

Curriculum Vita

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Education

The Pennsylvania State University

- B.S. in Community Development / Personnel Relations – Graduated May, 1979.
- M Ed - Training & Development / Organizational Development – Graduated December, 1993.

Thesis Title: *The Role of the Internal Consultant in an Organizational Change Process.*

- Ph. D. In Workforce Education & Development: May, 2012

Dissertation Title: *A Comparison of the Leadership Competencies of Leaders in Manufacturing, Hospitals, and Community Banking Industries in the State of Pennsylvania.*

Work History

1/1/18- Present: **The Pennsylvania State University, University Park, Pa**

- **Assistant Teaching Professor in Workforce Education and Development (8/31/20-Present):** faculty member in the Master of Professional Studies in Organization Development and Change and Program Manager for the credit certificate program with the United Brotherhood of Carpenters and Joiners of America.
- **Instructor (1/1/18-8/31/20):** Instructor in the Workforce Education and Development Program, specifically responsible for the administration of the credit certificate program for the United Brotherhood of Carpenters and Joiners of America program in Las Vegas, Nevada. Also serve as faculty member in the Master of Professional Study in Organization Development and Change.

7/1/13-Present: **CCI Consulting, Blue Bell, Pa**

- **Senior Consultant:** consultant in the Talent Development and Career Transition practice groups; Partner with organizations to assess and refine their talent development strategy, building upon valuable practices that already exist, and incorporating the latest, cutting-edge thinking in the talent development field; help companies structure the notification of elimination of

position, train management to deliver the news to impacted individuals without complications, coach career transition participants in all industries through offering a broad range of programs that can be tailored to each individual's needs; provide pre-retirement and retirement transition program to individuals and couples

7/1/11-6/30/13: The Pennsylvania College of Technology, Williamsport, PA

- **Client Development and Instructional Specialist:** design, develop and deliver training programs and assessment tools for business and industry clients and for professional development of faculty and staff at the Pennsylvania College of Technology; consult with organization leaders to assess training needs and apply organization change interventions to gain competitive advantage for the organization; deliver leadership programs as public offerings as well as client contract programs.

10/8/01-6/30/11: The Pennsylvania State University, University Park, Pa

- **Assistant Director, Faculty Member – Management Development Programs and Services (6/30/06-6/30/11):** Develop and deliver programs and services for private / governmental organizations and for public offerings; perform organizational training needs assessments using the Leadership Competency Inventory (LCI); support campus representatives when meeting with clients by assisting in identifying needs, recommending training programs, OD interventions, and services to meet needs, evaluate the effectiveness of programs, services, and faculty; source, approve, supervise and mentor professional associate faculty. Performed assessments and delivered programs and services in the following industries: Financial Institutions (Banking, Credit Unions, CPA firms), Manufacturing (metal manufacturing, plastics, printing, paper-making, steel fabrication, food, architectural building, cosmetics, personal care products, furniture,) Construction / Civil Engineering, Health Care (Hospitals, Medical Groups, Retirement Communities, Long-Term Care Facilities), Electronics, Government (Military Logistics, Mass Transit), Public / Private Utilities (Gas, Electric), Logistics, Insurance, Social Services.
- **Director, The Lancaster Center (10/8/01- 6/30/06):** Responsible for providing leadership for the operation of the Lancaster Center to include representing the University in the Lancaster community, building programs to meet community needs, bringing the full compliment of the university program and service capability into the community; responsible for the profitable operation of the center; turned the financial performance of the center from negative to positive contribution in one year through increasing the availability of undergraduate, graduate and non-credit programs; created two credit certificate programs that generated \$350,000 income each year; facilitated the linking of management development programs to area organizations and personally delivered contract programs; created a Development Plan for the Penn State Lancaster Center that built to \$25,000 in three years; created and implemented a facilities transition process moving the center from the industrial park to the Farm & Home Center that positioned Penn State for improved exposure, increased synergy with other like entities that created competitive advantage and increased customer service /

satisfaction; Recruited and developed credit, non-credit, and management development faculty; developed and piloted professional, supervisory, managerial, and executive training and development programs; served on state-wide and University-wide program development teams; support the local workforce development organizations.

