

January 15, 2024

Provost and Senior VP for Academic Affairs, Vini Nathan, and Dean Search Committee
Harbert College of Business
Auburn University

Dear Provost Nathan and Search Committee:

I enthusiastically submit my letter of interest for the Harbert College of Business dean position. A mentor once shared that a successful deanship begins with the right person, with the specific skillset, knowledge, and abilities for what the college needs at that time in the college's journey. After careful contemplation, I strongly believe that I am the "right person at the right time" to lead the Harbert College forward.

There are times in an organization's lifecycle when the best leader brings an external perspective, particularly when the organization must be reenvisioned. For Harbert College that occurred just over ten years ago. Harbert College is on the right path toward becoming elite. Enabled by a transformational gift, the college has made considerable progress toward that goal despite a global pandemic and two periods of transitional leadership. Reflecting on the college's last ten years, our progress has been astounding—incredible demand demonstrated by over 75% enrollment growth, eleven Top 25 programs, exceptional student outcomes, a new state of the art facility, a doubling of endowed professorships, two new doctoral programs, new centers and institutes, ever-increasing research stature, and an enviable collegial culture. I believe that what the college needs at this juncture is an *accelerator*—someone who can quickly bring the college up to "full speed." The right internal candidate has a unique ability to accelerate progress by leveraging a powerful head start.

In my 24th year at the Harbert College and 10th year of college leadership, culminating in the last four months as interim dean, I know the college and understand its strengths and weaknesses. I understand the institution, including the unique subtleties and complexities of operating in the broader AU environment. I have strong working relationships with many faculty, staff, students, alumni, donors, corporate partners, and university leaders. I understand the college's significant place in the university's future and have already begun the crucial strategic planning work alongside other university leaders. My values strongly align with those of the university, and I have confidence in our university's leadership and in President Roberts' vision. I also believe in the faculty, staff, students, and alumni of the Harbert College and what we are striving to accomplish together. My experience as an AACSB peer reviewer, regular engagement with AACSB and academic leadership circles, and time as a provost's fellow to the SEC Academic Leadership Development Program provide lenses through which to view our college as we strive to be exceptional. I am ready to start immediately. **I am uniquely positioned to be the accelerator.**

By sharing below my experience and professional qualities, I hope to illustrate that I am prepared to accomplish the *Opportunities and Expectations* set out in the prospectus: (1) continuing the college's positive momentum and envisioning its future, (2) ensuring an excellent student

experience, (3) supporting faculty research, teaching, and outreach efforts, and (4) engaging alumni and external partners. I will close the letter with my assessment of the college's greatest opportunities for progress toward its elite vision.

Demonstrated Leadership

My goals as *Interim Dean* have been to keep the college's momentum strong, nurture constituent relationships, and pave the way for the next dean. My strategy has been to fuel existing and new initiatives and advocate for the college while carefully reserving any strategic "leaps" for the future. Below are a few examples of progress:

- Secured three new tenure-track faculty positions across three departments to support growing programs and research opportunities.
- Approved moving forward with physical expansion plans for one of Harbert's highly productive research centers.
- Collaborated with the CADC Interim Dean to hire the Executive Director of the college's newest institute, Institute for Real Estate Development, which is a partnership with CADC.
- Accelerated conversations around a university-wide student financial wellness initiative, empowering a faculty working group to move forward with program development and enabling a fundraising campaign to support it.
- Enabled the Diversity and Inclusion Council to hold the first ever Harbert Diversity Day to focus on building community and inclusiveness.
- Engaged with AU Senior VP for Research and Development to discuss how the college fits within the university's future research agenda and opportunities for research growth.
- Visited with hundreds of Harbert students across various student organization meetings and events about their experience in the college, prompting creation of a dean's student advisory board later this spring.
- Reactivated the Dean's Strategic Advisory Board to foster relationships, gather feedback, and build consensus on new initiatives.
- Initiated one-on-one conversations with roughly 125 key alumni and donors to share the college's successes, listen, nurture relationships, steward gifts, and cultivate new gifts.
- Worked with Harbert and AU Advancement to cultivate new gifts, including a particularly meaningful \$510,000 gift based on my longstanding relationship with the donors. From 10/1/23 – 12/31/23, our team raised \$5.3 million (59% of the annual goal achieved in the first quarter) and created ten new endowments, with numerous proposals currently under consideration.
- Collaborated with fellow deans and university leadership on strategic planning, branding, budgeting and finances, enrollment, advancement, and other university issues.

