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Education

Ph.D. Business Administration, University of Utah, 1990
Major: Business Strategy/Human Resource Management
Allied Field: Public Administration
MBA Business Administration, University of Utah, 1987
M.S. Human Resource Management, University of Utah, 1982
B.S. History, Utah State University, 1979

Certificates

Certified Executive Coach, Columbia University, New York City, 2016

Administrative and Executive Coaching Experience

Utah State University:

Executive Coach, Jon M. Huntsman School of Business (July 2019-Present).

- During the 2021-2022 school year worked in a coaching capacity, worked with 2 company presidents, 19 leaders in various roles, and directed a coaching program for 7 members of the Huntsman School Business Council.
- Initiated the Huntsman Leadership Acceleration Program for Student Leaders. During the 2020-2021 school year, provided executive coaching for 14 members of the Huntsman Scholars Student Leadership Board, and 12 members of the Huntsman School Business Council. Worked as an executive coach with 16 leaders at the USU Space Dynamics Laboratory.
- Sabbatical (August 2019-April 2020). Working with leaders at the USU Space Dynamics Laboratory, provided over 500 hours of executive coaching, working with 25 emerging leaders. Designed and directed Leadership Acceleration Program for 10 recently promoted emerging leaders. Provided executive coaching for a cohort of 11 senior leaders as they faced a period of unprecedented business and organizational growth. Developed and delivered an Executive Coaching Course for 4 members of the HR Team, enabling SDL to begin offering internal coaching for emerging leaders at the Lab.

Director, Graduate Studies in Human Resources, Department of Management, Jon M. Huntsman School of Business (July 2008 – December 2018).

- Provided strategic and administrative oversight for the Master of Human Resources program. Grew the program from 23 to over 120 students.
- Worked collaboratively with faculty colleagues and staff to design curriculum, recruit and admit students, facilitate scheduling and delivery of courses and assist students in their professional development and career placement.
- Strengthened our curriculum in the areas of business acumen, international HR, leadership development, mediation and negotiation, HR analytics, and organization design. A key innovation has been development of a dual Master of Human Resources/MBA program enabling students to complete both degrees in a two-year timeframe.
- During the 2012-2013 school year we designed the entire MHR curriculum for blended/hybrid delivery in an innovative 12-month carousel. Our first graduates completed this distance-delivered program in December 2013. Between 2013 and 2018, over 150 students graduated from this program.
- Outstanding placement. Graduates from our program obtained excellent placement in HR leadership development programs in major corporations, including, among others, GE, Honeywell, PwC, PepsiCo, Ford, Chevron, BP, AT&T, Rolls Royce, Boeing, Lockheed Martin, USAA, Eaton, Raytheon, Halliburton, Nestle, and Disney.

Director, Assessment and Accreditation, Jon M. Huntsman School of Business (July 2008 – 2012).

- Led school-wide efforts to develop a strong assurance of learning program, as well as strategies for using assessment metrics to track progress toward learning objectives and drive continuous improvement in the school. This was been a 4-year process, resulting in a successful reaffirmation of our AACSB accreditation for a 5 year period, 2012-2017.
- Developed a systematic, ongoing process for gathering, reporting and acting upon assessment data throughout the Huntsman School.

Vice Provost (July 2006-June 2008).

- Provided university-wide coordination in areas related to educational policy, curricular, undergraduate and international affairs.
- Point person in communications with the Utah State Board of Regents Office regarding academic affairs. Represent USU in Utah System of Higher Education Chief Academic Officer Meetings.
- Chaired the USU Educational Policies Committee which reviews curricular and academic policy initiatives at the institutional level. Coordinate flow of curricular proposals to obtain appropriate approvals of the USU Faculty Senate, the USU Board of Trustees and the Utah State Board of Regents.
- Provided administrative oversight for the USU Honors Program and the Undergraduate Teaching Fellows Program.

- Served as liaison with various Student Services offices in areas related to undergraduate affairs, student retention and first year experience at USU. Served as liaison with Council of Associate Deans, and the USU General Education Sub-Committee.
- Coordinated international affairs across the university. Provide administrative oversight for the Office of International Students and Scholars, the Study Abroad Office, Distance Education International Programs, and the Dominican Republic Scholarship and Armenian Scholarship Programs.
- Additional duties, committees and projects as assigned by the Provost.

Vice Provost for International Affairs and Director of Distance Business Programs (July 2005 – June 2006).

- Responsible for campus-wide oversight and coordination of international programs, activities and collaborative agreements.
- Provided administrative oversight for the Director International Program Development, the Office of International Students and Scholars, the Study Abroad Office, the Dominican Republic Scholarship Program and the Distance Education International Programs Office.
- Assisted the Provost in an organizational realignment, coupling distance education and the regional campuses with the Provost's Office and mainstream academic units.
- Coordinated with the College of Business and Distance Education in delivery of undergraduate business programs to distance delivery sites throughout the State of Utah.

Assistant Dean for Program Development and Executive Director of Business Programs, Continuing Education (August 2004- July 2005).

- Responsible for delivery of business courses and degree programs at three branch campuses and to distance delivery sites throughout the State of Utah.
- Provided administrative oversight of international degree programs in China and Singapore.

Arab American University, Jenin, West Bank:

Dean, College of Administrative and Financial Sciences and Professor of Management (Sept. 2001-June 2002).

- On assignment from Utah State University, funded by a grant from United States Agency for International Development.
- Assisted in the development of a new university (2nd year) in the West Bank.
- Directed the College of Administrative and Financial Sciences, overseeing Departments of Administrative Sciences (Business Administration, Hospital Administration, Hotel Administration), Financial Sciences (Accounting and Finance), Marketing, and Management Information Systems.
- Responsible for curriculum development, faculty recruitment and development, and day-to-day operations of the College.

