

01 February 2018

Dr. Doug Goering, Chair
Search Committee for Provost and Executive Vice Chancellor for Academic Affairs
University of Alaska Fairbanks (UAF)

Dear Dr. Goering and members of the search committee –

I submit here my application for your consideration for the position of provost and executive vice chancellor for academic affairs at the University of Alaska Fairbanks. I do so with great enthusiasm having benefited from the insights you provided during my phone enquiry. This is of course, a very important position, but I am also drawn by the comprehensive mission of your University, which in addition to its research role, is also committed to preparing the work force, connecting with communities, and engaging through outreach and regional development. In many ways, it reminded me of the Wisconsin Idea – the philosophy which calls for the University to apply its research and knowledge to solve problems and improve the quality of life of the residents of the state. This is a philosophy I embrace whole heartedly – having studied at Wisconsin-Madison - and as you read my CV, I hope you will find evidence of my practicing it.

Before I address some of the expectations of the position outlined in the prospectus and why I believe I am prepared for this position, let me admit that I cheered against your hockey team (the Nanooks) when they played against the Wildcats of Northern Michigan University when I was the dean there. I have also visited your fair state, on a holiday.

A quick review of my CV will indicate that I meet the minimum qualifications for this position. I am now in my 13th year as dean having served in institutions large (20,000+ students) and not so large (about 8,000 students), almost all of them public institutions, located in rural (Upper Peninsula of Northern Michigan), semi-urban (Muncie, Indiana) and urban (New York Long Island) areas. These appointments in different regions together with my year at George Mason University and my formative career years at The College of New Jersey have trained me well for the position of the provost. The depth and extent of my experiences -- from developing and implementing strategic plans to managing finances in straitened circumstances to developing new programs -- gives me a firm understanding of the issues that academia faces today and how they may be sensibly addressed. I have maintained an active research agenda even as a full time administrator and at both Ball State and North Michigan developed successful programs to encourage, support, and reward faculty scholarship and faculty development.

Let me address the preferred qualifications for the position. I have lived in the Midwest and the Northeast. The pressing issues there are demographic – not enough young people graduating from high school and an unfavorable public policy towards higher education – in New York we have the added challenge of a student scholarship program that supports attendance at public schools but not private institutions. We have been addressing these challenges in various ways – changing sources of student recruitment, implementing retention strategies, developing new programs, delivering instruction through on-line medium, to mention a few. The American Council on Education fellowship, where I shadowed the president of George Mason University for a year, gave me an unmatched exposure to all aspects of higher education in our country today. My time in Michigan, in the first decade of this century, has prepared me well for the challenges posed by budget cuts. It was a time when the auto industry, on which the state was overly dependent, was in a bad shape, leading to severe problems with public finances. We had to prioritize what we did, preserving the core academic goals.

Barring my time at Ball State, I have always worked in unionized settings. At The College of New Jersey I was a faculty member represented by a union. At Northern Michigan, I was in the “management” team negotiating collective bargaining contracts. At Adelphi in New York, the country’s most unionized state, my faculty and staff are organized. An extensive mechanism of shared governance exists that guide our decisions, their implementations, and resolutions of disagreement. With my academic training in industrial and labor relations, I have been pleased to apply my knowledge and insights in the actual workplace.

Accreditation is a signal of quality of an institution. My experience has been at both the institutional level as well as specific program level (AACSB accreditation of business schools). I have undergone reviews by Middle States and North Central and AACSB and have also been members of accreditation teams for Middle States and AACSB. Thus, I am very familiar with the accreditation standards but more importantly, have successfully put in place policies and practices that comply with these standards. One of the practices that I have often been able to share with the rest of the institution is the measurement of student learning, called assurance of learning in AACSB parlance, which in the business school I have been able to create and sustain.

Public universities play a critical role in the community beyond providing education and training. They are often the economic anchors of the region, the center for cultural and sporting events. As dean of a professional school, it was only natural that I would connect with employers (to find internships and jobs for our students) and meet useful needs (such as project work). Let me mention two examples. At Northern Michigan, a very rural area, the university had a vibrant community engagement program, where information systems students, under faculty supervision working with leaders of small

towns, developed websites and maintained them. It was a win-win for the students and the small communities alike. At Ball State, our signature program was immersive learning. There, interdisciplinary teams of students, under the supervision of a faculty member, for academic credit, worked on specific projects commissioned by an external entity. Getting the students out into the field and presenting to clients dramatically impacted the learning of the students and prepared them well for the world of work.

The institutions I have worked at have been comprehensive, offering a full range of programs. In my years, I have collaborated with colleagues in the Arts and Sciences to create academic programs in international studies, insurance and risk management, and healthcare studies. At Adelphi, I have been building up a program called the “business of science” to introduce science majors (e.g., biology, chemistry, and physics) to careers in the business world. At Ball State, I led a campus-wide initiative to develop a research, teaching, and outreach competency in the broad domain of healthcare. Last fall, we designed an MBA program with a global focus and it is now being offered in Manhattan. At Ball State, we designed and delivered an entire undergraduate program on-line to place and time bound Hoosiers. The MBA on-line was ranked among the top 20 by U.S. News and World Report. We subscribed to Quality Matters rubric from the On-Line Consortium and sent faculty to their annual conferences so that they learned from peers and experts on on-line instruction. At Northern Michigan too, given the thinly populated nature of the place, we offered many courses on-line; the university also had the distinction of being a “laptop” university where all students and faculty/staff received an IBM Thinkpad and these (along with the software) were critical teaching, learning, management, and communication tools.