As *Associate Dean for Academic Affairs* (2019 – 2023), I managed a large team of faculty and staff over a highly varied portfolio of activities including global programs, student recruitment, a \$1.5 million scholarship program, academic advising/success/retention, curricula and programs, employer relations, placement outcomes, diversity and inclusion efforts, accreditation matters, data management and analysis, and external reporting. One of the most fulfilling aspects of serving as ADAA is the strategic focus of the role on students—their academic and professional preparation,

and the exceptional student experience we strive for at Auburn. To that end, I restructured career and employer relations under a new leader to achieve a more sophisticated employer relations strategy and ultimately, better placement outcomes; enabled a modernization of academic student services to dramatically improve the advisor-student ratio and further improve academic outcomes; and created a high-school pipeline framework focused on recruitment, accessibility, and inclusiveness for underrepresented resident student populations (for which we are cultivating a significant corporate seed gift). A highlight of my time in this role was the opportunity to lead the college successfully through its 2022 AACSB accreditation review, a process that deepened my understanding of the college.

Lastly, my first administrative role as *Director of the School of Accountancy* (2016 – 2019) prepared me well for senior leadership. With separate AACSB accreditation, a mature and sophisticated advisory board, a refined strategic planning process, a robust scholarship program, highly ranked programs with exceptional placement and professional certification rates, a large faculty and professional staff, and numerous external engagement events that nurture strong connections to the accounting profession and relationships with alumni, the SOA replicates—on a smaller scale—many facets of the college. Notable achievements while serving in this role include successfully leading the school through its 2017 AACSB accreditation review and partnering with Advancement to cultivate roughly \$1.3 million in gifts and several new endowments. I also took steps to elevate the school's research profile. One example was successfully recruiting a senior scholar from an aspirant institution to expand the SOA's research depth and provide research leadership and mentorship to junior faculty. Another example was an elite publication incentive program designed to encourage faculty not targeting the top accounting journals to do so, with increasing incentives for each successful round of review at an elite journal. These steps and others contributed to today's quality SOA research portfolio.

Professional and Personal Qualities

I am sensitive to the overuse of "I" in a letter such as this. A leader certainly initiates and executes strategies, but also exercises discernment to endorse, enable, or commit resources to the great ideas of others. I am a highly relational manager who enjoys collaborating with others to accomplish big goals. I have a history of inspiring others to aim higher and challenging them to stretch and grow, without sacrificing morale and culture. I desire to develop others just as so many have invested in me. I am adept at identifying others' talents and how best to leverage those talents for success. I am a data-driven decision-maker though I recognize that qualitative factors and context matter. I value benchmarking against and learning from others. I am an effective change manager, having grown through managing complex organizational dilemmas such as the pandemic. I strive to solicit input and build consensus to undergird a critical decision unless the circumstances bar doing so. I am also willing to make a hard choice, following due diligence, if it is in the best interest of the college. I will always strive for my actions to reflect my love of Auburn University, the Harbert College, and its faculty, staff, students, and alumni.

Opportunities for the Future

Over the last year I have reflected on the college's aspirations and contemplated the imperatives for our success. In the last decade we have risen from good to great. Now we must go from great to exceptional—perhaps the harder mission. To become an elite business school and play a significant role in the future of Auburn University, we must embrace a number of challenges and opportunities including elevating our research stature, growing and balancing our faculty portfolio, managing undergraduate growth strategically, delivering innovative curricula accompanied by professional experiences, expanding our physical capacity, expanding and deepening our alumni and industry engagement, securing our financial future, achieving meaningful gains in brand recognition and reputation, and improving the diversity and inclusiveness of Harbert College. I know that we are up to the task.