Utah State University:

President, Utah State University Faculty Senate (July 2000 – June 2001).

- Elected by the Faculty Senate, 50% time appointment.
- Presided over Faculty Senate and the Executive Committee of the Faculty Senate
- Served as faculty voice on the Deans Council, the President's Administrative Planning Committee, and in meetings of the USU Board of Trustees.
- Worked across campus at all levels to facilitate collegial governance and address key issues affecting the university and the faculty.

Associate Dean for College Development and International Programs, College of Business (Sept. 1999-June 2001).

- Under the Dean's direction, coordinated a broad-based, collaborative strategic planning effort in the College of Business.
- Responsible for direction and coordination of fundraising activities in the College of Business, including the annual campaign, donor and alumni relations, preparation of proposals for major gifts, and development strategy.
- Oversaw and coordinated College of Business international program offerings, exchange relationships and study abroad programs.

Interim Director of Development, College of Business (June 1999-September 1999).

- Under the direction of the Dean, coordinated various development projects, including reorganization of the Development Office within the College of Business.

Senior Research Associate, Shingo Prize for Excellence in Manufacturing (Sabbatical Appointment, January 1996 - June 1998).

- The Shingo Prize is awarded annually to North American (U.S., Canadian, & Mexican) manufacturing firms which have developed and effectively implemented world-class, lean, just-in-time manufacturing systems.
- Worked with the prize director and staff toward development of a research strategy for the prize.

Director, Utah State University Small Business Institute (Sept. 1989-June 1995).

- Administered a series of annual contracts and grants awarded through the U.S. Small Business Administration.
- Coordinated and supervised over 60 MBA student-based small business consulting projects.

University Academic Experience

Utah State University:

Associate Professor, Department of Management (6/94-present).

- Graduate courses taught include Global Business Strategy, Small Business Consulting, Applied Research in Human Resource Management, Leadership and Organizational Effectiveness, Applied Business Research, HR Analytics, and Mediation, Negotiation and Communication Skills for HR Professionals.
- Undergraduate courses taught over the years have included Business Strategy in a Global Context, Business Policy, Managing Organizations and People, International Management, Entrepreneurship and Small Business Management.

Assistant Professor, Department of Management and Human Resources (7/90 – 7/94).

- Graduate courses taught include Business Strategy, Technology and Innovation Management, and Small Business Consulting.
- Undergraduate courses taught include Managing Organizations and People, Business Policy, Entrepreneurship and Small Business Management.

Instructor, Department of Management and Human Resources (9/88 – 6/90).

- Taught introductory management course, and undergraduate capstone business policy courses.

University of Utah, Bureau of Economic and Business Research
Research Assistant, High Technology Study (Nov. 1987 - Aug. 1988)

University of Utah, Department of Management
Research/Teaching Assistant (Jan. 1986 - Aug. 1988).

Northeast Missouri State University (now Truman State University), Division of Business.
Temporary Assistant Professor of Business Administration (Sept. 1984 - Aug. 1986).

Industry Experience

Training Manager (Sept. 1982 - Aug. 1984)
Kirksville College of Osteopathic Medicine/Kirksville Osteopathic Health Center, Kirksville, Missouri.

- Developed and implemented management and supervisory development programs.
- Assisted in other aspects of human resource administration, including human resource policy development and communication.

Research/Training Intern (Aug. 1981 - Aug. 1982)
Office of Personnel Administration, University of Utah , Salt Lake City, Utah.

- Worked under the direction of the University Training Manager to develop and implement management and supervisory training programs.

Supply & Equipment Manager (Sept. 1979 - Sept. 1982) , Laborer (June 1977 - Sept. 1979)

Utah Construction and Development, Inc., Salt Lake City, Utah.

Research Published in Scholarly Journals:

McEvoy, G.M., Hayton, J.C., Warnick, A.P., Mumford, T.V., Hanks, S.H., & Blahna, M.J. (2005). A competency-based model for developing human resource professionals. Journal of Management Education, 29(3), 383-402.

Beck-Dudley, C.L., & Hanks, S.H. (2003). On virtue and peace: Creating a workplace where people can flourish. Vanderbelt Journal of Transnational Law, 36(2), 427-447.

Ratliff, R.L., Beckstead, S., and Hanks, S.H. (1999). The use and management of teams. Quality Progress, 32(6), 31-38. This article received the 1999 *Quality Progress* Readers Choice Award.

Chandler, G.N., & Hanks, S.H. (1998). An examination of the substitutability of founders' human and financial capital in emerging business ventures. Journal of Business Venturing, 13(5), 353-370.

Hanks, S.H., & Chandler, G.N. (1994). Patterns of functional specialization in emerging high-tech firms. Journal of Small Business Management, 32(2), 23-36.

Chandler, G.N., & Hanks, S.H. (1994). Founder competence, the environment, and venture performance. Entrepreneurship Theory and Practice, 18(3), 77-90.

Ratliff, R.L., Brackner, J.W. & Hanks, S.H. (1994). Special projects by internal auditors. Managerial Auditing Journal, 9(5), 24-30.

Chandler, G.N., & Hanks, S.H. (1994). Market attractiveness, resource-based capabilities, venture strategies, and venture performance. Journal of Business Venturing, 9(4), 331-349.

Hanks, S.H., Watson, C.J., Jansen, E., & Chandler, G.N. (1993). Tightening the life cycle construct: A taxonomic study of growth stage configurations in high technology organizations. Entrepreneurship Theory and Practice, 18(2), 5-24.