Over the years, more and more tools have become available to apply to track student learning, progress, and success. At Adelphi we are aggressively using EAB’s Student Success Collaborative to identify vulnerable students and intervene in a timely fashion – the goal is to improve persistence and graduation rates. At Ball State, we used Blackboard to help us develop strategies to assist our students.

With the decline in the size of the traditional age college going population, we have turned to aggressively recruit non-traditional students. There are important differences in the learning styles of these two groups and effective programs recognize and adapt to these differences. At Adelphi, we offer MBA programs to a wide variety of demographics – doctors and health care professionals, full time workers with at least four years of experience, international students, and fresh college graduates – on our Garden City campus, on Saturdays, on week nights, in Manhattan, and at hospital locations around Long Island. I manage all these disparate programs, located in different settings. At Northern Michigan, we also had a community college segment and that attracted a different profile of students. George Mason University introduced me to the issues

associated with managing a distributed campus – at Fairfax, Manassas, Arlington and an overseas campus (then) in the United Arab Emirates.

While I cannot point to any scholarly work or teaching on the Arctic, I have already mentioned my travels to Alaska. However, there is great interest on my part on the economic changes that is coming about in the Arctic region due to the warming of the climate. I believe new types of businesses along with new rules will be quickly emerging and UAF is well placed to inform the public policy and provide technical expertise in this emerging domain. I am also very empathetic to the impact of such changes on indigenous cultures. In Northern Michigan, the largest minority group was the Chippewa/Ojibwa Indigenous People, and many of our community service programs were offered in partnership with them.

In sum, I offer to you an experienced individual, well versed in the issues you face and possessing of the qualities needed to move UAF forward. I would welcome the opportunity to speak to you and your Committee to explain my credentials. Thank you!

Sincerely,

Rajib Sanyal

Rajib Sanyal
132 Clinton Avenue
Marquette, MI 49855

Rajib N. Sanyal
(Personal Contact Info Redacted)

EDUCATION

Ph.D., Business Administration (Industrial Relations), Georgia State University-Atlanta, 1988

Master of Science, Industrial Relations, University of Wisconsin-Madison, 1982

Master of Commerce, General Business, University of Delhi, 1978

Bachelor of Commerce (Honors), Accountancy, St. Xavier's College, University of Calcutta,
1976

PROFESSIONAL CERTIFICATIONS

Professional in Human Resources (PHR), Society for Human Resource Management

Certification in International Remuneration, World at Work (formerly American Compensation Association)

ACADEMIC ADMINISTRATIVE AND FACULTY APPOINTMENTS

Dean-Willumstad School of Business, Adelphi University, Garden City, New York, 2015 – now

Dean-Miller College of Business, Ball State University, Muncie, Indiana, 2009 – 15

Dean-School of Business, Northern Michigan University, Marquette, Michigan, 2005 – 09

Department Head, The College of New Jersey (formerly Trenton State College), Ewing, New Jersey, 2000 – 04

Professor of Management (1999 – 2005)

Associate Professor of Management (1993 – 1999)

Assistant Professor of Management (1987 – 1993)

Visiting Professor of International Management, University of Waikato, Hamilton, New Zealand, 2003 - 04

Lecturer in Commerce, University of Delhi, Delhi, India, 1978 – 80

LEADERSHIP POSITIONS

Dean – Adelphi University:

Full executive and budget responsibility for graduate (MBA and MS in Supply Chain Management) and undergraduate programs and an office for student internships; provide overall direction and decision-making regarding strategic planning; leader of an executive committee that includes an associate dean, MBA director, and four department chairs; School employs 50 FTE faculty and, 11 support staff, and enrolls 1,150 students; fund raising and engagement with 17,700 School alumni; the University enrolls nearly 8,000 students. The business programs are accredited by AACSB international. Academic programs are offered on a residential campus and at off-site locations in Manhattan and at employer sites in Long Island to traditional, non-traditional and international students.

Key accomplishments –

Curriculum -

- Oversaw the creation and launching of a new MBA program with a global focus for delivery in New York City (*designed to tap into the resources and opportunities the City offers and marketed to students worldwide*)
- Created a Business of Science Program (*speaker series, alumni engagement, individual courses, and 4 + 1 MBA program*) in partnership with the College of Arts & Science to provide opportunities to students majoring in science subjects to consider business careers
- Implemented a new graduate academic program in supply chain management
- Incorporated professional test preparation in the graduate curriculum to aid accounting students prepare for the CPA Exam
- Supported a Spring Break travel abroad program to Paris, France
- Had an AACSB re-accreditation review where peer review team recommended continuation

External Relations –

- Created a new external advisory board in accounting
- Revamped and strengthened the dean's external advisory board
- Engaged with alumni to connect them with academic programs and students as speakers, mentors, and employers
- Expanded connection with international alumni
- The School was ranked 16th among MBA programs in New York state and 25th among undergraduate business programs by *Top Management Degrees*; it was ranked 23rd among the 50 Best Colleges of Business in New York by *Niche*
- Prepare and distribute a monthly e-newsletter for delivery to external constituencies and a tri-annual e-newsletter for the School's alumni
- Member of the Long Island Metropolitan Business Association
- Ensured that faculty are available to and do speak to the media on contemporary business issues

Student Success –

- Expanded paid and mentored internships for students – over 75 percent of students graduate with at least one internship; relations exist with over 200 organizations