In closing, I am confident that I am the right person to lead the Harbert College forward at this time in the college's history—to accelerate the college's progress toward its elite aspirations. I would be honored to have an opportunity to further explore my ideas for pursuing the grand opportunities above. My CV and Leadership Summary are included for your review. Thank you for your consideration.

Warm regards,

A handwritten signature in cursive script, reading "Jennifer Mueller-Phillips".

Jennifer Mueller-Phillips
KPMG Professor and Interim Dean

JENNIFER MUELLER-PHILLIPS

HARBERT COLLEGE OF BUSINESS
AUBURN UNIVERSITY

EDUCATION	Ph.D. in Business Administration (Accounting) Virginia Tech, Pamplin College of Business, 2000 Master of Accountancy Virginia Tech, Pamplin College of Business, 1996 B.S. in Business Administration (Accounting) Jacksonville State University, 1994
ACADEMIC EXPERIENCE	Auburn University, Harbert College of Business Interim Dean & KPMG Professor (September 2023 – present) Associate Dean for Academic Affairs & KPMG Professor (2019 – September 2023) Director, School of Accountancy & KPMG Professor (2016 – 2019) KPMG Professor (2014 – 2015) Harbert College Director of Quality Assurance (2014 - 2015) Associate Professor & KPMG Faculty Fellow (2006 – 2014) Assistant Professor (2000 – 2006) KPMG Faculty Fellow (2003 – 2006) School of Accountancy Advisory Council Fellow (2002 – 2003) Virginia Tech, Pamplin College of Business Graduate Assistant (1995 – 2000) John E. Peterson Doctoral Research Fellow (1998-2000)
RECOGNITIONS	Wild Card Award for Accreditation Leadership (AU HCOB), 2022 SEC Academic Leadership Development Program Provost's Fellow, 2017-18 McCartney Award for Teaching Excellence (AU HCOB), 2009 Outstanding Teaching Award (AU HCOB), 2009, 2001 Camp War Eagle Faculty Honoree (AU), 2011, 2007 Outstanding Research Award (AU HCOB), 2005 Lawler Literary Award, Journal of Accountancy, 2005 Editorial Letter of Recognition for Highly Rated Article, Journal of Accountancy, 2002 Pauline E. Corn Outstanding Graduate Teaching Assistant Award (Virginia Tech), 1998
SCHOLARLY ACTIVITY	Research Interests Auditor judgment and decision-making Auditor litigation, liability, and juror judgments Publications Long, J., J. Mueller-Phillips, and C. Stefaniak. 2017. The Audit Research Database: Connecting Practice with Academia. <i>ASCPA Connections</i> .