Hanks, S.H., & McCarrey, L.R. (1993). Beyond survival: Reshaping entrepreneurial vision in successful growing ventures. Journal of Small Business Strategy, 4(1), 1-12.

Chandler, G.N., & Hanks, S.H. (1993). Measuring the performance of emerging businesses: A validation study. Journal of Business Venturing, 8(5), 391-408.

Ratliff, R., & Hanks, S.H. (1992). Evaluating risk. Managerial Auditing Journal, 7(5), 26-32.

Hanks, S.H. (1990). The organization life cycle: Integrating content and process. Journal of Small Business Strategy, 1(1), 1-13.

Journal Articles Republished in Scholarly Collections:

Chandler, G.N., & Hanks, S.H. (in press). Market attractiveness, resource-based capabilities, venture strategies, and venture performance. Reprinted from Journal of Business Venturing, 9(4), 331-349.

Hanks, S.H., Watson, C.J., Jansen, E., & Chandler, G.N. Tightening the life cycle construct: A taxonomic study of growth stage configurations in high technology organizations. In Westhead, P., & Wright, M. (Eds.), *Advances in Entrepreneurship*. Reprinted from Entrepreneurship Theory and Practice, 18(2):5-30, 1993.

Research Summaries Published in Professional Journals

Hanks, S.H. (2012). Leading in a Bold New World: Recent Academic Research on People and Strategy. Linking Theory and Practice. People & Strategy 35(2), 12-14.

Hanks, S.H. (2012). Strategies for Capturing and Retaining Value: Recent Academic Research on People and Strategy. Linking Theory and Practice. People & Strategy 35(1), 12-14.

Hanks, S. (2011). The Dynamics of Change: A Recent Review of the Literature. Linking Theory and Practice. People & Strategy, 34(4), 12, 67.

Hanks, S. (2011). The Dynamic Nature of HR in China. Linking Theory and Practice: Recent Academic Research on People and Strategy. People & Strategy 34(3), 12-13.

Hanks, S.H. (2011). Linking Theory and Practice: Recent Academic Research on People and Strategy. People & Strategy, 34(2), 10-11.

Hanks, S.H. (2011). Linking Theory and Practice: Recent Academic Research on People and Strategy.¹ People & Strategy, 34(1), 12-14.

Research Published in Refereed Conference Reports

¹ *Linking Theory and Practice* presents a summary of recent academic research with application to HR practice. Editor reviewed, each piece highlights and summarizes 2-4 recent academic studies.

Chandler, G.N. & Hanks, S.H. (1999). An investigation of new venture teams in emerging businesses. Frontiers in Entrepreneurship Research, 1998.

Hanks, S.H., & Chandler, G.N. (1995). Patterns of formalization in emerging business ventures. Frontiers of Entrepreneurship Research, 1995.

Hanks, S.H., & Chandler, G.N. (1994). The impact of new venture growth research on entrepreneurship education. Frontiers in Entrepreneurship Research, 1994.

Chandler, G.N. & Hanks, S.H. (1993). Resource based capabilities, strategy, and venture performance. Frontiers of Entrepreneurship Research, 1993.

Hanks, S.H. & Chandler, G.N. (1991). An examination of functional specialization in emerging high technology firms. Frontiers of Entrepreneurship Research, 1991.

Chandler, G.N. & Hanks, S.H. (1991). How important is experience in a highly similar field? Frontiers of Entrepreneurship Research, 1991.

Hanks, S.H., Watson, C.J. & Jansen, E. (1991). Toward a configurational taxonomy of the organization life cycle. In G.E. Hills & R.W. LaForge (Eds.), Research at the Marketing/Entrepreneurship Interface, Proceedings of the American Marketing Association/University of Illinois at Chicago Symposium on Entrepreneurship (Washington, D.C., August 4, 1990), Chicago: University of Illinois at Chicago, pp 256-270.

Published Technical Reports:

Exploratory Research on Intercultural Sensitivity at Utah State University. HR Research Group, under direction of Dr. Steven H. Hanks. December 14, 2009.

A Baseline Study of Branding and Engagement at the Jon M. Huntsman School of Business. HR Research Group. December 10, 2009.

An Analysis of Performance Management at Utah State University. HR Research Group, under direction of Dr. Steven H. Hanks. December 9, 2009.

An Exploration of Alternative Work Patterns at Utah State University. HR Research Group, under direction of Dr. Steven H. Hanks. December 8, 2009.

Assessment of Management, Supervisory, and Leadership Training Needs at Utah State University. HR Research Group², under direction of Dr. Steven H. Hanks. January 14, 2004.

2 The HR Research Group comprised graduate students enrolled in MHR 6330, Applied Research in Human Resource Management. Each semester the students and I engaged in an applied HR research project that utilized the research skills the students were learning in the classroom.

Employee Perceptions Regarding the Two-Tiered Health Benefits Plan, Utah State University. HR Research Group, under direction of Dr. Steven H. Hanks. September 2003.

Assessment of the Annual Partners in Business Human Resources Seminar, 2003. HR Research Group, under direction of Dr. Steven H. Hanks. August 8, 2003.

Performance Appraisal Assessment at Utah State University. HR Research Group, under direction of Dr. Steven H. Hanks. December 13, 2002.

Hansen, G.H., Hanks, S.H., Rahman, A.H.M.H., & Karim, N. (1995). Entrepreneurship and Micro Credit. Chapter in the Final Report of Vocational Training Project for the People's Republic of Bangladesh, Asian Development Bank, T.A. No. 2130-BAN, September 25, 1995.