- Created a lecture series – The Practitioner’s Perspective – centered on the themes of ethics, sustainability, and innovation -- to complement classroom learning; the program brings at least six speakers to campus a semester: the programs are open to all
- Launched a business plan competition for all Adelphi students to participate in
- Created a Dean’s student advisory council
- Developed a protocol to obtain information on students’ employment status after graduation
- Currently implementing a plan to improve student persistence and graduation rates using predictive analytics; EAB Student Success Collaborative and Ad Astra tracking systems adopted
- Secured funding to support student success and activities (e.g., international travel, business plan competition, scholarships, etc.)
- Expanded the graduate programs office by hiring a graduate student advisor
- Effectively supported the University initiative to bring in international students by offering appropriate course work and advisement to students
- Allocated funds to support students’ participation in competitions
- Require all students to have an active LinkedIn account
- Curated Excel Spreadsheet modules from Lynda.com to provide learning/training to students

Faculty and Staff Success –

- Hired 10 full-time faculty members representing various disciplines; these individuals are from diverse backgrounds; hired one graduate student advisor and created the position of director of internships
- Increased monetary support for faculty travel to conferences; all requests have been honored
- Provided support for faculty development activities that included leadership development, on-line learning; supported staff to attend programs in marketing and communications and undergraduate programming

Strategic Planning –

- Participated in the development of the University’s strategic plan, “Momentum”; developed the School’s strategic plan accordingly in partnership with the faculty
- Revised the School’s mission, vision, and values statements
- Implemented a segmented marketing plan to boost graduate enrollment, especially international students (*enrollment in graduate program has grown by more than 40%*)

Dean – Ball State University:

Full executive and budget responsibility for 3 graduate and 13 undergraduate programs, office of student services, a business & economics research center, and 2 academic centers in entrepreneurship and professional selling; 94 full-time faculty, 15 part-time faculty, 26 support staff, and 3,300 students; annual operating budget of \$20 million and endowment fund of \$45 million; fund raising and gift cultivation from 34,000+ College alumni; the University enrolls 20,000+ students. The business and accounting programs are separately accredited by AACSB-International. Lead an executive team that included an associate dean, a director of external relations, an MBA director, 5 department chairs, and directors of 3 centers.

Key accomplishments –

Curriculum –

- Created a new undergraduate major in supply chain management in partnership with the logistics industry; the program had a required internship; placement of students on graduation = 100 percent.
- Created an undergraduate degree in data analytics
- Designed and fully implemented an undergraduate on-line program in business administration; the program was designed to fully comply with the Quality Matters metrics of the On-Line Consortium
- Introduced “Social Media” in the curriculum of the Professional Sales Program
- Created a minor in Entrepreneurship; it was designed especially for non-business students
- The on-line MBA program was ranked 16th in the nation by U.S. News & World Report
- Entrepreneurship Center and the Sales Program are ranked among the best in the nation
- Initiated a campus-wide multidisciplinary curriculum and scholarly focus in health care studies leading to the establishment of a health studies institute and incorporating health economics as an area of distinction in the economics curriculum
- Established a Study Abroad Center in Prague, the Czech Republic; expanded international opportunities through study abroad programs (Brazil and Chile); and implemented grant funded faculty and curriculum projects in Afghanistan, Iraq, and Pakistan
- Expanded and supported student immersive learning, by forging ties with area business and creating a set of cash prizes to support and recognize faculty participating in this signature program.

External Relations –

- Actively participated in successful fund-raising as part of the \$200 million Ball State Bold Capital Campaign which included named gift for building a financial trading lab – The Taftali Center for Capital Investing and Markets with 24 Bloomberg terminals – and many other College needs including student participation in competitions
- Secured a \$3 million grant from the Lilly Endowment to couple curriculum with industry needs to help students secure meaningful employment and on graduation remain in Indiana
- Formed 15 external advisory boards for all majors in the Miller College (*cited by AACSB as example of best practice*)
- Oversaw the operation of the Center for Business and Economic Research (*its forecasting and quality of life reports are widely praised and looked forward to in Indiana*)
- Annually sponsored the program and a lecture at the Economic Club of Indianapolis
- Sponsored a refreshment break at the annual AACSB dean’s conference
- Served on the board of directors, Muncie Innovation Connector, a facility to support entrepreneurship
- Developed and nourished collaborative ties with the business and non-profit communities in Muncie, Indianapolis, and across the region; the immersive learning program engaged numerous organizations to provide projects for students to work with
- Organized the annual gala alumni recognition event where outstanding alumni were inducted into the Miller College Hall of Fame
- Created a monthly e-newsletter for external constituents

Student Success –

- Implemented the State’s Funding Formula expectation with respect to increasing four year graduation rate and increasing the graduation numbers of students from disadvantaged backgrounds; identified bottleneck courses; redesigned the curriculum; introduced invasive tutoring and support services. (Graduation and persistent rates increased significantly).
- Oversaw a complete office of student support services
- Expanded the Miller Business Honors Program from 10 to 15 students; placement on graduation = 100 percent
- Expanded the internship program in accounting; made internship a requirement for the supply chain management program
- On-line courses and programs were delivered concurrently – face to face, simultaneously on video/Internet, and recorded for later access
- Created a faculty-engaged structure for assessing and measuring student learning
- Dean’s student advisory council established
- Expanded MBA enrollment by 50 percent; worked with Graduate Office to develop an incentive plan that returned a portion of net new revenues to the College

Faculty and Staff Success –

- Initiated a program to reward and recognize high quality research work; the number of faculty publishing in the Financial Times list of 40 journals rose four times
- Conceived, planned and implemented a new salary plan for faculty that encouraged and rewarded high performers
- With faculty, established minimum standards of academic performance
- Recruited 18 faculty across all disciplines from diverse backgrounds
- Created the position of director of MBA programs and support staff
- Expanded the support staff of the office of Student Services
- Expanded the research staff of the Center for Business & Economic Research
- Supported the Department of Economics to create a young scholars lecture series that brought advanced doctoral students to campus to share their scholarship