- Long, J., J. Mueller-Phillips, and C. Stefaniak. 2016. New Database Provides Free Access to Audit Research. *The Journal of Accountancy*: 222 (November): 14.
- Brandon, D., J. Long, T. Loraas, J. Mueller-Phillips, and B. Vansant. 2014. Online Instrument Delivery and Participant Recruitment Services: Emerging Opportunities for Behavioral Accounting Research. *Behavioral Research in Accounting*: 26 (1): 1-23.
- Chung, J., C. Cullinan, M. Frank, J. Long, J.M. Mueller-Phillips, and D. O'Reilly. 2013. The Auditor's Approach to Subsequent Events: Insights from the Academic Literature. *Auditing: A Journal of Practice and Theory* 32 (Supp. 1): 164-207.
- Ballou, B., J.M. Mueller, and P. Zikmund. 2009. Public Relations Associates: Investigating Cost Assignment Fraud. *Journal of Forensic and Investigative Accounting* (2).
- Brandon, D. and J.M. Mueller. 2009. How Nonaudit Services Affect Objectivity. *The CPA Journal* (June): 52-55.
- Brandon, D. and J.M. Mueller. 2008. The Influence of Jurors' Perceptions of Auditor Tenure on Blame. *Advances in Accounting*: 1-7.
- Loraas, T. and J.M. Mueller. 2008. Bridging the Gap between Spreadsheet Use and Control: An Instructional Case. *Journal of Information Systems* (Spring): 161-172.
- Loraas, T. and J.M. Mueller. 2008. Good Spreadsheet Practice Pays Off: Focus on Excel's Depreciation Functions. *The CPA Journal* (May): 10-12.
- Brandon, D., W. Kerler, L.N. Killough, and J.M. Mueller. 2007. The Joint Influence of Client Attributes and Cognitive Moral Development on Students' Ethical Judgments. *Journal of Accounting Education* 25: 58-73.
- Brandon, D. and J.M. Mueller. 2006. The Influence of Client Importance on Juror Evaluations of Auditor Liability. *Behavioral Research in Accounting* 18: 1-18.
- Graham, A. and J.M. Mueller. 2006. An Examination of the Effectiveness of SOP 96-1: Environmental Remediation Liabilities. *Oil, Gas & Energy Quarterly* (March): 555-575.
- Ballou, B. and J.M. Mueller. 2005. Helecom Communications: Considering Fraud Risk on an Engagement before and after Analyzing a Key Business Process. *Issues in Accounting Education* (February): 99-119.
- Anderson, J.C. and J.M. Mueller. 2005. The Effects of Experience and Data Presentation Format on an Auditing Judgment. *Journal of Applied Business Research* (Winter): 53-61.
- Brandon, D., J.M. Mueller, and R. Tabor. 2005. Factors Affecting Juror Perceptions in Liability Cases. *The CPA Journal* (May): 56-58.
- Godwin, N. and J.M. Mueller. 2005. Financial Reporting Practices: A Comprehensive Evaluation. *Journal for Healthcare Quality* (March/April): 37-41.

- Ballou, B., J.M. Mueller, and P. Zikmund. 2004. TruGloss Shanghai JV: Investigating Fraud in an International Joint Venture. *Journal of Forensic Accounting* (December): 433-455.
- Mueller, J.M. 2004. Amortization of Certain Intangible Assets. *Journal of Accountancy* (December): 74-78.
- Anderson, J.C., K. Moreno, and J. M. Mueller. 2003. The Effects of Client vs. Decision Aid as the Source of Explanations upon Auditors' Sufficiency Judgments: A Research Note. *Behavioral Research in Accounting* 15: 1-11
- Alderman, W. and J.M. Mueller. 2003. Cash Flow Classification of Restricted Funds. *The CPA Journal* (November): 46.
- Brandon, D., J. Briggs, and J. M. Mueller. 2003. The Mobile Professional: Palm or Pocket PC? *Strategic Finance* (October): 49-53.
- Mueller, J. M. and J. C. Anderson. 2002. Decision Aids for Generating Analytical Review Alternatives: The Impact of Goal Framing and Audit Risk Level. *Behavioral Research in Accounting* 14: 157-177.
- Mueller, J.M.. 2002. Work Smarter with Smart Tags. *Journal of Accountancy* (November): 71-76.
- Amoruso, A., D. Brandon, and J. M. Mueller. 2002. An Office in the Palm of Your Hand. *The CPA Journal* (November): 12-13.

Research in Progress

The Impact of Engagement Quality Review Practices on Concurring Partner Objectivity (with P. Black, D. Brandon, T. Holt, and J. Long). Under review at *Behavioral Research in Accounting* (2nd round).

The Cascading Effect of Social Identification on Jurors' Auditor Negligence Verdicts (with P. Black, D. Brandon, T. Holt, and J. Long). Revising for resubmission.

Reprints

Brandon, D. M. and Mueller, J. M. The Influence of Client Importance on Juror Evaluations of Auditor Liability. 2015. In Auditing: A Business Risk Approach, 10e by Johnstone, Gramling & Rittenberg, South-western Cengage Learning. (Reprinted from *Behavioral Research in Accounting* 2006: 1-18.)