- **Professional Associate, Management Development Programs and Services (10/8/01-6/30/06):** Designed and delivered Leadership Development programs for Lancaster General, Lancaster County Solid Waste Management Authority Armstrong World Industries, and Quarryville Presbyterian; designed and delivered process improvement programs for High Steel, High Concrete and Wyeth; designed and delivered a train-the trainer program for Alcoa; provided support / consulting services to Human Resource organizations during transformation processes; Recruited, interviewed, referred and evaluated faculty for Management Development Programs and Services group

2/15/84 – 10/5/01: **RR Donnelley & Sons Company, Lancaster, Pa**

- Manager, Human Resources (5/1/00 – 10/5/01): Responsible for Managing the Human Resource Function (Employee Relations; Security; Budget/Business Plan Development & Implementation; Internal & External Communications) of a 1200-Employee facility while also serving as the Manager of Organization Development & Training (see below) for the Northeastern Division (2400-Employee Division); Transferred & Implemented Corporate Training Programs remotely at the Lancaster location; Reengineered the Human Resource function across the Lancaster platform; Served as a Consultant for the Workforce Investment Board (W.I.B.) on a Federal Grant
- Manager, Organization Development (8/1/97 –10/5/01) : Responsible for Organization Development and Training & Development activities including, but not limited to: training needs assessment development & implementation; training program design, implementation, & evaluation; application for and administration of state training funds; identification, implementation & evaluation of OD interventions; mentoring of supervisors and high potential craft employees; facilitation of components of “Open Book Management”, design / rollout of a Pay-For-Performance / hourly compensation plans, reserve development, succession planning, Manufacturing Management Training Program facilitation, College Recruiting, and Employee Relations
- Manufacturing Supervisor (10/1/93 - 8/1/97): Responsible for line functions on a shift as well as responsible for leading a business unit's high-performance activities including customer-focused activities, strategic planning efforts, team development, empowerment of employees, organizational redesign, and internal/external consulting
- Employee & Organizational Development Consultant (3/31/92 - 10/1/93): Responsible for the Organizational Development and Training & Development initiatives in a three plant, 2700 employee division; Performed training needs assessments, managed state funding projects, introduced and facilitated organizational change interventions, directed management development programs, developed and administered the division training

plan and training budget, and provided consulting services to division business unit managers

- Human Resources Supervisor (2/1/89 - 3/31/92): Responsible for the Employment, Placement, Recruiting, Affirmative Action, Training & Development, Plant Security, Employee Relations, and Organization Development activities in a 2,200 employee, two plant division; Supervised Human Resource Professionals, Hourly Security Guards, and Clerical Staff
- Human Resources Coordinator (2/15/84 - 2/1/89): rotated through the following Human Resource functions: Training & Development, Communications, Placement/AAP, Recruiting/Selection, Benefits & Safety

12/13/82 - 2/15/84: RCA Corporation

- Industrial Relations Representative: Responsible for the employment activities for a division of 2,000 employees represented by three different union contracts; facilitated the employee activities social programs, as well as the suggestion system; dealt with Union Grievances & one NLRB Complaint

6/18/79 - 11/28/82: Sperry New Holland

- Personnel Administrator (5/11/81 - 11/28/82): performed the duties of a Personnel Generalist at the Fowler California Plant and the New Holland, Pennsylvania Plant
- Manufacturing Management Trainee (6/18/79 - 5/11/81): completed a two-year orientation / training / development program in manufacturing; filled in as a manufacturing supervisor

Academic (Teaching) Experiences

5/14-Present: The Pennsylvania State University, University Park, PA

Faculty member in the Workforce Education and Development program, Master of Professional Studies in Organization Development and Change. Courses taught included: Systematic Instructional Development (LDT 415A), Occupational Safety and Health for Workforce Education and Development (WF ED 411), Fiscal Accounting and Management for Workforce Development Professionals (WF ED 428), Lean Sigma for Professionals (WF ED 451), Training in Industry and Business (WF ED 471), Organization Development for Industrial Trainers (WF ED 572), Program and facilities Management (WF ED 806) and Facilitating Groups and Teams (WF ED 880)

12/07-12/09: Shanghai Jiao Tong University, Shanghai, China

Guest faculty in the Human Resource Graduate Program, teaching weekend courses in World-Class Human Resource Management & Succession Management