Published Case Studies:

Hanks, S.H. & Chandler, G.N. (1990). Planned Parenthood of Midwest City. A compensation case study (with teaching note) published in R. Schuler & V. Huber, Personnel and Human Resource Management, St. Paul: West.

Hanks, S.H. (1990). Walton Memorial Hospital (A): Starting up the training function. A case study (with teaching note) published in R. Schuler & V. Huber, Personnel and Human Resource Management, St. Paul: West.

Published Book Reviews:

Hanks, S.H. (2010). Review of Jeanne C. Meister's and Karie Willyerd's *The 2020 workplace: How innovative companies attract, develop, and keep tomorrow's employees today*. People and Strategy, 33(3), p. 57.

Hanks, S.H. (2010). Review of Bruce Rosenstein's *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life*. People and Strategy, 32 (4), 66.

Research Published in Conference Proceedings:

Hanks, S.H., & Lyon, D. (2000). Solving the global-entrepreneurial paradox: Exploring highly autonomous entrepreneurial units within large multinational organizations. Abstract published in Frontiers of Entrepreneurship Research, 1999, 621.

Robson, R.E., Beckstead, S.M., & Hanks S.H. (1998). The Shingo Prize for Excellence in Manufacturing: An award and recognition program available to manufacturers in the U.S., Canada and Mexico. Proceedings of the 13th Latin American Quality Congress. Presented in

Mexico City, October 10, 1998.

Hansen, G.B., Hanks, S.H., Rahman, H., & Karim, N. A., (1995). An evaluation of Micro Credit programs designed to facilitate entrepreneurship in the Republic of Bangladesh. Published in the Proceedings of the Sixth World Conference on Entrepreneurship, 856-872.

Chandler, G.N., & Hanks, S.H. (1995). A comparison of emerging technology dependent and non-technology dependent manufacturing firms: Environments, structures, competitive strategies and performance. Entrepreneurship and Small Business in a changing Competitive Environment, 1995, Proceedings of the 1995 National Conference of the U. S. Association for Small Business and Entrepreneurship, January, 1995.

Hanks, S.H., & Chandler, G.N. (1993) What shall we say about growth? A call for common theory. In Russell, R.D. (ed.), Preparing the entrepreneur for 2000 and beyond, Conference Proceedings, Eighth Annual National Conference, U.S. Association for Small Business and Entrepreneurship, 111-118.

Ratliff, R.L., & Hanks, S.H. (1993). Reengineering audit: Defining innovative technology investment strategies and business processes to boost productivity. Proceedings of the Fifth Annual Internal Audit Conference, Institute for International Research, Singapore, February, 1993.

Hanks, S.H. & Chandler, G.N. (1992). The growth of emerging firms: A theoretical framework and research agenda. In D. Naffzinger, & J. Hornsby (Eds.), Entrepreneurial Strategies in the 1990's, Proceedings of the 1992 Annual Meeting of the U.S. Association for Small Business and Entrepreneurship (Chicago IL, October 15-16, 1992). Muncie IN: Ball State University, pp. 229-238.

Ratliff, R.L., Brackner, J.W., & Hanks, S.H. (1992). Special projects by internal auditors. Proceedings of the Fourth Annual Internal Audit Conference, Institute of International Research (August 14, 1992, Wellington, New Zealand).

Chandler, G.N. & Hanks, S.H. (1991). Measuring New Venture Performance: A Comparison of Objective and Subjective Measures. In T. Verser (Ed.), Entrepreneurship in Ongoing Organizations, Proceedings of the Sixth Annual Meeting of the United States Association for Small Business and Entrepreneurship (San Diego, CA., October 7-9, 1991), pp. 128-138.

Ratliff, R., Hanks, S.H., & Brackner, J. (1991). Management methods to increase risk bearing capacity. Proceedings of the South Pacific Regional Conference of the Institute of Internal Auditors (Auckland, New Zealand, March, 1991).

Hanks, S.H. & Crispin, J.E. (1991). High tech off main street: Some preliminary findings. Proceedings of the National Small Business Institute Directors Conference (Orlando, Fl., February 7-10, 1991).

Reynolds, M.A., & Hanks, S.H. (1990). Human resource challenges in the changing audit firm structure. Proceedings of the Mid-Atlantic Regional Meeting of the American Accounting Association (Washington D.C., April 12-14, 1990).

Hanks, S.H. (1990). A taxonomic study of the organization life cycle in high technology firms. In M. Lawless, & L. Gomez-Mejia (Eds.), Proceedings of the Second International Conference on Managing the High Technology Firm (Boulder, Colorado, January 12, 1990).

Other Papers and Workshops Presented at Professional Meetings:

Hanks, Steven H., Andrus, Jamie, Shingo International Conference, "In-Sync or Out-of-Sync: The Complex Relationship Between HR and Continuous Improvement Leaders in Lean Transformation", Shingo Institute, Copenhagen Denmark. (December 2, 2016).

Hanks, Steven H., Andrus, Jamie, 2016 Annual Crossroads Conference, "HR Brand: Creating Value and a Culture of Continuous Improvement", Utah Society for Human Resource Management, Layton Utah. (September 19, 2016).

Hanks, Steven H., Andrus, Jamie, McKinsey Lean HR Roundtable, "The HR Business Partner and Lean Transformation", McKinsey & Company, New York City. (February 18, 2016).

Hanks, S.H., Warnick, A. (2010). Lean HR. Keynote presentation to the 2010 Partners in Business Human Resources Conference, March 24, 2010, Logan Utah.

Hanks, S.H., Warnick, A., & Teigen, K. (2009). Human resources and the lean enterprise. Presentation to the 2009 Crossroads Conference (statewide HR conference), October 25, 2009, Clearfield Utah.