Strategic Planning –

- Ensured successful AACSB reaccreditation of both business and accounting programs
- Developed and successfully executed a plan for budget management in response to cuts in state support
- Initiated, operationalized and implemented strategic plans
- Reviewed the College’s mission statement
- Participated in the University’s successful re-accreditation by The Higher Learning Commission

Dean – Northern Michigan University:

Full executive and budget responsibility for all programs in the College; 34 full-time faculty, 6 support staff, and 1,000 students; annual operating budget of \$4.5 million and endowment of \$2.5 million; fund raising and gift cultivation from 7,500+ College alumni; the University enrolls 8,000+ students. The School included a two year community college program. The School is accredited by AACSB-International. Northern Michigan is a “laptop” university where all students and faculty use IBM Thinkpads for instructional purposes; the laptops are included in the tuition and replaced every two years.

Key accomplishments –

Curriculum –

- Created an interdisciplinary program in risk management and insurance in partnership with the department of mathematics (funded by a donor)
- Established an MBA (Master of Business Administration) program
- Developed and implemented an annual New Business Venture Competition for students from all disciplines in the University; cash prizes raised from alumni and businesses
- Supported the creation and delivery of a course, concurrently at an institution in Finland, where faculty at Northern and in Finland used the Internet to co-teach courses together; this experiment received the best award for teaching innovation by AACSB's Mid-Continent Deans

External Relations -

- Developed and successfully implemented a fund raising plan – notable accomplishments: Built a Financial Trading Lab and a Student Management Investment Fund (The Superior Fund); secured cash prizes for a business plan competition; endowed an executive in residence program and student global travel fund; facilitated an interdisciplinary student run business (with Department of Arts); and an interdisciplinary program in actuary science and insurance, among others
- Developed collaborative ties with the business communities in the region to expand internships, provide opportunities for student active learning, bring speakers to campus and raise funds; partnered with Lake Superior Community Partnership, the economic development agency of the region
- Forged ties with high schools in the Chicago area to recruit undergraduate students
- Created and distributed an annual report for alumni and friends
- Expanded the Executive in Residence program by hosting senior executives to campus
- Wrote and secured a \$75,000 grant from the Michigan Initiative for Innovation & Entrepreneurship to set up a business and industry center to provide a range of support services to a business incubator
- Served as a director on the board of Northern Initiatives, an organization that provides funding and consulting services to new and entrepreneurial businesses
- Member, Economic Club of Marquette; assisted with identifying and selecting speakers

Student Success –

- Created an endowment to support students to study abroad
- Expanded the program for students to work on projects with local businesses using their knowledge from their majors
- Created a greeting card business that involved students from Art and Design and the business school; the holiday cards featuring student work were bought by the various departments at the University and used to convey greetings to external constituencies

Faculty and Staff Success –

- Successfully hired and retained new faculty from underrepresented groups; six faculty were hired
- Position of assistant dean created and filled
- Created a program to encourage, reward, and recognize faculty scholarship; production of academic papers rose by 50 percent

- Faculty member (Prof. Sandra Poindexter) recognized as Michigan Professor of the Year Strategic Planning -
- Developed and implemented a strategic plan and a budget management strategy for the School; Michigan went through a severe economic downturn resulting in major cuts in the budget – the core academic goals were preserved while new sources of revenues were tapped and operational efficiencies brought in
- Working with fellow deans developed a plan to evaluate and turnaround low enrollment programs
- Successfully addressed mid-term AACSB re-accreditation issues and worked in a leadership team for a successful Higher Learning Commission re-accreditation under the AQIP option

Department Head - The College of New Jersey (formerly Trenton State College):

Administered four major programs – Accountancy, Economics, Finance, and International Business; 19 full-time faculty and 500 students; the Institution enrolls 7,000+ students. The College is a national exemplar of undergraduate education and learning.

Key accomplishments –

- Redesigned curriculum to focus on student learning
- Developed new curriculums in international studies, international business (*including international study tour courses*), and human resource management (with the Department of Psychology)
- Hired female faculty in accountancy and finance
- Signed and implemented articulation agreements with area community colleges

ADDITIONAL LEADERSHIP ROLES (selected entries)

Adelphi University:

- Member – University Strategic Plan “Momentum” Implementation Committee, 2016 -
- Member – University Strategic Planning Work Group (*Graduate Education*), 2016
- Member – Alternate Revenue Task Force, 2015

Ball State University:

- Initiated and successfully concluded a campus-wide effort to create an interdisciplinary program in healthcare studies (*Global Health Institute*) 2010
- Chair - University Committee on Academic Continuity (*in case of disaster*), 2009-10
- Member - President’s Engagement (*throughout Indiana*) Council, 2013-14
- Provost’s Representative - University Salary & Benefits Committee, 2010-11, 2013-15
- Provost’s Representative - University Governance & Elections Committee, 2009-10
- University’s Representative - 1-2-1 Dual Degree Program (*with universities in China*) at student graduation ceremonies, Chengdu, China, 2011
- Member, Advisory Board, Center for Economic Education, 2009 - 15

Northern Michigan University:

- Member - Management Negotiating Team, University Collective Bargaining Negotiations, 2008-09 and 2005-06
(Negotiated collective bargaining contracts with union representing the faculty)
- Member - University Facilities Master Plan Committee, 2007-08
- Member - Vice President and Provost's Search Committee, 2005-07
- Member - On-line Infrastructure Committee, 2006-07
- Chair - College of Professional Studies, Dean's Search Committee, 2007-08
- Chair - Provost's Commission on University-Community Partnership, 2005

