

# SAM BELDONA, PHD

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## COLLABORATIVE ACADEMIC LEADER WITH 30+ YEARS OF EXPERIENCE & DEEP UNDERSTANDING OF CHALLENGES AND OPPORTUNITIES WITHIN THE HIGHER EDUCATION LANDSCAPE

Cooperative, entrepreneurial, and open-minded administrator and faculty member who generates results for students, faculty, and programs that serve learners of all levels. Known for building and nurturing partnerships, gaining stakeholder buy-in, securing substantial fundraising gifts, transforming strategy and priorities into actionable plans, and responsibly managing multimillion-dollar budgets at public and independent universities. Demonstrated record includes launching and scaling thriving academic programs, increasing enrollment and retention rates, and remaining at the cutting edge of curriculum and programming.

Authentic, intentional leader with a strong belief in shared governance. Deep commitment to DEI, belonging, and accessibility issues. Adaptable professional who offers creative solutions for mitigating the risks associated with changing learner demographics. Dedicated to delivering global-minded learning engagements that foster post-graduation success. Forward-thinking with great awareness of the challenges and opportunities inherent in teaching students with access to affordable generative AI. Acute understanding of the transition from delivering higher education to Gen Z and Generation Alpha.

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### EDUCATION

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<b>Doctor of Philosophy (PhD) in Business Administration</b> Temple University, Philadelphia, PA, USA	<b>1994</b>
<b>Master of Science (MS) in International Business</b> Temple University, Philadelphia, PA, USA	<b>1992</b>
<b>Master of Business Administration (MBA) in General Management</b> Karnatak University, India	<b>1985</b>
<b>Bachelor of Science (BSc) in Physics</b> Karnatak University, India	<b>1983</b>

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### PROFESSIONAL EXPERIENCE – ACADEMIC

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<b>STONEHILL COLLEGE, LEO J. MEEHAN SCHOOL OF BUSINESS</b>	<b>2022–Present</b>
• Dean of Leo J. Meehan School of Business (2022–2023)	
• Tenured Professor of Management (2022–present; sabbatical, 2023–2024; leave, 2024–2025)	
<b>UNIVERSITY OF SCRANTON, KANIA SCHOOL OF MANAGEMENT</b>	<b>2019–2022</b>
• Dean of Kania School of Management	
• Professor of Management (tenured faculty appointment)	
<b>DOMINICAN UNIVERSITY OF CALIFORNIA, BAROWSKY SCHOOL OF BUSINESS</b>	<b>2013–2019</b>
• Dean of Barowsky School of Business	
• Professor of Strategic Management (tenured faculty appointment)	

<b>BRYANT UNIVERSITY, GRADUATE SCHOOL OF BUSINESS</b>	<b>2007–2013</b>
• Associate Dean (2011–2013)	
• Chair, Management Department (2007–2011)	
• Associate Professor of Management (tenured faculty appointment, 2007–2013)	
<b>WICHITA STATE UNIVERSITY, BARTON SCHOOL OF BUSINESS</b>	<b>2001–2007</b>
• Associate Professor of International Business (2006–2007; tenure granted 2006)	
• Assistant Professor of International Business (2001–2006)	
• Larry Jones Fellow of Corporate Governance (2001–2007)	
<b>INTERNATIONAL UNIVERSITY OF JAPAN</b>	<b>2000–2001</b>
• Associate Professor of International Business	
<b>RUTGERS UNIVERSITY</b>	<b>1993–2000</b>
• Assistant Professor of International Business	

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**SIGNATURE ACHIEVEMENTS – ADMINISTRATIVE**

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**EFFECTIVENESS IN STRATEGIC PLANNING****Stonehill College**

- Collaborated with faculty to lead the Meehan School of Business's strategic planning process; ensured alignment with University and Academic Affairs plans while focusing on program innovation, enrollment growth, and elevating societal impact.
- Worked with chairs to develop departmental strategic plans; used labor market analytics to ensure programs grant degrees that are in high demand in regional and national marketplaces.

