

**Name:** Michael Wayne Wakefield  
**Rank:** Professor  
**Tenured:** Yes  
**Primary Teaching Field(s):** Director, Healy Center, since October 2011  
Management/Strategy/Entrepreneurship

**Education**

Highest Degree/Year: Ph.D., 1995  
Major Field(s): Strategic Management/Business Policy.  
Degree-Granting Institution: University of Nebraska – Lincoln

Dissertation Title: Antecedents of Conflict in Family Firms: An Empirical Study

Other degrees: MBA 1990; BA 1988 (Both New Mexico State U.)

**Intellectual Contributions in the previous five years (January 1, 2009 through December 31, 2013)**

**PUBLICATIONS:**

**Peer-reviewed journals:**

“Some Observations from a Very Telling Innocuous Query: An Essay On The State Of Higher Education In America.” With Jose Castillo, Truman State University. *American Journal of Business Education*, June, 2010, 3(6), 33-36. Acceptance rate: 11-20% (L&P)

**Other Publications:**

“Assessing the Nature of Cross-Border Mergers and Acquisitions: A Pilot Test of Hofstede’s Notion of Culture’s Consequences.” With Jose Castillo, *Academy of International Business – North East*, October 21, 2011, Atlantic City, NJ. (CP)

“Flesch-Kincaid: A Student Writing Experiment.” With Karen Fowler, *Hasan School of Business, Colorado State University – Pueblo. Proceedings, WDSI Conference, 2010 (L&P)*

“Typology of AOL Research,” *Decisions Sciences Institute, New Orleans, LA, November 14-17, 2009. Funded through Provost Faculty Development Grant. With Karen Fowler. (L&P)*

Compared Entrepreneurship Chapters of Schermerhorn’s *Exploring Management 2e*, published by John Wiley, to Griffin’s *Fundamentals of Management 5e*, published by Houghton Mifflin. Review conducted for John Wiley publishing, Fall 2009. (L&P)

## **Presentations**

“Outsourcing – Discussion Panel.” Decisions Sciences Institute, New Orleans, LA, November 14-17, 2009. Funded through Provost Faculty Development Grant. (CP)

## **Applied Research, Directed Research to Benefit Southern Colorado**

In support of our mission to engage in outreach, and in response to the encouragement by the Provost and HSB Dean, who have on more than one occasion each articulated the importance of outreach activities that support our community, I have engaged in projects that defy routine categorization of faculty output, in both my capacity as Director of the Healy Center and as a faculty member. The projects listed below are results of those efforts. Each of these projects is a result of my personal outreach to community members, offering a service that also provides a learning application and network opportunity for our students. I provide significant guidance based on my research skills and expertise for all projects adopted by the Healy Center and live-client projects developed within the context of a course. In addition to directed research, most projects require significant amounts of editing so that each final project would be acceptable to present to clients. My contribution and involvement in these projects frequently extends far beyond my involvement in other, more traditional, academic courses, such as a typical strategic management course, or international business course. Most student groups lack adequate personal skill development and professionalism to design and complete the project independently, thus requiring expert assistance. Many projects require survey development, data input, statistical analysis and interpretation.

Feedback from clients indicate that they believe the value of this consultation to their organization ranges from \$500 to \$10,000, or more. The average value of projects as determined by surveys of clients is consistently about \$3,000. Given the 30 projects completed under my direction during this time period, our region’s business community has received approximately \$90,000 worth of consultative expertise through the combined efforts of my students, Service Corp of Retired Executives, and myself. Not included in this value to the community are the projects undertaken by MGMT 585 classes: NEIGHBORWORKS, LATINO CHAMBER, FREMONT COUNTY BUSINESS INCUBATOR. Because of the amount of work required, each of the 22 projects produced in my courses should receive the weight of a Category “B” publication (CP), as should the Downtown Building Survey, The One Community Pueblo Feasibility Study, and the Economic Impact Study of CSU-Pueblo Athletic Programs.