Hanks, S.H. (2009). A steady hand: Leading in uncertain times. Partners in Business Leadership and Human Resources Conference, March 2009, Logan Utah.

Belisito, C., Warnick, A., McEvoy, G.M. & Hanks, S.H. (2008) Student engagement in learning: Using HR Games as a vehicle for engaging the intrinsic motivation of students in mastering the HR/IR body of knowledge. Presentation at the Fifth Innovative Teaching in Human Resources and Industrial Relations Conference, Minneapolis, Minnesota, April 26, 2008.

McEvoy, G.M., Hayton, J., Warnick, A.P., Mumford, T., Hanks, S.H., Blahna, M.J. (2002). A competency-based model for developing human resource professions. Paper presented at the Third Conference on Innovative Teaching in Human Resources and Industrial relations, Columbus, Ohio, November 9, 2002.

Beck-Dudley, C.L., & Hanks, S.H. (2002). On virtue and peace: Creating a workplace where people can flourish. Paper presented at the Conference on Corporate Governance and Sustainable Peace, November 22, 2002. Sponsored by The William Davidson Institute, University of Michigan Business School. Ann Arbor, Michigan, November 22, 2002.

Hanks, S.H. (1999). Surviving the promotion and tenure process. Presentation to the New Faculty Consortium, Entrepreneurship Division, Academy of Management, Chicago, August 8, 1999.

Hanks, S.H. (1999). "The Strengths and Weaknesses of Human Resource Management in the United States of America." Invited lecture presented at the Erasmus Seminar in International Human Resource Management, Groningen, Netherlands, March 22, 1999.

Cooper, A., Gartner, W., Brush, C., Hanks, S., Katz, J., McGrath, R., Shane, S., Vankatraman, S. (1997). Doctoral Consortium. Entrepreneurship Division, Academy of Management Annual Conference, Boston, August 9-10, 1997.

Vankatraman, S., Chandler, G.N., Hanks, S.H., Katz, J. (1997). Publishing in Entrepreneurship. Doctoral Consortium, Entrepreneurship Division, Academy of Management Annual Conference, Boston, August 9, 1997.

Hanks, S.H. (1996). Leadership and the philosophy of quality. Twenty-Second Annual Quality and Productivity Seminar, Utah State University, November 7, 1996.

Baucus, D.A., Hanks, S.H., & Chandler, G.N. (1996). Strategy development processes: A multiple case study analysis of small high technology firms. Annual Meeting of the Academy of Management, Cincinnati, Ohio, August 12, 1996.

Chandler, G.N., Baucus, D.A. & Hanks, S.H. (1996). Collecting data to conduct research on emerging companies. Workshop presented to the Doctoral and Junior Faculty Consortium, Entrepreneurship Division, National Academy of Management. Cincinnati, Ohio, August 11, 1996.

Baucus, D.A., Hanks, S.H., & Chandler, G.N. (1995). The shift or drift of small firms: A multiple case study analysis of strategy development processes. Paper presented at the 1995 Babson College-Kauffman Foundation Entrepreneurship Research Conference, London, April 9, 1995.

Chandler, G.N., & Hanks, S.H. (1994). World-Class manufacturing systems and firm performance. Paper presented at the 1994 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Boston, MA, June 11, 1994.

Hoy, F., & Hanks, S.H. (1993). Publishing in Entrepreneurship. Workshop presented to the Doctoral Consortium, Babson Entrepreneurship Research Conference, Houston, Texas, March

24, 1993.

Chandler, G.N. & Hanks, S.H. (1992). A comparison of performance measures for emerging businesses. Paper presented at Academy of Management Annual Meeting, Las Vegas, Nevada, August 11, 1992.

Hanks, S.H. (1992). Beyond survival: Reshaping entrepreneurial vision in successful growing ventures. Paper presented at the Ninth International Convention of the Association of Collegiate Entrepreneurs, Faculty Track, Dallas, Texas, February 29, 1992.

Hanks, S.H. (1992). Expanding entrepreneurial vision: Leadership techniques for guiding successful growing ventures. Workshop presented at the 1992 National Small Business Consulting Conference of the Small Business Institute Directors Association, Washington D.C., February 1, 1992.

Hanks, S. H. (1991). Human Resource Management in Small Organizations. Workshop presented at the 9th Annual Human Resources Seminar, Utah State University, October 23, 1991.

Hanks, S.H. & Crispin, J.E. (1991). High tech off main street: Some preliminary findings. Paper presented at Region VIII Small Business Institute Directors Association annual meeting. Grand Junction, CO., October 26-27, 1990.

Hanks, S.H. (1990). The organization life cycle: Integrating content and process. Paper presented at Small Business Institute Directors National Conference, Houston, Texas, February 16, 1990. Paper awarded the conference Distinguished Paper Award.

Hanks, S.H., Wendt, A.C. & Chandler, G.N. (1989). The impact of operator run scheduling on accident rates in urban mass transit. Paper presented at the 1989 Western Academy of Management Meetings, March 16-19, San Francisco, California.

Hanks, S.H. (1988). Performance appraisal at State University: A case study. Paper presented at the Association for Human Resource Management and Organization Behavior Meetings, October 27, 1988, Long Beach, CA.

Watson, C.J., Hanks, S.H. & Driver, R.W. (1988). Validating a typology of absence culture. Paper presented at the Association for Human Resource Management and Organization Behavior Meetings, October 26, 1988, Long Beach, CA.

Hanks, S.H., Russell, M.A. & Cook, G. (1988). An industry in transition: Human resource practices in public accounting. Paper presented at the Western Academy of Management, March 25, 1988, Big Sky, Montana.