**University of Scranton**

- Commissioned market research studies to inform strategic planning as a participant in the Strategic Planning Committee; collaborated with Business School stakeholders (faculty, staff, alumni, administrators, students, and corporate recruiters) to develop a plan that emphasizes growth, globalization, distinctive academic programs, dedicated student success resources, strong online programs and co-curricular initiatives, and significant diversity, equity, inclusion, and social justice initiatives.
- As Special Advisor to the Provost, made substantial contributions to two university-wide projects, the Scranton Innovation and Social Impact Accelerator and the Center for Transformational Leadership; also created centers of excellence in global business, analytics, economic research, student success, and executive education.

**Dominican University of California**

- Collaborated with faculty and other stakeholders to develop the Barowsky School of Business's first plan of strategic initiatives, which resulted in new “centers of distinction” for the business programs.
- Spearheaded a comprehensive 360-degree exercise to leverage stakeholder feedback for a Barowsky School of Business brand enhancement initiative.
- Developed an effective blueprint for the Lepage Center for Global Innovation using input from faculty, staff, and other stakeholders.
- Helped secure a sizeable gift by making substantial contributions to the vision for providing business students with global learning opportunities while serving as Co-chair of the Center for University Partnerships.
- Co-authored a report on the university's Hebei Partnership, resulting in Dominican University's first international memorandum of understanding; the MOU allowed the university to create faculty and student exchanges and was integral in moving Dominican University into the global arena.

**Bryant University**

- Developed the Bryant University Graduate School of Business's inaugural strategic plan; leveraged input from internal and external stakeholders.
- Developed a strategic plan for introducing the Business Analytics graduate program, which launched in 2014.
- Created a business plan for the university's Physician Assistant graduate program, which launched in 2015 and ultimately led to creation of the School of Health and Behavioral Sciences.

**FUNDRAISING AND BUILDING FINANCIAL CAPACITY**

- Assisted in securing a **\$23 million** gift for the Barowsky School of Business at Dominican University from the estate of a board advisor.
- Instrumental in helping Dominican University's President and VP of Advancement secure a transformative **\$17.5 million** gift for the business school.
- Designed and launched the Brennan Barometer with Scranton University Economics faculty to measure local economic activity; barometer was named to honor a **\$3 million** gift from university benefactor Jack Brennan.
- Helped to secure a **\$1 million** gift for Dominican University by engaging with a trustee.
- Secured **\$250,000** from the Board of Advisors to launch a C-level speaker series and mentoring program for Barowsky School of Business students at Dominican University.
- Made a successful pitch to generate an Entrepreneurial Wall of Fame at the University of Scranton, which generated **\$100,000** in alumni funding to support the Entrepreneurship Program.

**EXPERIENCE IN FACULTY AND STAFF ADMINISTRATION****Stonehill College**

- Reorganized business school faculty into eight departments and developed strategic asks for each department; reconceptualized each department as a growth platform.
- Developed effective strategies for faculty retention, including a comprehensive data-based faculty compensation review and proactive collaboration with the College Faculty Compensation Committee.
- Worked with the Faculty Senate and Provost's Office to delineate department chair roles and responsibilities.
- Supported four successful applications for tenure and promotion.

**University of Scranton**

- Created two new administrative roles: Assistant Dean and Executive Director for the Business Honors program.
- In the spirit of shared governance, formed the Dean's Leadership Council to help the dean articulate school policies; council membership consisted of 7 faculty members and 4 department chairs.
- Hired two faculty members, one in Accounting and one in the growing Analytics area.
- Supported three successful applications for promotion to the rank of Professor and three successful applications for tenure and promotion to the rank of Associate Professor.
- Appointed IgnitEd Fellows and provided fellows with stipends.
- Reorganized the staff structure so staff members to report to the newly created Office Manager position.

**Dominican University of California**

- Appointed an Entrepreneur-in-Residence, Healthcare Leader-in-Residence, and Professor of Finance.
- Successfully promoted two assistant professors, supported two successful sabbatical applications, and nominated a faculty member for a lifetime achievement award.
- Hired eight faculty members and five staff members.
- Established a mentoring program that paired untenured and tenured faculty in one-on-one relationships.