1/1/96 - Present: **The Pennsylvania State University, University Park, PA**

- Instructor in the Smeal College of Business Administration: Approved to teach undergraduate credit courses in Management, Human Resource Management and Organization Development, and Training & Development; currently an adjunct faculty member at the Lancaster & York Campuses. Courses taught include: MGMT 297 – Continuous Process Improvement (Lean Manufacturing), MGMT 301 – Basic Management Concepts, MGMT 321 – Leadership & Motivation, MGMT 331 – Management & Organization (Organization Development), MGMT 341 – Human Resource Management
- Adjunct Faculty Member in the Training & Development Graduate Program – Penn State Harrisburg; approved to teach Foundations in Training & Development, Organization Development. Courses taught include TRDEV 460 – Foundations in Training & Development, TRDEV 597 – Organization Development

9/1/06-12/31/06: **Franklin and Marshall College, Lancaster, PA**

- Adjunct Professor of Business – taught a senior-level Human Resource Management course to a diverse group of students including international students; reviewed laws and practices in both the United States as well as in other countries

1/1/96 - 5/30/97: **Harrisburg Area Community College, Harrisburg, PA**

- Instructor / Consultant - Presented Training Programs to the general public as well as on-site contract work to Private Industry; conducted training needs assessments & recommended OD interventions to clients

10/1/93 - 10/1/04: **The Lancaster Chamber of Commerce – Leadership Lancaster**

- Faculty Member for Leadership Lancaster - administer and debrief the Myers-Briggs Type Indicator

Executive Training, Education and Certification

- **Organizational Development Practitioner Certification Program:** A Cooperative Educational / Development Program involving RR Donnelley & Sons Company, DePaul University, and Columbia University (1995)

Master Trainer Certifications:

- Zenger-Miller Master Trainer (1/26/93)
- "IDLS Instructional Design" (8/1/91)
- "Interactive Teaching Techniques" (8/1/91)

Licenses or Certifications & Related Experience:

- "Job Aids" Workshop (3/28/84)
- Zenger-Miller "Frontline" (5/18/90)
- Zenger-Miller "Working" (11/13/90)

- Zenger-Miller "Facilitating Groups" (5/5/92)
- Future Search Conferencing Techniques (Weisbord & Janoff)
- Licensed Facilitator: "Developing & Empowering Work Teams" (3/27/92)
- Licensed Facilitator: "Team Performance System" (Drexler-Sibbet) (8/7/92)
- Certification to Administer the Myers-Briggs Type Indicator
- Certified Executive Coach – Right Management Associates (5/3/07)
- Certified 360 Coach – Clark Wilson (8/21/07)
- Certified New Horizons Retirement Program Coach (6/3/15)

Special Training / Certification:

- Certified examiner for the Lancaster Chamber of Commerce Quality Award
- DDI Targeted Selection Interview Training (5/28/87)

Miscellaneous Experiences & Accomplishments:

Participant on Committees / Panels:

- The HRIC Gap Analysis / Self-Assessment Team
- Lancaster Workforce Investment Board
- Co-Founder: Lancaster County Printers Association
- Conestoga Valley School District Strategic Planning Committee
- Pennsylvania College of Technology Printing & Publishing Advisory Board
- Leola Library Board Member
- Lancaster County Library Personnel Committee Member
- Mental Health Association of Lancaster County Board Member
- Leadership Lancaster Board Member; served as Vice Chair, Board Chair
- Print & Graphics Scholarship Fund Board Member
- Central Pennsylvania Manufacturing Training Consortium / W.I.B. Representative
- General Advisory Board, The Lancaster County Career & Technology Center
- American Society for Training and Development (ASTD): Served on the team that developed and evaluated the national certification process for ASTD including the writing of test questions, the evaluation of test questions, and the development of the pilot testing methodology (Spring, 2005)

Acknowledgements of Work in the following National Publications /

Books:

- HR Magazine, May, 1998
- Continental Airlines In-Flight Magazine, January, 1999
- Business Finance Magazine, January 1999
- Mc Adams, J., Parker, G., and Zielinski, D. *Rewarding Teams*, San Francisco: Jossey-Bass, 2000.

