013.
- “Successful Strategies in Mentoring Junior Faculty,” presented at the 19th Annual Marketing Management Association Fall Educators’ Conference, at San Antonio in Fall 2014.
- “Is the Marketing function influential or not? We should really be the ones to know”, Academy of Marketing Science conference, Orlando, May 19-21, 2016.
- “Insights for teaching with Simulations,” 2016 Fall Marketing Management Association Conference, Providence, RI, September 16, 2016.
- “The challenges and benefits of Teaching Marketing Research with projects from local businesses”, presented at the 2017 Association of Collegiate Marketing Educators Conference, in Little Rock, Arkansas, March 10, 2017
- “Successes and challenges with client based projects” presented at the 2017 Marketing Management Association Fall Educators’ conference, in Pittsburgh, PA, September 20, 2017.
- “Building a pipeline of clients: engaging students with the community,” presented at the 45th Annual Meeting of the Association of Collegiate Marketing Educators, in Albuquerque, NM, March 9, 2018.
- “The Clinical Professor is in – Understanding the Role of Clinical Faculty in the Marketing Department,” presented at the 23rd Marketing Management Association Fall Conference, in Kansas City, MO, September 20, 2018.
- “What 35 years of Academic Life has taught me,” presented at the 2019 Association of Collegiate Marketing Educators’ Conference, in Houston, Texas, March 14, 2019.
- “Content of Marketing Research, Analytics, and Metrics Courses,” presented at the 2019 Association of Collegiate Marketing Educators’ Conference, in Houston, Texas, March 15, 2019.
- “Customer Reacquisition in the Age of Digital Marketing,” presented at the 2019 Association of Collegiate Marketing Educators’ Conference, in Houston, Texas, March 15, 2019.
- “Best practices and challenges in teaching Marketing Analytics,” presented at the 2020 Association of Collegiate Marketing Educators’ Conference, in San Antonio, Texas, March 12, 2020.
- “Cross cultural challenges in Marketing,” presented at the 2020 Association of Collegiate Marketing Educators’ Conference, in San Antonio, Texas, March 12, 2020.

Presentations at professional meetings (continued):

- "Looking at the different approach of the U.S. versus E.U. – opt in versus opt out," presented at the 2020 Association of Collegiate Marketing Educators' Conference, in San Antonio, Texas, March 12, 2020.
- "Lessons learned and looking forward," presented at the 2020 Association of Collegiate Marketing Educators' Conference, in San Antonio, Texas, March 13, 2020.
- "Teaching Marketing Research Online," presented at the 2021 Association of Collegiate Marketing Educators' Conference (virtual), March 19, 2021.

Book reviews in refereed journals

- "How to Master the Art of Selling" by Tom Hopkins, Warner Books, 1982, in the *Journal of Personal Selling and Sales Management*, Vol. 10, No. 3, Summer 1990, 95.
- "Handbook of Marketing" by B. Weitz and R. Wensley, Sage Publications, 2002, in the *Journal of Marketing*, Vol. 67, No. 3, July 2003, 129-131.

Contribution to the Profession :

- Chaired the Information Effects of Marketing Activities Session at the Southern Marketing Association Conference, November 1989, New Orleans, LA.
- Reviewed papers for the Marketing Research, Buyer Behavior, Channels of Distribution, Products and Pricing tracks of the 1990 Southern Marketing Association Conference.
- Reviewed papers for the Marketing Planning and Strategy track of the 1990 American Marketing Association Marketing Educators' Summer Conference.
- Discussant on Research in Services Marketing and Pricing at the American Marketing Association Summer Educators' Conference August 1990, Washington, D.C..
- Reviewed papers for the Marketing Education track of the 1991 Southwestern Marketing Association Conference.
- Reviewed papers for the International Marketing track of the 1991 American Marketing Association Marketing Educators' Summer Conference.
- Reviewed papers for the Promotion, Sales, and Channels track of the 1991 Southern Marketing Association Conference.
- Participant at the 1991 American Marketing Association Eleventh Faculty Consortium on Global Marketing, June 30 to July 3, 1991, Georgetown University, Washington, D.C.
- Discussant on Dynamics of Marketing Globalization at the American Marketing Association Summer Educators' Conference, August 1991, San Diego, CA.
- Reviewed papers for the Buyer Behavior and Non-Personal Communication track, Marketing Theory and Education track, and Strategic Marketing and Marketing Management track of the 1992 Southwestern Marketing Association Conference.
- Reviewed papers for the International Marketing track of the 1992 Academy of International Business Southwest Conference.
- Reviewed papers for the Promotion Management track of the 1992 Academy of Marketing Science Conference.

Contribution to the Profession (continued):