**Bryant University**

- Retained the first University Trustee Professor in the School of Business.
- Successfully advocated to secure merit raises for faculty members with outstanding performance records and pay raises for faculty members experiencing salary compression.
- Supported four successful tenure applications, eleven successful reappointment applications, and four successful sabbatical leave applications.

## SUCCESS IN CURRICULUM INNOVATION

### Stonehill College

- Led an effort that transformed the MA in Integrated Marketing Communications into the MS in Marketing.
- Embedded significant hands-on learning projects and a global capstone experience, introduced industry-specific specializations and capstone projects, and assisted in moving the Actuarial Math program outside of the business school.
- Collaborated with faculty to redesign the undergraduate business core and launch six new undergraduate programs; the redesigned curriculum includes learning-by-doing projects, co-curricular experiences, alumni engagement, and engagement with external stakeholders.

### University of Scranton

- Worked with program directors, faculty members, and department chairs to redesigned the Entrepreneurship, Business Honors, and MS in Finance programs.
- Worked collaboratively with the department chair to launch graduate and certificate programs in Business Analytics.

### Bryant University

- As chair of the Management Department, collaborated with faculty to launch majors in Human Resources Management, Entrepreneurship, and Global Supply Chain Management.
- Collaborated with faculty to introduce new courses in Global Human Resources Management, International Business Practicum, and Managing Diversity in a Global Environment.
- Introduced and supported interactive modules for each of the department's required courses: e-pitch (first year), service learning (sophomore year), internship (junior year), and case competition (senior year).
- Partnered with faculty and area companies to introduce specializations in Global Supply Chain Management, International Business, and Global Finance.
- Launched the Global Immersion Experience for MBA students, which involved executing international consulting projects for overseas companies; in 2013, 48 MBA students executed 8 consulting projects in Chile.

### Dominican University

- Drove a near-100% retention rate for the MBA program by conceptualizing and launching MBA Boot Camp 1.0, a three-day experience that received positive evaluations from incoming students.
- Implemented Global Consulting Practicum for MBA students; from 2015–2018, 135 students contributed to international consulting projects across 3 continents.
- Launched a graduate program in Healthcare Leadership and developed the undergraduate Global Innovation and Entrepreneurship Program through the Lepage Center for Global Innovation.
- Created a joint proposal with the School of Health and Natural Sciences for a dual degree program in Science, Innovation, and Management.

## BUILDING BENEFICIAL RELATIONSHIPS AND MANAGING EXTERNAL STAKEHOLDERS

- Made strong connections with external stakeholders that included trade associations, chambers of commerce, business organizations, local companies, and global firms to generate active student learning opportunities such as guest speakers, classroom projects, internships, and MBA consulting projects; also raised resources to award prize money for capstone classes that worked on client consulting projects.
- Nurtured a relationship with the New England Society for Healthcare Materials Management; hosted and sponsored the organization's events to facilitate networking for Stonehill College students seeking Healthcare Supply Chain Management opportunities.
- Strengthened the Barowsky School of Business's relationship with the Marin Community Foundation (endowment: approximately \$1.3 billion) and initiated new relationships with Silicon House and Bay Brazil.

- Relocated the Scranton Small Business Development Center to the business school, integrated its activities into the curriculum, and provided students with new opportunities via the SBDC.
- Moved the Marin SBDC to Dominican University's Business School by cultivating partnerships with Bay Area firms, the Renaissance Center, and the SBDC in San Rafael.
- Engaged with companies from the San Francisco Bay Area and integrated projects from 25+ firms into the MBA program at Dominican University.
- Engaged with Peruvian companies Club Sporting Cristal, Magnolia Moda, MedLife, and UGEL 07 and integrated consulting projects for MBA students.
- Built relationships with 6 Chinese companies (Pactera, Bernard Controls, Shinetech, 798 Art District, Artisan Technology, and Huaxia Bank) and ensured consulting projects for MBA students.
- Scouted in the Czech Republic and secured consulting projects for MBA students with 6 Czech companies (Dateio, Keastone, Kokoza, Socialsharks, STRV, and uLékaře).
- Contacted numerous companies in Buenos Aires, leading to MBA students consulting with 6 unique firms (Fonselp, Guilab, Silfab, QMax, Sanofi, and LumenCor).
- Partnered with the San Rafael Chamber of Commerce, Marin SBDC, and Export Assistance Center of the Department of Commerce to host or help stakeholders; conducted focus groups and a member retention survey for the chamber, hosted 45 firms and invited trade experts to discuss General Data Protection Regulation in the EU, hosted 40 local healthcare industry firms for a joint event with the US Department of Commerce that focused on opening Asian countries to US healthcare technology and medical device manufacturers, and hosted 6 commercial trade officers from the Far East, resulting in student internships, guest lectures for faculty, and job opportunities for graduating students.