Godwin, N. and J. M. Mueller. August 2005. Evaluating Internal Financial Reporting Controls. *hfm Magazine* (Reprinted from *Journal for Healthcare Quality* (March/April, 2005): 37-41.)

Ballou, B., J. M. Mueller, and P. Zikmund. TruGloss Shanghai JV: Investigating Fraud in an International Joint Venture. In D. L. Crumbley, L. E. Heitger, & G. S. Smith, Forensic and Investigative Accounting, 2e – 6e, Chicago, IL: CCH. (Reprinted from *Journal of Forensic Accounting* (December, 2004): 433-455.)

Grants

The Center for Audit Quality Competitive Research Grant, 2010

Blue Cross and Blue Shield, Information Assurance Virtual Community, 2004

Auburn University

Competitive Summer Research Grant (AU HCOB), 2012

Competitive Summer Research Grant (AU HCOB), 2011

Honors College Grant (AU), 2008, 2009

Daniel F. Breeden Endowment Grant (AU), 2005

Competitive Research Grant, (AU HCOB), 2002

Discretionary Grant (AU), October 2000

Conferences and Workshops

The Effects of Social Identification and Expert Witness Credibility on Juror Judgments of Auditor Negligence” presented at the 2019 National Business and Economics Society Conference in San Juan, Puerto Rico. (by coauthor)

The Effects of Social Identification and Expert Witness Credibility on Juror Judgments of Auditor Negligence presented at the 2019 Audit Section Midyear Conference in Nashville, TN. (by coauthor)

Innovative Use of Technology in Auditing Research: Opportunities and Challenges.
Presented at the American Accounting Association Annual Meeting, August 2014.

The Auditor’s Approach to Subsequent Events: A Model and Insights from the Academic Literature. Presented at the American Accounting Association Annual Meeting, August 2012.

The Effectiveness of Visual Symbolism in Video Presentation to Improve Financial Literacy Attitudes and Education. Presented at Auburn University Research Week, April 2012.

The Effectiveness of Visual Symbolism in Video Presentation to Improve Financial Literacy Attitudes and Education. Presented at College of Business Summer Grant Presentations, March 2012.

The Impact of Plaintiff Identity and Expert Witness Credibility on Auditor Liability. Presented at College of Business Summer Grant Presentations, March 2012. (by coauthor)

Using Timed Cases in the Undergraduate AIS Lab: Improving Students’ Effectiveness and Efficiency. Presented at the American Accounting Association Annual Meeting, August 2006.

Investigating the Effectiveness of SOP 96-1: Environmental Remediation Liabilities.
Presented at the American Accounting Association Annual Meeting, August 2004.

Helecom Communications: Evaluating the Risk of Fraud Before and After Business Process Analysis. Presented at the American Accounting Association Auditing Section Mid-year Research Conference, January 2004.

The Effects of Cognitive Moral Development and Client Risk Factors on Students' Ethical Judgments. Presented at the American Accounting Association Southeastern Regional Meeting, April 2003.

The Effects of Goal Framing on Auditors' Use of a Decision Aid in Environments of Varied Risk. Presented at the American Accounting Association Accounting, Behavior, and Organizations Section Mid-year Research Conference, October 2000.

Other Invited Talks

On Leadership. Auburn University FMA *Women's Leadership Summit*, 2023.

Innovation in Accreditation Processes. Auburn University *Women's Leadership Conference*, 2018.

Audit Research for Practitioners. Presented at American Accounting Association Annual Council Meeting, American Accounting Association, Scottsdale, AZ, 2017.