Reviewing Manuscripts for Professional Journals and Book Publishers:

Associate Editor, People & Strategy Journal (3/13-9/15)

Editor-at-Large, People & Strategy Journal (9/10 – 3/13)

Member, Editorial Review Board, Entrepreneurship Theory and Practice (7/94 – 3/07)

Ad hoc Reviewer, Journal of Business Venturing (1997 - 2006)

Ad hoc Reviewer, Academy of Management Journal, (1998-1999, 2003 - 2004)

Member, Editorial Review Board, Journal of Small Business Management (1/94 - 1/97)

Member, Editorial Review Board, Journal of Small Business Strategy, (2/92 - 1/94)

Ad hoc Reviewer, Entrepreneurship Theory and Practice, (7/93-7/94)

Ad hoc Reviewer, Prentice-Hall Publishers (1997)

Ad hoc Reviewer, Blackwell Publishers (1995)

Ad hoc Reviewer, MacMillan Press (1993)

Reviewing Manuscripts for Professional Meetings:

International Council for Small Business (1997)

Academy of Management, Entrepreneurship Division (1991, 1996, 1997)

U.S. Association for Small Business and Entrepreneurship (1990, 1991, 1992, 1995, 1998)

Small Business Institute Directors Association National Meeting (1992)

Western Academy of Management Annual Meeting (1991, 1992)

Service Roles Within Professional Organizations:

Member, Publications Committee, HR/People & Strategy (2010-2016)

Member, Research Committee, HR/People & Strategy (2010-2016)

Reviewer, 1999 Heiser, and National Federation of Independent Business Dissertation Awards.

Chairman, Publications Committee, Entrepreneurship Division, Academy of Management (Aug 1998-Aug. 1999)

Co-Program Chair, 1998 Annual Meeting of the Rocky Mountain International Business Association. Logan, Utah, February 5-6, 1997.

Chairman, Research Committee, Entrepreneurship Division, Academy of Management (July 1996-August 1997).

Vice President, Membership, and Member of the Board, U.S. Association for Small Business and Entrepreneurship (June 1996-Jan 1998).

Member, International Entrepreneurship Task Force, U.S. Association for Small Business & Entrepreneurship (April 1996-June 1996).

Competitive Papers Chair, United States Association for Small Business and Entrepreneurship Annual Conference, 1995.

President, Region VIII, Small Business Institute Directors Association (November 1991 - September 1992).

Member, National Board of Directors, Small Business Institute Directors Association (November 1991 - September 1992).

Committee Member, National Nominating Committee, Small Business Institute Directors Association, November, 1991.

Program Chair, 1991 Small Business Institute Directors Association Regional Conference (Region VIII). Utah State University, November 8-9, 1991.

President Elect, Region VIII, Small Business Institute Directors Association (November 1990 - November 1991).

Committee Member, National SBIDA Committee charged with making recommendations regarding minimum qualifications for university Small Business Institute Directors.

University Level Service, Utah State University:

Chair, USU Library Advisory Council (10/15 – present)

Chair, Search Committee for Lecturer and MHR Off-Campus Program Director (7/17 – present)

Member, Task Force on Students of Concern (1/08 – 6/08)

Member, Task Force on Student Academic Integrity (11/07 – 6/08)

Member, Emergency Operations Committee (11/06 – 6/08)

Member, General Education Subcommittee (9/06 – 6/08)

Chair, Educational Policies Committee (9/06 – 6/08)

Member, Enrollment Services Team (7/06 – 9/07)

Member, Suspension Appeals Committee (10/06 – 5/07)

Member, NCAA Athletics Certification Steering Committee (9/06 – 12/07)

Member, Academic Freedom and Tenure Committee, (9/04 – 9/05)

President, Utah State University Faculty Senate (5/00-5/01)

Member, Utah State University Health Benefits Review Committee (2/01-6/02)

Member, Student Services Advisory Council (8/00 – 5/01)

Member, USU Career Services Advisory Council (10/00-9/01)

Chair, Faculty Senate Executive Committee, Utah State University (5/00-5/01)

Member, Utah State University Administrative Council (9/00-5/01)

Member, Utah State University Dean’s Council (9/00-5/01)

Member, Faculty Senate Executive Committee, Utah State University (9/96-5/01)

College of Business Senator, Faculty Senate, Utah State University (9/95-5/01)

Member, Utah State University Salary and Benefits Task Force (7/00-12/00)

Member, Utah State University Presidential Search Committee (6/00-11/00)

Member, Utah State University Strategic Planning Committee (9/00-12/00)

President Elect, Utah State University Faculty Senate (5/99-6/00)

Member, Ad Hoc Post Tenure Review Committee, Utah State University (9/98)

Member, University International Education Committee, Utah State University (10/96-6/97)

Member, University Staff Relations Committee (10/94-9/97)

Member, University Parking Committee, (9/97-9/98)

Member, Ad Hoc Task Force Regarding University Image (4/96)

Member, Search Committee, Affirmative Action Specialist Position (9/92 - 11/92).