The College of New Jersey (formerly Trenton State College):

- Grant Supervisor - New Jersey Global Business Initiative, 2003-05
(Administered a U.S. Department of Education grant of \$169,000; supervised the director; negotiated agreement with Duquesne University to provide training on CE Marking; organized programming for the business community; facilitated faculty development that included faculty from modern languages)
- Director - Non-Profit Management Program, 2001 - 04
(Designed and managed an annual 10-week executive education program for executive directors of non-profit organizations in the region; worked with area businesses to obtain financial support for participants)
- Governing Committee Member - International Studies Program, 1999 - 04
(Developed and administered the interdisciplinary program which included history, political science, economics, modern languages, and business)
- Chapter President - Phi Kappa Phi Honors Society, 2001 - 03
- Coordinator of Adjunct Faculty - School of Business, 1994 - 00
(Recruited, supervised, facilitated, and evaluated all part-time faculty)
- Chair, Vice-chair and Member - Committee on Undergraduate Practices and Policies, 1994 - 97
(Created and implemented policies on program creation, evaluation, and discontinuance)
- Chair, Vice-chair, and Member - Committee on Quality of Campus Life, 1991 - 93
(Assessed the College's work-life climate)
- Chair - International Education Advisory Committee, 1990 - 92
(Administered student and faculty exchange programs)
- Faculty Advisor - Society for Advancement of Management (SAM) Collegiate Chapter, 1997, 1992

SERVICE TO THE PROFESSION

Accreditation and Program Review

Middle States Commission on Higher Education, 2016 - 17

Peer Evaluator, Montclair State University

AACSB International -

Mentor, Pre-Accreditation Process, Edwards School of Business, University of Saskatchewan-Saskatoon, Canada 2011 – 16

(The School was approved in 2016 for initial accreditation review)

Member, Peer Review Team, Maintenance of Accreditation for Northern Kentucky University, 2016

Member, Peer Review Team, Maintenance of Accreditation for Bloomsburg University, 2010

Heller College of Business, Roosevelt University, Chicago, 2012

Reviewer of management and human resource management curriculum

Al Baha University, Al Baha, Saudi Arabia, 2010

Reviewer of business curriculum for U.S. based accreditation

Leadership in Academic Organizations

Academy of International Business (AIB)

Chair, North East U.S. Region Chapter, 2003 - 10

Host and Organizer, North East U.S. Region Chapter Annual Conference, Princeton, NJ, 1994

Academy of Management

Domain Chair in Strategy Track, Eastern Academy of Management International Conference, Porto, Portugal, 2003

Proceedings Editor, Eastern Academy of Management International Conference, San Jose, Costa Rica, 2001

Organizing Committee Member, Eastern Academy of Management annual conference, New Brunswick, NJ, 1998

Member, Placement Committee, 1991, 1990

Session Chair and Discussant, Academy of Management and Eastern Academy of Management annual conferences, various years

North American Simulation and Gaming Association (NASAGA)

Conference Chair and Host, 33rd Annual Conference, Princeton, NJ, 1993

Treasurer and Member, Executive Board, 1992 – 98

Eastern Economic Association (EEA)

Member- Organizing Committee, annual conference, 1988 - 90

Leadership in Professional Organizations

Leadership on Organizational Boards –

Indiana Council on World Affairs, Indianapolis, Board of Directors – Member, 2012 – 15

Innovation Connector, Muncie, IN, Board of Governors – Member, 2012 – 15
(Innovation Connector fosters new business development)

Digital Policy Institute, Muncie, IN, Board of Directors – Member, 2011 – 15
(The Institute focuses on and is a catalyst for research and education on issues relevant to digital media)

Northern Initiatives, Marquette, MI, Board of Directors – Member, 2006 – 09
(Northern Initiatives is an economic development consultancy and community lending agency focused on Michigan’s Upper Peninsula)

North American Simulation and Gaming Association, Treasurer and Member-Executive Board, 1992 - 98

Facilitating Executive and Continuing Education

American Council on Education Leadership Academy for Department Chairs, Chicago, 2013
Facilitated group sessions on leadership issues for department chairs

Lake Superior Leadership Academy, Marquette, MI, 2016
Taught a module on “The Upper Peninsula and Economic Development”

Superiorland Human Resource Professionals, Marquette, MI, October 12, 2006
Taught a module on labor relations for human resource practitioners

Association of Counties of New Jersey, Trenton, NJ, 2004
Taught a module on public sector labor relations for county executives

Editorial Boards and Manuscripts Reviewer

Reviewer of Submissions, 2005 - 12
Mid-Continent AACSB Deans’ Award for Innovation in Business Education

Editorial Board Member, Various years
Journal of Managerial Issues, Journal of Global Business, Journal of Business and Economic Perspectives

Reviewer of Journal, Conference, and Awards Manuscripts, Various years

Cross-Cultural Management: An International Journal, Journal of Managerial Issues, Journal of International Business Studies, Journal of Business Ethics, International Business Review, Academy of Management annual conference, Academy of International Business annual conference, Eastern Academy of Management annual Conference, Academy of International Business North East U.S. Region annual Conference

Book Proposal and Manuscript Reviewer in management, human resource management, and international business, Various years

John Wiley & Sons, Prentice-Hall, McGraw-Hill, Houghton-Mifflin, Palgrave-Macmillan, Harcourt College Publishers, Southwestern Publishing, West Publishing, and Addison-Wesley

CONSULTING ACTIVITIES

Non-Traditional, Adult, Portfolio Assessment, Competency Based and On-line Education