Seminar Presentations (Listing Available Upon Request)

- GATF Teacher Conference, NY, NY
Literacy Demands of the Printing Industry
- SHRM Professional Conference, Lancaster, PA

- Topic: Basic Skill Needs (March 20, 1991)*
- The “Gathering of the Games” (Open Book Mgmt)
 - 1998 Conference Presentations (September 17-18, 1998):
 - *How to Get Started in a Big Company*
 - *Roundtable Facilitator: Keeping the Spirit Alive*
 - *Big Company Games*
 - 1999 Conference Presentations (September 23-24, 1999):
 - *Huddling 101 Panel Presentation Training Needs Assessment Workshop*
 - Conference Planning Committee Member
- International Newspaper Group’s Fall 1999 Conference Presenter (September 29, 1999)
 - Topic: Open Book Management*
- Panel Member: Labor-Management Approach to Skill Shortage (September 6, 2001)
 - Topic: Management’s Response*
- The Pennsylvania State University / Multicultural Business Society
 - Topic: Diversity in the Workforce*
- The Pennsylvania State University / Steppin’ Up Conference (March 20, 1999)
 - Topic: Surviving in the Real World*
- The Pennsylvania State University / S.T.A.R.T. Conference (March 31, 2001)
 - Topic: How to Market Yourself to Companies*
- Lancaster County Association for Human Resource Management Conference Keynote Speaker (April 16, 2002)
 - Topic: Strategic HR Metrics*
- Penn State Dairy Management Certificate Program
 - Topic: Human Resource Management (March 29-30, 2006)*
- Lancaster County Association for Human Resource Management Conference
 - Topic: Privacy and Confidentiality*
- Sterling Financial Professional Services Group
 - Topic: Applying HR Metrics (May 10, 2006)*
- South Central Pennsylvania Food Manufacturers Consortium
 - Topic: Determining ROI for Training (May 25, 2006)*

Lead Faculty Responsibilities (Design / Delivery / Evaluation):

- *Functional Manager Program: 48 Hour Leadership Program*
Locations include (2006-2007):
 - ❖ *Consortium of Manufacturing Companies in Lancaster, PA (delivered annually 2007-2011)*
 - ❖ *Defense Distribution Centers (U.S. Army & U.S. Navy)*
 - ❖ *Consortium of Powder Metal Companies in Ridgeway, PA*
 - ❖ *Consortium of Food Manufacturing Companies in Selinsgrove, PA*
 - ❖ *Consortium of Logistic Companies in Hazleton, PA*
 - ❖ *Consortium of Companies in Hazleton, PA (2010)*
 - ❖ *Firsttrust Savings & Loan Organization in Philadelphia, PA*

- ❖ *Consortium of Manufacturing & Logistic Companies in Scranton, PA*
- ❖ *Northtec Estee Lauder Custom Program (Spring 2008)*
- ❖ *Consortium of Companies in DuBois, PA*
- ❖ *Canon Financial Custom Program – 4 groups (Spring 2011 & Spring 2012)*
- *Kennametal, Inc.: World-Wide Leadership Development Program (2008)*
- *Hazleton Senior Leader Program (2009)*
- *Program Designer and Lead Instructor for Airgas Manager*

Leadership Competency Inventory (Leadership Assessment)

- Introduced, administered and debriefed the Penn State Management Development Leadership Competency Inventory (LCI) for individual organizations within the following industry clusters:
 - Logistics
 - Health Care
 - Retail
 - Utilities
 - Manufacturing
 - Food
 - Printing & Paper
 - Powder Metal / Metal Manufacturing
 - Banking
 - Professional Services (Accounting)

Penn State Management Development Programs and Services Program Development, Instruction & Facilitation

- *Customer-Focused Health Care Leader* – Lancaster General – Fall, 2003
- *Selecting Team Members Using a Recruiting Team Approach* – Conestoga Valley School District – April, 2004
- *Selection Interviewing* – Quarryville Presbyterian – Spring, 2004
- *Giving and Receiving Feedback* – Quarryville Presbyterian – Spring, 2004
- *Train the Trainer for Manufacturing Trainers* – Alcoa Mill Products – Fall, 2004
- *Generational Diversity in the Organization* – Cornwall Lebanon School District – September 24, 2004
- *Preventing Sexual Harassment* – Yoder Brothers – March 15, 2005
- *Leading Process Improvement Efforts* – Lancaster General – Fall 2005
- *Attraction and Retention Strategies for Health Care Employees* – Lancaster General – Spring, 2006
- *Developing Employees* – Metals Consortium – Spring, 2006
- *Supervision Essentials* – PA Career Link 300 Series – Delivery of 20 different modules (5 series of 4 modules each) to multiple groups Spring / Summer / Fall 2006