EDITORIAL & REVIEW ACTIVITY

Editorial Board, *Auditing: A Journal of Practice & Theory* (2017 - present)
Editorial Board, *Issues in Accounting Education* (2008-2010; 2016 - present)
Journal Editor Selection Committee, American Accounting Assoc, *Issues in Accounting Education* (2021)
Editorial Board, *Current Issues in Auditing* (2014 - 2019)
KPMG Academic Research Panel (2011 - 2018)
Editor, *The Auditor's Report*, AAA Auditing Section (2007 - 2008)
Assoc Editor, *The Auditor's Report*, AAA Auditing Section (2006 - 2007)

Ad hoc reviews

Auditing: A Journal of Practice and Theory
Behavioral Research in Accounting
Current Issues in Auditing
International Journal of Banking, Accounting and Finance
AAA Compendium of Classroom Cases (C3)

External Reviewer for P&T

Johns Hopkins University
Baylor University
West Virginia University
Babson College
Jacksonville State University

PROFESSIONAL MEMBERSHIPS & AFFILIATIONS

American Accounting Association (1996 - present)
Auditing Section
Accounting Program Leaders Group/Leaders in Accounting Education Section
Accounting, Behavior, and Organizations Section
AACSB, Auburn University Liaison (2016 - present)
Federation of School of Accountancy (2013 - 2019)
American Institute of Certified Public Accountants, Faculty Affiliate (2000 - 2019)

**AACSB
ENGAGEMENT**

Chair, Accounting Peer Review Team, Clemson University (2020)
Member, Accounting Peer Review Team, Missouri State University (2018)

AACSB ICAM (New Orleans, LA), 2022
AACSB Leadership Workshop (Virtual), 2022
AACSB ICAM (Virtual), 2021
AACSB Diversity & Inclusion Conference (Virtual), 2021
AACSB Global Accreditation Conference (Virtual), 2020
AACSB Associate Deans Conference (New Orleans, LA), 2019
AACSB Accounting Accreditation Workshop (Nashville, TN), 2015
AACSB Business Accreditation Workshop (New Orleans, LA), 2014

**OUTREACH &
PROFESSIONAL
ENGAGEMENT**

Supervisory/Audit Committee, AU Credit Union (2010 – current)
Chair (2010 – 2018)
EY Diversity & Inclusiveness Roundtable (2016, 2019)
KPMG National Instructor – Audit Practice (2006-2020)
KPMG National Audit Intern Seminar Lead (2016)
Treasurer, Charis Incorporated (2003 – 2015)
KPMG National Educators Advisory Board (2007-2014)
US Public Company Accounting Oversight Board, Research Synthesis Team (2011)
EY AIS Faculty Development Workshop, Graduate AIS Case Study Lead (2005)
Grant Thornton Footsteps Internship Program, Fraud Case Study Lead (2004)

CPA Continuing Professional Education Courses Developed and Facilitated
“Statistical Sampling for CRE Exam Candidates” (16 hrs), 2007, 2009, 2011
State of AL Revenue Examiners, Center for Governmental Services (Birmingham, AL)
“Using a Business Risk Approach to Improve Audits” (8 hrs), 2004
Machen, McChesney & Chastain, LLP (Auburn, AL)
“Dealing with Fraud: Implementing SAS No.99” (8 hrs), 2003
Machen, McChesney & Chastain, LLP (Auburn, AL)
Habif, Arogeti & Wynne, LLP (Atlanta, GA)
Hullet, Kellum & McKinney, P.C. (Birmingham, AL)
Pearce, Beville, Leesburg & Moore, P.C. (Birmingham, AL)
“How SOX and the PCAOB may Change Small Firm Practice” (4 hours), 2003
Hullet, Kellum & McKinney, P.C. (Birmingham, AL)

**PROFESSIONAL
DEVELOPMENT**

AI Diversity & Inclusion Workshop (Virtual), 2022
SEC Associate Deans Conference (Atlanta, GA), 2020
KPMG Audit Methodology Training (Various Loc), Annually 2007 - 2020
SEC Academic Leadership Development Program, 2017-18
US PCAOB Faculty Symposium (Washington, DC), Annually 2008 – 2016, 2018
KPMG Faculty Symposium (Various Loc) Annually 2006, 2009, 2016
Federation of Schools of Accountancy Consortium (Various Loc), 2002, 2003, 2005, 2013
E&Y Networking and Professional Update Conference (Atlanta, GA), 2007, 2008
KPMG Advisory University (Dallas, TX), 2006
PwC Faculty University (Princeton, NJ), 2006
PwC Faculty Symposium (Orlando, FL) 2004, (San Francisco, CA) 2005
E&Y Annual AIS Faculty Development Workshop (Atlanta, GA), 2002, 2003, 2004, 2005
KPMG New Audit Supervisor Training (Atlanta, GA), 2002
American Accounting Association Doctoral Consortium, 1999