Thomas Edison State College, Trenton, NJ, 1992 – 2011

Evaluated student work experience for academic validity; consulted on developing on-line courses

On-line Graduate Program Development

Thomas Edison State College, Trenton, NJ, 1996 –97

Designed an on-line Master of Science in Management Program, and subsequently facilitated courses on-line

Corporate Education Programs

AT&T, Lucent Technologies, Kepner-Tregoe, New Jersey Human Resource Development Institute, and New Jersey Dept. of Personnel, 1992 –96

(Evaluated corporate training programs for American Council on Education college credits)

Military Education Programs

Marine Corps University, 2017

(Evaluated courses for military personnel for college academic credits on behalf of American Council on Education)

Test Development

North American Small Business International Trade Educators (NASBITE) Association, 2004 – 05

Developed questions for national credentials examination for international business Professionals

Regents College, Albany, NY, 1999

Developed test for principles of management

Educational Testing Service (ETS), Princeton, NJ, 1998

Developed a college test on the subject of human resource management

Thomas Edison State College, Trenton, NJ, 2000 – 12

Developed courses and rubrics for learning outcomes in various courses including a Capstone course in business, human resource management, and labor relations

Program/Course Development

Tikrit University, Tikrit, Iraq, 2011

Reviewed and consulted on business programs

Bell & Howell, Ann Arbor, MI, 2001

Developed a course in international business

Consultant on Personnel Selection

Department of Civil Service, State of New Jersey, 1989, 1992

Leadership Mentoring

Tikrit University, Tikrit, Iraq, 2013

Mentored senior leadership of the school of business and economics on academic leadership through a U.S. Department of State program

ACE Fellows Program, 2012 – 13

Mentored American Council on Education Fellow from Webster University

TEACHING EXPERIENCE

The College of New Jersey -

- Undergraduate and graduate courses in human resource management, labor relations, international management, and business strategy
- Supervised two Master's thesis

Thomas Edison State College -

- On-line graduate course in strategic management and economics

University of Waikato -

- Undergraduate and graduate course in international management

Georgia State University -

- Undergraduate and graduate courses in human resource management, labor economics, labor relations, and international business

University of Delhi -

- Undergraduate courses in personnel management and international business

INTERNSHIP EXPERIENCES

American Reinsurance Corporation, Florham Park, New Jersey, 1998 Summer

Faculty Intern

United Nations, New York, 1982 Summer

Student Intern at the Centre on Transnational Corporations

SCHOLARLY WORK

Selected Publications in Refereed Journals

Have published over 45 articles in peer-reviewed journals; this is a partial listing.

1. Sanyal, Rajib and Samanta, Subarna. 2017. Bribery in International Business in Post-Soviet Union Countries. Journal of East-West Business. 23(4): 388-402.
2. Samanta, Subarna and Sanyal, Rajib. 2016. The Effect of the OECD Convention in Reducing Bribery in International Business. Global Business and Management Research: An International Journal. 8(1): 68-76.
3. Guvenli, Turgut and Sanyal, Rajib. 2012. Perception and Understanding of Bribery in International Business. Ethics & Behavior. 22(5): 333-348.
4. Sanyal, Rajib. 2012. Patterns in International Bribery: Violations of the Foreign Corrupt Practices Act. Thunderbird International Business Review. 54(3): 299-309.
5. Sanyal, Rajib and Samanta, Subarna. 2011. Trends in International Bribe-giving: Do Anti-Bribery Laws Matter? Journal of International Trade Law and Policy. 10(2): 151-164.
6. Samanta, Subarna and Sanyal, Rajib. 2010. National Competitiveness and Perception of Corruption. Advances in Competitiveness Research. 18(1/2):89-101.
7. Samanta, Subarna and Sanyal, Rajib. 2009. Relationship between Perceived Bribery and Economic Growth: An Empirical Analysis. Global Business and Finance Review. 14(2): 117-129.
8. Sanyal, Rajib and Guvenli, Turgut. 2009. The Propensity to Bribe in International Business: The Relevance of Cultural Variables. Cross-Cultural Management: An International Journal. 16(3): 287-300.
9. Sanyal, Rajib and Samanta, Subarna. 2008. Effect of Perception of Corruption on Outward U.S. Foreign Direct Investment. Global Business and Economic Review. 10(1): 123-140.
10. Sanyal, Rajib and Samanta, Subarna. 2007. The Impact of Bribery on Foreign Direct Investment: The Evidence from China and India. Global Business and Finance Review. 12(2): 89-100.