### **LEADERSHIP FOR STUDENT-CENTERED INITIATIVES**

- Appointed as Dominican University's Director of Professional Development and Internships; implemented a reverse positioning strategy that resulted in a 100% placement rate for undergraduate students with an average starting salary of \$64,000 plus benefits.
- Grew Stonehill College's dual enrollment programs with local high schools by over 250% and increased Sports Management enrollment by over 110%.
- Collaborated with Dominican University faculty and staff to increase the percentage of senior students who completed an internship from 25% to 70%.
- Hosted networking events for the Women in Finance Club, Financial Management Association, Women in Healthcare Finance Association, Deloitte, Dell Technologies, and Mass FinTech.
- Used analytics to analyze retention rates for "at-promise" students at University of Scranton and integrated AI into the Retention Committee's work to identify successful mechanisms for increasing retention rates.
- Collaborated with the Stonehill College Athletics Department to ensure a smooth transition from D2 to D1 with minimal disruptions for student-athletes, faculty, and staff.
- Led focus groups with first-year students to align Dominican University's resources, faculty expertise, and alumni network with student interests and passions, ensuring a successful transition to the world of work.
- Developed policies for Stonehill College transfer students, entered into articulation agreements with community colleges, hosted international student luncheons, and brought hiring firms to meet graduating seniors for a Meet the Firms event.
- Spearheaded a high-energy, high-impact, 72-hour 3D Rapid Innovation Challenge for Dominican University students; 35 students competed for prize money valued at nearly \$20,000.
- Hosted networking events, donors for a DECA event, and a speaker series for student organizations across multiple institutions; ensured organizations had appropriate resources; provided organizations with faculty advisors; and contributed to publicly attended induction ceremonies (Alpha Mu Alpha, Beta Gamma Sigma, and DECA).
- Supported a brand launch exercise in a global supply chain management course that exposed students to the real world of work.

- Increased program matriculation by collaborating with faculty to create a portfolio of student projects that was displayed and presented at open house and informational sessions.
- Increased support for the Kania Women in Business Club and supported the Women's Entrepreneurship Center at University of Scranton; also provided budgetary support for a student-managed business incubator and engaged with student clubs and organizations, including the Student Advisory Board, Kania Business Club, Saudi Alumni Club, Omega Beta Sigma, Mu Kappa Tau, Student Government Meeting, Graduate Student Association, and International Students Club.

### EFFECTIVE FINANCIAL MANAGEMENT AND BUDGET OVERSIGHT

- Managed a **\$15 million** budget at Scranton University; returned unused funds to central administration to source important initiatives, including a return exceeding \$1 million in 2022.
- Managed approximately **\$12 million** in budgeted expenses at Stonehill College's Meehan School of Business and returned a healthy surplus to the central administration.
- Managed a budget of **\$4.9 million** at Dominican University of California; generated a surplus of \$348,602.00 in the first year and a surplus of \$1 million in 2018.
- Managed a budget of over **\$4 million** at Bryant University; generated a surplus during both years of graduate program management.