### Healy Center Projects

- Downtown Building Survey – Completed Spring 2013
- Grant Investigation - Ongoing
- Algae Biodiesel Research – Ongoing

- One Community Pueblo 501c3 Feasibility Study for Data Fusion Center – Fall 2012 - Spring 2013
- Planning for Alumni telephone fundraising – Fall 2013
- Support for survey development for community engagement survey through President's Leadership Program – Spring 2013
- Economic Impact Study of CSU-Pueblo Athletic Programs – Fall 2013 – Spring 2014
- Aegis Center for Excellence – Feasibility Planning and Marketing Support Fall 2013 – Spring 2014
- Business Plan Competition – Sponsorship and Coordination – Fall 2013 – Spring 2014
- Historic East Side/4<sup>th</sup> Street surveys – Survey of businesses completed Summer 2013, Residential survey in process, completion expected Spring 2014
- CSU-Pueblo Water Center business plan development – Summer 2013 – Spring 2014
- HSB promotional video – Spring, Summer, Fall 2013
- iBot reintroduction – business plan development – Fee for service – Completion expected November 2013

#### **PAID CONSULTING**

- Strategic Planning Facilitator. Transportation Technology Center Incorporated, Leadership Team Retreat, May 8 – 10, 2013. Contracted by CEO, Lisa Stabler.
- Feasibility Study. Commissioned by Bill McKnight, President, Foodshare America. January, 2010. (CP)

#### **PRO-BONO CONSULTING – Through supervised student groups** Fall 2012

- Mirasol Mexican Food – Business Plan
- Fowler Food Distribution Hub – Feasibility Study
- Main Street Auto – Business Plan
- New Age Feed – Business Plan
- Colorado State Fair Grounds – Feasibility Studies for four new events
- The Party People – Business Plan
- The Pulp – Business Plan
- RL Automotive Supply – Business Plan
- Open Studio Yogo – Business Plan
- DC Star Security – Business Plan

#### Spring 2012

- Janessa's Gourmet Potica – Business Plan
- Aegis Identity Management – Business Plan

### Spring 2011

- Hasan School of Business Distance Ed Evaluation – Faculty and Student Survey
- Healthy Being – Business Plan
- Neighborworks – Community survey
- Rocky Mountain Vein Institute – Marketing Plan

### Spring 2009

- Ascension Child Care – Strategic Analysis
- Puroclean – Marketing assessment
- Pueblo West Chamber of Commerce – Marketing survey and plan
- Grand Slam Sports – Marketing plan
- Pure Spa – Marketing plan

### Fall 2008

- Housing Authority of Pueblo – Feasibility Study

### **Service and Outreach Activities:**

#### **Community Service/Outreach:**

Board Member, Catholic Charities Virtual Business Incubator – Fall 2011 – Spring 2013

Steering Committee, One Community Pueblo, Spring 2012 – Present

Diocesan Pastoral Council. Advisory committee for the Bishop, conducting strategic analysis, preparing recommendations. December 2011 - present

Spring 2011 – Facilitated Financial Peace University, 13-week program at Christ the King Catholic Church, Pueblo. Twenty four families participated. Average financial turnaround per family during course: about \$6,500

#### **University/School Service:**

Director, Healy Center for Business and Economics Research and Services – Fall 2011 to Present

CSU-Pueblo Grants Administrator Search Committee – Fall 2012

Community Engagement Committee – Coordinate through RAGE office

HSB Dean Search Committee - Fall 2011 – Spring 2012

HSB PRC – Fall 2010 – Fall 2011

Academic Policies and Standards Board, 2003- Spring 2006; Fall 2010 – Fall 2011 (CHAIR)

CAP Board, Fall 2010 – Spring 2011

CSU-Pueblo Critical Thinking Committee – Fall 2010 – Spring 2011

CSU-Global Online, Academic Council – Fall 2007 – Fall 2011

AACSB Coordinator, Hasan School of Business. Appointed January 2007 – December 2009. Attended several conferences on assessment and accreditation maintenance. Responsible for keeping faculty and HSB administration informed about assessment efforts, and keeping our efforts aligned with AACSB policies and standards. Ex-Officio member of HSB Graduate and Undergraduate Committees.

Entrepreneurship Club – Faculty Advisor, Spring and Fall 2011

Evaluated Student Summer Research Grant Applications – 18 total

Ad Hoc – Committee to develop undergraduate sub-goal of teamwork, Spring 2011

Committee – Planning for Lincoln High School Visit

Faculty Marshal – Commencement, Spring 2011

Member, Academy of Management

#### **Awards**

CSU-Pueblo Student's Choice Award, Spring 2011

HSB Outstand Faculty Member, Spring 2009

#### **Professional Membership**

Rotary International - Spring 2012 - Present

Academy of Management – Spring 1995 - Present