**TEACHING
ACTIVITY**

Auburn University

Auditing and Assurance Services
Integrated Accounting Concepts: Master of Accountancy Capstone (Graduate)
Accounting Information Systems
Advanced Accounting Information Systems (Graduate)
Financial Accounting

Virginia Tech

Auditing
Financial Accounting

**SERVICE
ACTIVITY**

Academic Association Service

Co-chair, American Accounting Assoc (AAA) Accounting Prog Leaders Conf (2018 – 2020)
Board Secretary, Federation of Schools of Accountancy (2017 – 2019)
Board Member, Federation of Schools of Accountancy (2013 – 2019)
Project Lead, Communicating Audit Research to Practice, AAA (2012 – 2019)
Vice-chair, Research Committee, Auditing Section of AAA (2012 – 2017)
Chair, Communications Committee, Auditing Section of AAA (2007 – 2012)
Member, Membership Committee, AAA (2007 – 2011)
Member, By-laws Committee, Information Systems Section of AAA (2002 – 2004)

Collegiate Service – University Level

AU Business Process Modernization Steering Committee (2024 -)
AU Provost's Academic Roundtable (2023 -)
AU President's Leadership Council (2023 -)
AU Leadership Development Advisory Group (2023 -)
AU Enrollment Management Council (2021 -)
AU Academic Affairs Roundtable (2019 – 2023)
Administrative Review Committee, Chair, AU/GCOE, 2019 – 2020
University Assessment Committee, 2014 – 2016
University Assessment Quality Working Group, 2015
University Faculty Salary Committee, 2012 – 2015
University Budget Advisory Committee, 2008 – 2010
University Student Discipline Committee, 2006 - 2008
Interview Panel for War Eagle Girls and Plainsmen, 2003 – 2007
University Library Committee, 2000-2002
Interview Panel for Miss Auburn University (Auburn University), 2006
Search Committee, Director, Biggio Center for Teaching and Learning, 2002 – 2003
Authored chapter for U1000: The Auburn Experience textbook, entitled *Managing Your Personal Finances* (Auburn University), 2002.

Collegiate Service – College Level

Executive Committee, 2016 -
Chair, Undergraduate Programs Committee, 2019 – 2023
Dean Search Committee Member, 2023
Chair, Executive Director for Career & Employer Relations Search Committee, 2023
Chair, Career Counselor Search Committee, 2022, 2023
Chair, Salesforce Manager Search Committee, 2020
Dean Search Committee, 2018
Development Officer Search Committee, 2017
Graduate School Reader, MNGT Dissertation, 2016

College Promotion & Tenure Committee, 2014 – 2015
Director of Quality Assurance, Harbert College of Business, 2014 - 2015
College Research Committee, 2011 – 2014
Interview Panel for College of Business Executive Society, 2003 – 2014
Search Committee for Director of COB OPCD, 2011
College Priorities & Goals Committee, 2008 - 2011
College Information Technology Committee, 2001-2003, 2006 – 2008

Collegiate Service – School Level

Department Research Committee, 2013 - 2015
Advisor, *Beta Alpha Psi*, 2012 - 2014
Chair, SOA Curriculum Committee, 2011 - 2013
Chair, Faculty Search Committee, 2009, 2011, 2013
Advisor, Student Chapter of Association of Certified Fraud Examiners, 2006 - 2011
Campus Advocate, Information Systems Audit and Control Association, 2003 - 2008
Campus Champion, AICPA, 2000-2008

**INDUSTRY
EMPLOYMENT**

RoTech Healthcare, Inc., AHSS (1992 - 1995)