- *Negotiation Skills* – Penske – offered annually in November, 2006-2011
- *Supervision Essentials (4 Modules)*- Mifflin County Metals Consortium (January – April, 2007)
- *Negotiation Skills* – Del Monte – February, 27, 2007
- *Train the Trainer* – Sylvania – March, 2007
- *Supervisory Skills* – Sweet Street – (April –June, 2007)
- *Ethical Behavior* – Eastern Insurance – April, 2007
- *Strategic HRM* – Elk County Organizations – May, 2007
- *Negotiation Skills* – Penske – May, 2007
- *Train the Trainer* – PIBH – June 5, 2007
- *Time Management and Managing Multiple Priorities* - PA Conservation District – June, 2007
- *Strategic Planning and Change Management* – Quad 3 Architects – June, 2007
- *New Realities for the HRD Professional* – Berks SHRM Members – June 28, 2007
- *Customer Service and Building Relationships* – CCL Tubes – July, 2007
- *Facilitation of Lean Discussion* – Georgetown, Kentucky Toyota Manufacturing Division – August, 2007
- *New Realities for the HRD Professional* – Hazleton HR Managers – September 19, 2007
- *Supervision Essentials (Multiple Modules)* – Pottsville Hospital (March – December 2007)
- *Supervisory Skills* – Mid Atlantic Corporate Federal Credit Union – September-Present, 2007
- *Exploring Leadership at Hanover Hospital (4 Modules)* – September-December, 2007
- *Leadership and Coaching* – Boyer’s Food Markets – September – December, 2007
- *Time Management* – Penske – two groups, 2008
- *Supervision Series* – Adhesives Research – two groups – Spring, 2008
- *LEAD Program II* – Hanover Hospital – series of customized interactive sessions for Operational Leaders (Mid-level managers) – Spring, 2008
- *Mastering Management* - American Infrastructure – Eight modules offered annually – Spring, 2008, Spring, 2009
- *Myers Briggs Type Indicator* – Keystone Quality Transport – February, 2008
- *Managing Time and Priorities* – Cable Services Company – March, 2008
- *Management Development Program* – York Memorial Hospital – Spring, 2008
- *Leadership Development Program* – Schuylkill Hospital – four leadership groups, eight modules, entire year, 2008
- *Leading for the 21st Century* – Hazleton Health and Wellness – four modules for four groups, 2008
- *Development Program for IT Professionals* – Capital BlueCross – Fall, 2008
- *Leading for the 21st Century* – Greater Hazleton Health Alliance – four modules for three groups, 2008
- *Instructor Academy* – Turkey Hill Dairy (8 modules) – Fall, 2008

- *Management Development Program* – National Penn Bancshares – 8 modules, 13 groups – Fall, 2008 – Spring, 2012
- *Advanced Interpersonal Skills for Sales Managers*- Knoll, Inc. – Fall, 2008
- *Customer Service Training* – Glatfelter Carbonless Paper – January, 2009
- *Romark Logistics Team Leader Program* – Romark Logistics – five modules – Spring, 2009
- *Interviewing and Selecting Employees* – National Penn Bancshares – offered twice annually – 2009-2012
- *Wagman Institute for Professional Development* – Wagman Construction – four modules offered annually – April, 2009 – Spring 2011
- *Leading Others* – PIBH – Spring, 2009
- *Professional Staff Development Program* – Parente Beard – July, 2009
- *Creating a Culture for Success* – Martz Group – September, 2009
- *Supervision Essentials* – Public Program in Williamsport – four modules – October, 2009
- *Developing a Culture for Success* – Morris Cohen & Company – October, 2009
- *Supervisory Skills Program* (12 modules) – Safe Harbor Power Company – December, 2009 – September, 2011
- *FMLA Overview* - Hazleton Teamsters – January, 2010
- *Advanced Interpersonal Skills* – Graham Engineering – March 2010
- *Performance Management* – Alcoa Mill Products – March, 2010
- *Leadership Development Program for the United Way of York County* – York County United Way – four modules – Spring, 2010
- *Fundamentals of Functional Manager* – Hazleton Public Program – Spring, 2010
- *Supervisory Training for Graham Architectural Products* – Graham Architectural Products – 6 modules – Spring, 2010
- *Supervision Essentials* – Susquehanna Valley Nursing – 4 modules – Fall, 2010
- *Supervisory Skills Training* – Schindler Elevator – four modules – Fall, 2010
- *Supervisory Skills Program* – Penn Engineering – 12 modules - Fall, 2010 – Summer, 2011
- *Building a Positive Work Climate* – Alcoa Mill Products – November, 2010
- *Leadership Competencies for Supervisors* – GKN Sintered Metal – four modules – Fall, 2010
- *Instructor Academy* – Lancaster Public Session – Spring, 2011
- *Solving Problems & Making Decisions* – Maryland Transit Administration – Spring, 2011
- *Creating a Company of Business People* – Alcoa Mill Products – March, 2011
- *Supervisory Skills* – Pathways – 12 modules – Spring-Fall, 2011
- *Parente Beard Professional Development Program* – Parente Beard – May, 2011
- *Myers Briggs Type Indicator* – Canon Financial Services – May, 2011
- *Goal Setting Program* – Carpenter Technology – August, 2011
- Program delivery listing available upon request for programs delivered from 2011-2015