11. Sanyal, Rajib. 2007. The Parting Gift (Case study on cultural gift giving). Thunderbird International Business Review. 49(5): 619-626.
12. Sanyal, Rajib. 2005. Determinants of Bribery in International Business: The Cultural and Economic Factors. Journal of Business Ethics, 59: 139-145.
13. Sanyal, Rajib and Samanta, Subarna. 2004. Determinants of Bribery in International Business. Thunderbird International Business Review. 46(2): 127-142.
14. Sanyal, Rajib and Guvenli, Turgut. 2004. Personnel Selection Practices in a Comparative Setting: Evidence from Israel, Slovenia, and U.S.A. Journal of East-West Business, 10(4): 5-24.
15. Sanyal, Rajib and Guvenli, Turgut. 2004. Perception of Managerial Characteristics and Organizational Performance: Comparative Evidence from Israel, Slovenia, and U.S.A. Cross-Cultural Management: An International Journal. 13(2): 37-59.
16. Sanyal, Rajib, Guvenli, Turgut, Meirovich, Gabriel, and Svetic, Alesa. 2003. Convergence and Divergence in Personnel Selection Practices: Evidence from Israel and Slovenia. Journal of Behavioral and Applied Management. 5(1): 37-54.
17. Guvenli, Turgut and Sanyal, Rajib. 2003. U.S. Firms in China: Localization Choice and Organizational Performance. Global Business and Economics Review. 5(2): 226-241.
18. Sanyal, Rajib. 2003. The Capstone Course in Business Programs: Teaching the Application of International Business Research Skills. Journal of Teaching in International Business. 15(2): 7-64.
19. Sanyal, Rajib and Torkornoo, Hope. 2002-03. Ashanti Goldfields (*case study on hedging strategy*). Business Case Journal. 10(2): 70-83.
20. Guvenli, Turgut and Sanyal, Rajib. 2002. Ethical Concerns in International Business: Are Some Issues More Important Than Others? Business and Society Review. 107(2): 195-206.
21. Sanyal, Rajib and Samanta, Subarna. 2002. Corruption across Countries: The Cultural and Economic Factors. Business & Professional Ethics Journal. 21(1):21-46.
22. Guvenli, Turgut and Sanyal, Rajib. 2002. Perception and Management of Legal Issues in China by U.S. Firms. Journal of Socio-Economics, 32: 161-181.
23. Guvenli, Turgut and Sanyal, Rajib. 2002. Equity Ownership Patterns and Impact on Operations: Evidence from U.S. Firms in China. Global Business and Finance Review. 7(2): 45-58.

24. Sanyal, Rajib and Guvenli, Turgut. 2002. American Firms in China: The Effect of Organizational Learning on Operations. Journal of Business and Economic Perspectives. 28(2): 77-88.
25. Sanyal, Rajib. 2001. The Social Clause in Trade Treaties: Implications for International Firms. Journal of Business Ethics. 29(4): 379-389.
26. Sanyal, Rajib and Guvenli, Turgut. 2001. Employee Benefits in American Firms in China. International Journal of Commerce and Management. 11(1): 102-119.
27. Sanyal, Rajib and Guvenli, Turgut. 2000. Relations between Multinational Firms and Host Governments: The Experience of American-owned Firms in China. International Business Review. 9(1): 119-134.
28. Sanyal, Rajib and Guvenli, Turgut. 2000. Introducing Modern Management Control Techniques in an Economy in Transition: The Experience of American Firms in China. The Mid-Atlantic Journal of Business. 36(4): 217-228.
29. Sanyal, Rajib and Guvenli, Turgut. 2000. Human Resource Practices in American Firms in China. Journal of Asia-Pacific Business. 2(4): 59-82.
30. Sanyal, Rajib and Neves, Joao. 1992. A Study of Union Ability to Secure the First Contract in Foreign-Owned Firms in the USA. Journal of International Business Studies. 23(4): 697-714.
31. Sanyal, Rajib and Neves, Joao. 1991. The Valdez Principles: Implications for Corporate Social Responsibility. Journal of Business Ethics. 10(12): 883-890.
32. Sanyal, Rajib and Neves, Joao. 1991. Complying with Voluntary Codes of Conduct: Corporate Strategies for the Valdez Principles. International Journal of Value Based Management. 4(1): 9-24.
33. Sanyal, Rajib. 1990. An Empirical Analysis of the Unionization of Foreign Manufacturing Firms in the USA. Journal of International Business Studies. 21(1): 119-132.
34. Sanyal, Rajib. 1990. The Withering Away of the Strike: The Ross-Hartman Analysis Thirty Years Since. Labor Studies Journal. 15(4): 47-68.
35. Sanyal, Rajib. 1989. Unionizing Foreign-owned Firms: Perceptions of American Union Officials. Labor Studies Journal. 14(4): 66-81.

Text Book and Supplementary Materials

1. Sanyal, Rajib. 2001. International Management: A Strategic Perspective. Upper Saddle River, NJ: Prentice Hall. (*Sole author of textbook on international management*)

Selected Publication of Books and Chapters in Books

1. Sanyal, Rajib. 2015. Bribery in International Business. In Wesley Jennings, editor, The Encyclopedia of Crime and Punishment. Wiley-Blackwell.
2. Sanyal, Rajib. 2001 and 1998. In Kenneth Everard and James Burrow, Business Principles and Management, 10th and 11th Edition. Cincinnati: Southwestern Publishing. *Contributed two acknowledged chapters (2 and 4) on ethics and international business.*
3. Sanyal, Rajib. 1997. Power Beat International Limited (*case study on licensing*). In Ben Oviatt and Patricia McDougall, editors, Cases in International Entrepreneurship. New York: Irwin.
4. Sanyal, Rajib and Neves, Joao. 1995. Truth or Consequences? In Dorothy Marcic and Joe Seltzer, editors. Organizational Behavior: Experiences and Cases (5th ed.), (pp. 327-331). Cincinnati, OH: South-Western College Publishing.
5. Sanyal, Rajib. 1993. The Associated Press (*case study on organizational change*). In Thomas Wheelan and David Hunger, editors. Cases in Strategic Management and Business Policy. 4th edition. Reading, MA: Addison-Wesley.
6. Das, Monisha and Sanyal, Rajib. 1993. The Strategic Role of Channel Equity in International Markets: The Case of Kodak and Fuji. In Michael Czinkota and Masaaki Kotabe, editors. The Japanese Distribution System. Chicago: Probus Publishing Company.
7. Neves, Joao and Sanyal, Rajib. 1990. Explaining Corporate Responses to Environmental Crises: A Game Theoretical Approach. In Michael Hoffman, Robert Frederick and Edward Petry, editors. The Corporation, Ethics, and the Environment. New York: Quorum Books.