- Session Chair for the Marketing Management and Strategy track of the 1992 Southwestern Marketing Association Conference.
- Reviewed papers for the Marketing Management and Strategy track of the 1992 American Marketing Association Summer Educators Conference.
- Reviewed papers for the Marketing Management and Strategy Track, and the Global Competitive Strategy and Strategic Alliances Track of the 1993 American Marketing Association Winter Educators Conference.
- Reviewed papers for the Theory and Practice of Relationship Marketing Track of the 1993 American Marketing Association Summer Educators Conference.
- Reviewed papers for the Advertising, Consumer and Trade Promotion, and Sales Management track of the 1993 Southern Marketing Association Conference.
- Reviewed papers for the Marketing Ethics and International Marketing track of the 1994 Southwestern Marketing Association Conference.
- Chaired a session on East-West Relations at the 1994 Southwestern Marketing Association Conference at Dallas, Texas on March 3, 1994.
- Chaired a session on Qualitative Insights on International Research at the 1994 American Marketing Association Summer Educators' Conference, San Francisco, California on August 7, 1994.
- Discussant at a session on Researching Global Marketing Issues at the 1994 American Marketing Association Summer Educators' Conference, San Francisco, California on August 7, 1994.
- Reviewed papers for the 1995 American Academy of Advertising Conference
- **Track Chair**, Cross-Cultural and Ethnic Issues, 1995 Southwestern Marketing Assoc. Conference.
- Reviewed papers for the 1996 American Marketing Association Winter Educators' Conference.
- Reviewed papers for the 1997 American Marketing Association Winter Educators' Conference.
- Reviewed papers for the 1998 Academy of International Business Annual Conference.
- Reviewed papers for the 1999 Academy of Marketing Science Conference.
- Reviewed papers for the 1999 American Marketing Association Summer Educators' Conference.
- Reviewed papers for the 2003 Academy of International Business Annual Conference.
- Reviewed manuscripts for the 2005 International Conference on Marketing Paradigms on Emerging Economies.
- Reveiwed manuscripts for the 2007 Academy of International Business Annual Conference.
- Reviewed manuscripts for the 2007 International Conference on Marketing Paradigms on Emerging Economies.
- Chaired a session on "Marketing Capabilities" at the 2007 Academy of International Business Conference in Indianapolis, Indiana on June 27, 2007.
- Reviewed manuscripts for the 2008 Academy of International Business Annual Conference.
- Reviewed manuscripts for the 2009 International Conference on Marketing Paradigms on Emerging Economies, IIMA, India.
- Reviewed manuscripts for the 2011 International Conference on Marketing Paradigms on Emerging Economies, IIMA, India.
- Reviewed manuscripts for the 2013 International Conference on Marketing Paradigms on Emerging Economies, IIMA, India.

Contribution to the Profession (continued):

- American Marketing Association Case Competition Judging Committee (2013-14)
- Reviewed manuscripts for the 2015 International Conference on Marketing Paradigms on Emerging Economies, IIMA, India.
- Reviewed manuscripts for the 2016 Fall Marketing Management Association Conference.
- Reviewed manuscripts for the 2017 International Conference on Marketing Paradigms on Emerging Economies, IIMA, India.
- Reviewed manuscripts for the 2017 Marketing Management Association Fall Educators' Conference.
- Reviewed manuscripts for the 2018 Marketing Management Association Fall Educators' Conference.
- Reviewed manuscripts for the 2019 Association of Collegiate Marketing Educators' Conference.
- Reviewed manuscripts for the 2019 Marketing Management Association Fall Educators' Conference.
- Reviewed manuscripts for the 2020 Association of Collegiate Marketing Educators' Conference.
- **Track Chair** for Cross Cultural Issues, 2020 Association of Collegiate Marketing Educators' Conference.
- Reviewed manuscripts for the 2021 Association of Collegiate Marketing Educators' Conference.
- **Track Chair** for Cross Cultural Issues, 2021 Association of Collegiate Marketing Educators' Conference (virtual).
- Reviewed manuscripts for the 2021 Marketing Management Association Fall Educators' Conference.
- **Track Chair** for Global Marketing, 2022 Association of Collegiate Marketing Educators' Conference.

Service as reviewer for Journals:

- Ad Hoc **reviewer** for The Journal of the Academy of Marketing Science.
- Ad Hoc **reviewer** for The Journal of International Business Studies.
- Ad Hoc **reviewer** for The Journal of International Marketing.
- Ad Hoc **reviewer** for International Business Review.
- Ad Hoc **reviewer** for Journal of Business Research.
- Ad Hoc **reviewer** for the Journal of International Management.
- Ad Hoc **reviewer** for the Journal of Marketing Theory & Practice.
- Ad Hoc **reviewer** for Multinational Business Review.

Service Activities and Committees:

- SACS data coordinator for all sections of MKT3340, MKT6301, and MKT 6309 at JSOM, UTD (since 2015)
- Member of the JSOM Web Committee, UTD (since 2014)
- Member of the UTD Parking Committee, (2015-2018) and since Fall 2021.
- Member of the Gideons International (since 1995).
- Member of the Outstanding MBA selection committee, St. Edwards University (2011- 2013)

Service Activities and Committees (continued):

- Member of the Parking Committee, St. Edwards University (2012 - 2014)
- Member of the Peer Evaluation Committee, SMB, St. Edwards University (2012-2013)
- Member of the Marketing Department Faculty Search Committee (2010-2011)
- Served as a judge in the School of Management & Business Business Plan Competition (2010-11)
- Member of the Faculty Senate, Baylor University, (2006-2008).
- Member of the Council on International Education, Baylor University (1996-2008).
- Member of the Search Committee for recruiting the Director of International Education and the Jo Murphy Chairholder for Baylor University (1999-2000).
- Faculty Advisor, American Marketing Association, Baylor Chapter (1987-2002).
- Faculty Advisor, Indian Subcontinent Student Association, Baylor University (1987-98).
- Member of the Global Awareness Committee, Baylor University (1994-96).
- Member of the International Exchange Programs Committee, Baylor University (since 1993-96).
- Member of the National and International Scholarship Committee, Baylor University (1993-96).
- Member of the Corporate World Task Force, Baylor University (1993-94).
- Member of the Health Committee, Baylor University (1991-93).
- Advisory Board of the Center for Professional Selling, Baylor University (1992-93).
- Member of the Task Force on Student Minority Affairs, Baylor University (1991-92).
- Member of the Staff Development Committee, Office of Residential Life, Illinois State University during (1982-83).
- Member of the New Student Orientation Committee, Illinois State University (1981-82).
- Director of Club Services, Rotaract Club, Jamshedpur, India (1977-78).
- Member of the Placement Committee, Xavier Labor Relations Institute, India (1976-77).

Personal

U.S. citizen