Penn State Workforce Education & Development Program Development, Instruction, & Facilitation

- Designed & Delivered four one-day Business Writing I seminars for administrative staff members of the central office and conferences of the United Brotherhood of Carpenters and Joiners of America – 2018-2019
- Designed & Delivered two one-day Business Writing II seminars for administrative staff members of the central office and conferences of the United Brotherhood of Carpenters and Joiners of America – 2019-2020

State Government Experience:

- Applied For / Received a Ben Franklin Partnership Grant with & for Penn State - Lancaster Campus (\$20,000)
- Applied for funding from The Department of Commerce - Customized Job Training Funds / WedNet PA (acquired ~\$1,600,000 across 15 years)
- Experience working with the Governors' Action Team
- Worked with the members of the State Department of Education and the Federal Bureau of Apprenticeships & Training to Develop on Federal/ State-recognized Apprenticeships at RR Donnelley & Sons Company
- Facilitated the State-wide Workforce Investment Board (WIB) Symposium Collaboration Poster sessions – June, 2005 and June, 2006

Consulting Activities (Personal)

- Lancaster County Library “Future Search” Conference Facilitator (November 7, 8, 9, 1996)
- Conestoga Valley Community Center Strategic Planning (March 2, 1999)
Facilitator: Strategic Planning Process
- Fenner Drives: Consultant to the Hr Function transitioning from Transactional HR to Value-added / Strategically Aligned HR (October 2001)
- ASTD Certification Pilot: Test Item Writer / Reviewer (Spring, 2005)
- Pfizer, Inc.: Facilitate the Review of the Colleague Survey (May, 2005)
- Association of Builders and Contractors: *Facilitation of Branding Strategy Process (May 23, 2006)*

Organizational Memberships - Past

- Society for Human Resource Management (National and Local)
- American Society for Training & Development (National & Local)
- Future Search Network
- Lancaster Chamber of Commerce Manufacturing Executive Committee
- Leadership Lancaster – Past Board Member, Past Board Chair
- Conestoga Valley Christian Community Services – Board Member

- Pennsylvania College of Technology – College of Business Advisory Committee
- The Door Christian Fellowship – Member of the Church Leadership Team (Deacon)

Organization Memberships – Current

- American Society for Quality (ASQ) - Member
- Future Search Network - Member
- Conestoga Valley Education Foundation – Board Member / Volunteer
- Conestoga Valley Christian Community Services – Volunteer
- East Lampeter Township Emergency Services Committee – Citizen Representative
- National Career Development Association (NCDA)

Awards

Pennsylvania State University Continuing Education Awards

- *Recipient: Newcomer Award (3/20/2003)*
- *Recipient: Functional Manager Team Award (4/12/2005)*
- *Recipient: Creativity and Innovation Award (4/12/2005)*
- *Nominated: Vice President's Award for Entrepreneurship (11/29/2006)*

Pennsylvania State University Academic Award

- *Edward L. and Dessal B. Keller Memorial Scholarship Award (2005)*

Lancaster County Workforce Investment Board

- *Friends of Workforce Award (11/5/2004)*

University Continuing Education Regional Award for Excellence

- Applied Research for the Leadership Competency Inventory and Collaborative Process (2009)

Practice & Research Interests

- Career Development and Career Transition
- Strategic Human Resource Management
- Craft and Technical Training; Developing *Best-in-Class* Apprenticeships
- Instructional Design
- Value-Added Human Resource Management
- The Human Resource Professional as a Business Partner
- ROI for HR
- HR Metrics
- Leading Organizational Change (OD) in Organizations
- Leadership Competency Modeling