Selected Conference Presentations/Proceedings – Partial Listing

Over 50 papers presented at international, national, and regional meetings of various professional organizations. An abbreviated selection is provided here.

1. Sanyal, Rajib. 2004. Determinants of bribery in international business: The cultural and economic factors. Presented at the international conference on voluntary codes of conduct for multinational corporations organized by the International Center for Corporate Accountability, Baruch College, New York City.
2. Samanta, Subarna and Sanyal, Rajib. 2004. Bribery, Anti-Bribery Laws, and Outward U.S. Foreign Direct Investment. Academy of International Business – North East U.S.A. annual conference.
3. Schneider, Marguerite, Sanyal, Rajib, and Wallace, Lorna. 2002. Effective transnational strategic leaders: Implications emerging from complexity theory. Academy of Management annual conference.

4. Sanyal, Rajib and Neves, Joao. 1990. Coping with the Valdez Principles: A New Corporate Social Responsibility. Academy of Management annual conference.
5. Sanyal, Rajib. 1988. Unionizing Foreign-owned Firms: Reasons behind the Results. Academy of International Business annual conference.
6. Sanyal, Rajib. 1988. Are Japanese Firms Harder to Unionize? Association of Japanese Business Studies annual conference.

Other Writings and Invited Presentations – Partial Listing

1. Globalization and the Issues of Higher Education, Panel Speaker at BAASANA International Conference, New York, 12 August 2015
2. Challenges Facing Higher Education, Talk at The Exchange Club, Muncie, 9 January 2014
3. The Future of Higher Education, Talk at Rotary Club, Muncie, 17 September 2010
4. A “Lonely” Life after the ACE Fellowship. Fellows (Newsletter for the Council of Fellows). 28(2). Fall 2006, p. 15.
5. A Dean’s Take on Salary Negotiation. First Person. Chronicle.com (The Chronicle of Higher Education). August 24, 2006.
6. Vietnam Looks to America. The Times, Trenton, NJ. August 1, 2004, page A 7.
7. ‘Social inversion’ the norm. The Times. Trenton, NJ. September 27, 2002, pages C9, C14.
8. Sanyal, R. 2001. Book review of Prospects in Trade, Investment and Business in Vietnam and East Asia by Tran Van Hoa. Journal of Asian Business, 17(2), page 126.
9. Right to Work Law in the U.S., Talk at Waikato University, Hamilton, New Zealand, February 1994.
10. Negotiating the First Collective Bargaining Contract, Talk at Bond University, Coolangatta, Australia, January 1993.

EXTERNAL GRANT AWARDS

Lilly Endowment Initiative to Promote Opportunity through Educational Collaboration, (\$3 million), 2013

Wrote and secured grant for Ball State to develop programs to couple curriculum with industry needs to help students secure meaningful employment and on graduation remain in Indiana.

Michigan Initiative for Innovation & Entrepreneurship, (\$75,000), 2008, 2009

Wrote and secured grant, as Principal Investigator, to establish a Business and Industry

Center at Northern Michigan University to provide a range of support services to new businesses and create a business incubator.

U.S. Department of Education, International Business Education, (\$169,000), 2003 – 05
Wrote and secured grant, as Principal Investigator, to design and deliver a set of programs in international business to small and medium sized businesses in New Jersey.

Government of Canada, Canadian Studies Faculty Enrichment Grant, (\$4,500), 1997 – 98
Grant received to develop instructional material for a course on post-NAFTA Canadian business for the international business curriculum.

Japan Foundation, (\$10,000), 1984
Grant received to study employment practices in Japanese firms in the U.S. South.

CONTINUING EDUCATION

AACSB Seminars/Conferences (Maintenance of Accreditation, Assurance of Learning), various years

Council on International Education and Exchange (CIEE), Faculty development programs in Vietnam (2004), Cuba (2002), and Mexico (1998),

New Jersey Public Employment Relations Commission, Annual conference, 2004

WorldatWork (formerly **American Compensation Association**) Seminars on international compensation, 2000, 1999

Summer Institute for Intercultural Communication, Portland, OR, 1999

Faculty Development Programs -

- University of Colorado, International Human Resource Management, 1997
- University of South Carolina, International Finance, 1996
- University of South Carolina, International Business, 1992
- University of South Carolina, International Management, 1991

Teaching with Cases Workshop, University of Western Ontario-London, 1995

Case Writing Workshop, University of Western Ontario-London, 1992

CONTINUING LEADERSHIP DEVELOPMENT

American Council on Education (ACE) Fellow, 2004 - 05

Placement: George Mason University

Mentors: President Alan Merten and Provost Peter Stearns

Focus: Organizing Graduate Education and Ensuring Student Success

Ball State University, Workshop on Dealing with Difficult Employees, 2014

AACSB-International, Seminar for Experienced Deans, 2010

Council for Advancement and Support of Education (CASE), Deans for Development Seminar, 2005 (*Focus on effective fund raising*)

American Council on Education, Chairing the Academic Department Workshop, 2005

PROFESSIONAL AFFILIATIONS

Academy of Management
Academy of International Business
American Council on Education
Beta Gamma Sigma Business Honors Society
Economic Club of Indiana
Indiana Council on World Affairs
Innovation Connector, Muncie
Long Island Metro Business Association
Long Island Writers' Guild
Lions Club of Ewing, New Jersey (inactive)
Muncie Action Plan Initiative
Muncie Manufacturing Alliance
Phi Kappa Phi Honors Society

REFERENCES

Provided separately

18 February 2018