College Level Service:

Member, Huntsman School of Business Curriculum Committee (9/08 – 8/12)

Member, Management Department Strategic Planning Committee (7/08 – 7/10)

Chair, A-Team – Program Committee for Master of Human Resources (7/08 – Present)

Member, Curriculum Committee, Jon M. Huntsman School of Business (5/08 – Present)

Chair, Search Committee for Director of Field Studies Position, Jon M. Huntsman School of Business (2/10 – present)

Chair, Search Committee of Clinical Associate Professor of Organizational Leadership, Jon M. Huntsman School of Business, Regional Campuses and Distance Education (6/09 – 9/09)

Chair, Search Committee for Faculty Position in Ethical Leadership, Jon M. Huntsman School of Business (6/08 – 2/09)

Member, Search Committee, Executive Director of Marketing, Extension and Continuing Education (10/04 – 12/04)

Chair, Search Committee, Executive in Residence/Lecturer position, Management and Human Resources Department (1/04-6/04)

Member, Faculty Search Committee, Department of Management & Human Resources (9/03-12/03)

Member, MBA Program Committee (9/03-9/04)

Member, A-Team (HR Graduate Program Committee) (8/02-9/04)

Co-Chair, College of Business MBA Program Committee (9/02-8/03)

Chair, College of Business Marketing and Development Committee (9/99-9/01)

Member, Strategic Planning Committee, College of Business (10/95-12/97, 9/99-9/01)

Member, College of Business Promotion and Tenure Committee (9/98-9/99)

Member, MBA Program Committee, College of Business (9/92-9/95, 9/96-9/99)

Member, Curriculum Committee, College of Business (10/95-12/97)

Member, MBA Pre-Core Task Force, College of Business (4/96-1/97)

Chairman, College of Business Task Force charged with developing a Minor in International Business (4/96-6/96)

Member, College of Business Shingo Prize Task Force (1/96-2/96)

Member, Faculty Relations Committee, College of Business (11/92 - 9/93)

Member, Shingo Prize Oversight Committee (2/92 - 1/93).

Member, Human Resource Undergraduate Curriculum Committee, Department of Management and Human Resources (12/90 - 6/92).

Advisor, International Club of Entrepreneurs, Utah State University (10/90 - 6/92).

Member, Research and Productivity Committee, College of Business (10/90 - 9/92).

Chair, Faculty Relations Committee, College of Business (10/90 - 9/91).

Community and Economic Development Activities:

Member, Board of Directors, Sunshine Terrace Foundation, (10/15—present)

“Introduction to Operational Excellence” Presentation to administrators from the Support Services division of Utah State University, February 26, 2009.

“Hosting International Guests.” Presentation to Cache Valley Lodging Association, Kendra Hall and Steven Hanks, May 22, 2007

“Living and Working in Palestine.” Presentations to campus and community groups reporting on our experiences in the West Bank. Steven and Jean Hanks (20 presentations between March 2002 and April 2006)

Small Business Consulting. Coordinated and supervised over 60 MBA student consulting projects, as Director of USU’s Small Business Institute (1989-1995). Clients included entrepreneurial start-ups, small businesses, and non-profit organizations. Coordinated efforts with other community resource partners including USU Small Business Development Center and the Cache Economic Development Office.

Participant, "Cache 2010." Cache Economic Development Strategic Planning Meeting, September 18, 1991.

Participant, Planning meetings involving business assistance resource providers of Cache County, October & November, 1990.

Interim Small Business Counselor, Coordinated consulting services of USU Small Business Development Center (9/90 - 11/90).

Executive Coaching and Consulting:

Executive Coaching, Utah State University Research Foundation, and Space Dynamics Laboratory. Executive coaching with approximately 60 executives (9/13 – Present)

Technology Commercialization Office, Utah State University. Facilitation of marketing strategy meeting between the Technology Commercialization Office and a potential licensee of a university technology (3/05)

Vice President for Student Services, Utah State University. Developing a business plan for the Utah State University Child Development Center (3/04 – 9/04).

Space Dynamics Laboratory, Utah State University. Strategic planning consultation (9/03-1/04).

Association of Rural Centers of Health, Business Plan Critique (9/97)

Center for Intelligent Control Systems, Utah State University. Advised center director on matters related to commercialization of their artificial intelligence control systems (10/94 - 6/95).

Logan Transit District, Strategic Planning Facilitation (2/95).

NACO Industries, Assistance in writing a prospectus for initial public offering (2/94).

Personnel Accreditation Training. Conducted seminars to prepare personnel practitioners for the Personnel Accreditation Institute's Basic Level and Senior Level Generalist Examinations (1982, 1986, 1988).

International Experience:

Faculty Leader, MS Human Resources Study Abroad Experience. Led five groups of 15-20 students to Hong Kong, Shanghai, and Beijing to study international human resource management (March 2013 – March 2017)

Faculty Leader, MS Human Resources Study Abroad Experience. Led a group of 15 students to London to study international human resources (March 2012).

Member, Utah State University delegation traveling to Mongolia, hosted by the Mongolian Parliament. Explored opportunities to work on developmental projects in leadership and human resources with the Mongolian government (July 2011).

Faculty Leader, MBA/MS Human Resources Study Abroad Experience. Lead a group of 13 students to Milan, Manchester, Oxford and London, to study international business, human resources and operational excellence. (March, 2009)

Vice Provost, Utah State University. Provided leadership and coordination for international programs and initiatives. Oversight of the Office of International Students and Scholars and the Study Abroad Office. Directed Dominican Republic Scholarship Program (147 students), the Jon M. Huntsman Armenian Scholarship Program, and the USU China Program (July 2005 – 2008).

Assistant Dean and Executive Director of Business Programs, Continuing Education, Utah State University. Supervised overseas international degree programs in Hong Kong, Beijing, and Jilin, China, and Singapore (Aug. 2004-July 2005).

Dean, College of Administrative and Financial Sciences, Arab American University, Jenin,

West Bank, Israel (September 2001-June 2002).

Team Leader, Site Evaluation Team, Shingo Prize for Excellence in Manufacturing, Ford Essex Engine Plant, Windsor, Ontario, Canada (April 30-March 2, 2001).

Coordination of Exchange Agreements. Met with College of Business international exchange partners in the UK, Netherlands, and Sweden to review our agreements and discuss plans for expanded student and faculty exchange opportunities (November 2000).

Team Leader, Site Evaluation Team, Shingo Prize for Excellence in Manufacturing, evaluating the Cydsa-PoliCyd facility in La Pressa, Mexico, and the Delphi CMM facility in Matamoros, Mexico, (February 2000).

Professor, Global Business Strategy. Taught intensive two-week courses in Global Business Strategy as a part of Utah State University's Taipei based MBA Program, Taipei, Taiwan (December 1998, March 2000, March 2002).

Lecturer and Team Facilitator, Erasmus Seminar in International Human Resource Management, Groningen, Netherlands, March 21-27, 1999. This conference brought together 140 students from 15 countries to participate in cross-cultural team exercises and experiences. I was invited to present a lecture at the conference and served as faculty facilitator for a cross-national team of 12 students.

Team Leader, Site Evaluation Team, Shingo Prize for Excellence in Manufacturing, evaluating the Delphi Rimir manufacturing facility, Matamoros, Mexico (March 4-6, 1999).

Participant, Student & Faculty Exchange. Bristol Business School (UK) and Hogeschool West-Brabant (Netherlands). Visited Breda Netherlands, Brussels Belgium, and Bristol England. Studied human resource issues associated with the European Union, and strategic management education in the UK (April 1997).

Professor, Peruvian American School of Business Administration (Lima, Peru), affiliated with Centros Academicos De La Asociacion De Exportadores and the Portland State University School of Business. Taught a one-week course in international management, and toured six Peruvian export businesses (October 1996).

Participant, Faculty Development Program in International Business -- Mexico. Studied Mexican business and U.S. Mexico trade. Visited factories and universities in Monterrey, Saltillo, Mexico City, and Puebla (June 1996).

Participation in the Sixth International Conference on Entrepreneurship, in Shanghai, Peoples Republic of China. Presented a paper entitled, *An evaluation of Micro-Credit programs designed to facilitate entrepreneurship in the Republic of Bangladesh.* En route, I

visited university contacts and businesses in Beijing and Seoul (December, 1995).

Team Member, Vocational Training Project for the People's Republic of Bangladesh, Asian Development Bank. Examined micro-credit programs and entrepreneurial training programs designed to facilitate entrepreneurship, particularly among women, in the Republic of Bangladesh (May – September, 2005).

Participant, Faculty Development Program in International Business--East Asia. Studied Asian business, and visited with executives and trade agencies in Tokyo Japan, Shanghai & Shenzhen China, Hong Kong, & Singapore (June, 1995).

Participant, Babson College - Koffman Foundation Entrepreneurship Research Conference, London Business School. Presented three research papers. London, UK (April 1995).

Other Professional Development and Service:

Graduate, Columbia University Executive Coach Certification Program, April 2015-July 2016.

Participant, 2010 Fall Forum, Human Resource Planning Society, Chicago Illinois, October 25-27, 2010.

Participant, Bridgerland Society for Human Resource Management Annual Conference, Logan, Utah, October 15, 2009

Member, Board of Examiners, Shingo Prize for Excellence in Manufacturing, 1994 - 2009

Member, Board of Examiners, Shingo Prize for Excellence in Manufacturing Research, 1995 – present.

Certificate of Completion, The Advanced Shingo Prize Approach to Operational Excellence (Shingo 201). December 2009.

Workshop Participant, The Shingo Prize Approach to Operational Excellence (Shingo 101). Salt Lake City, Utah, August 5-7, 2008.

Workshop Participant, Facilitation Skills for Leaders, Destra Consulting Group, Sponsored by the Shingo Prize for Operational Excellence, June 25-26, 2008, Logan, Utah.

Participant, Workshop on University Engagement, Utah State University, March 20-21, 2001.

Participant, Compact Planning Workshop, Utah State University, April 10, 2001.

Site Visit Team Leader, Shingo Prize Board of Examiners, 1997, 1998, 1999, 2000, 2002, 2003.

Honors & Recognition:

2014 Faculty Advisor of the Year, Jon M. Huntsman School of Business.

Recipient, 2008 Utah State University Faculty Service Award. Associated Students of Utah State University.

Recipient, 2007 Utah State University Diversity Award. Campus-wide recognition for efforts in support of diversity at Utah State University.

Teacher of the Year, Department of Management and Human Resources, 2002-2003.

Vice President's Award for Outstanding Service to Extension and Continuing Education, March 14, 2001.

Top Professor Recognition, Utah State University Mortar Board, 1998.

Professor of the Year, 1998, Awarded by the Utah State University International Student Council.

Faculty Member, Doctoral Consortium. Academy of Management, Entrepreneurship Division, 1997

Phi Kappa Phi Honorary Fraternity, Utah State University, April 1997.

Top Professor Recognition, Utah State University Mortar Board, 1997.

Faculty Member, Doctoral Consortium, Academy of Management, Entrepreneurship Division, August 1996.

Best Article Award, Entrepreneurship Theory and Practice, 1994 (Volume 18).

Advisor of the Year, Department of Management and Human Resources, 1994-1995.

Teacher of the Year, Department of Management and Human Resources, 1993-1994.

Teacher of the Year, Department of Management and Human Resources, 1992-1993.

Faculty Member, Doctoral Consortium, Babson Entrepreneurship Research Conference, Houston, Texas, March 23-27, 1993.

Invited Participant, State of the Art Symposium on Entrepreneurship, Iowa State University, Ames, IA, April 12-14, 1992.

Advisor of the Year, Department of Management and Human Resources, 1991.

Best Paper Award, Small Business Institute Directors National Conference, Houston, Texas, February 16, 1990.