### Demonstrated Improvement in Operational Efficiency

- Created accurate operational models that served as blueprints for offering a new program at Dominican University (4+1 MBA), launching new graduate programs at Bryant University (evening and full-time MBA programs in Global Business, Global Finance, and Global Supply Chain Management), and expanding the University of Scranton's Geisinger Healthcare Leadership program to additional locations.
- Developed models that helped to grow revenue, increase enrollment, and improve faculty compensation.
- Built effective models to forecast demand for courses and faculty lines at several universities; used current and historical enrollment data, teaching capacity of full-time faculty, and availability of contingent faculty.
- Optimized operational efficiencies at several institutions guided by graduation requirements and fourth-year students' classroom capacity constraints.
- Offered summer programs at University of Scranton (including the Business High School Honors Program) and dual-enrollment programs with local high schools at Stonehill College.
- Significant experience managing vendor relationships across the lifecycle from pre-contract to offboarding, including vendors for LMS, OPM, Study Abroad, Graduate Programs Branding, and IT.

### Strong Global Leadership Efforts

- Initiated student and faculty exchange programs with three business schools (Linnaeus, Stockholm School of Business, and Mälardalen University) on behalf of Stonehill College while visiting Sweden in November 2022.
- Collaborated with the Catholic Institute of Kabgayi, Rwanda, to expose students to American higher education.
- Developed a bridge program that allowed students at the Hebei Institute of Foreign Languages (Qinhuangdao, Hebei, China) to enroll in the MBA program at Dominican University.
- Built a relationship with the CEO of a multibillion-dollar Chinese firm and secured the firm's interest in launching a Global Leadership program through Dominican University's Barowsky School of Business.
- Engaged the Department of Commerce and spurred renewal of the Export Assistance Center's presence on the Dominican University campus.
- Assisted Dominican University in exploring and initiating international agreements with Università Cattolica (Milan, Italy) and Udayana University (Bali, Indonesia).
- Arranged 38 global consulting projects for MBA students across Argentina, Chile, China, the Czech Republic, Ecuador, and Peru.
- Secured numerous capstone projects, internships, consulting projects, and opportunities with business incubators in Taiwan, Singapore, the Philippines, and United Arab Emirates.

**PARTICIPATION IN AACSB & REGIONAL ACCREDITATION**

- Led and secured reaccreditation for the Stonehill College Meehan School of Business through 2027.
- Led and secured reaccreditation for the University of Scranton's Kania School of Management through 2025.
- Submitted the Dominican University Barowsky School of Business AACSB eligibility application within a record eight months of being hired and guided the school to AACSB accreditation five years later.
- Led the Bryant University accreditation process for the College of Business and secured full-fledged membership in the Consortium for Undergraduate International Business Education (CUIBE).
- Served as a member of the Peer Review Team for six business school PRT visits.
- AACSB accreditation committee experience includes membership on the Accreditation Steering Committee, Strategic Management Committee, Faculty Qualifications Committee, Situational Analysis Committee, Participant Committee, and Assessment Steering Committee.
- Exposure to NEASC, WASC, Middle States, and NECHE accreditations.

**SUPPORT OF SHARED GOVERNANCE**

- Effectively collaborated with the Faculty Council, Faculty Senate, Department Chairs, Chairs Council, Dean's Leadership Council, Executive Cabinet of the Faculty Union, and Subcommittees of the Board of Trustees at various higher education institutions.
- Played a key role in revising Faculty Hiring Guides, Faculty Handbooks, and Graduate Program policies as a member of numerous standing and ad hoc faculty and administrative committees.
- Drove meaningful change in curriculum innovation, faculty hiring methods, teaching modalities, affordable housing for faculty, and increased stability for contingent/term-renewable faculty by authentically embracing shared governance processes.

**INVOLVEMENT IN DIVERSITY, EQUITY, INCLUSIVENESS, AND BELONGING INITIATIVES**

- Participated in launching a DEIB committee at Stonehill College's Meehan School of Business; committee engages with external stakeholders such as the National Association of Health Services Executives (NAHSE) to hold campus events for students, staff, and faculty.
- Collaborated with HR and the Provost's Office to eliminate compensation inequities for people of color.
- Updated faculty hiring process to include the Office of Diversity, Equity, and Inclusion as an integral partner.
- Established an undeclared major fair optimized for first-generation college students and other underserved populations.

**CONTRIBUTIONS TO ADMINISTRATIVE SEARCHES**

- Search Committee Chair, Dean – College of Business, Bryant University
- Search Committee Member, VP of Enrollment Management, Dominican University of California
- Search Committee Member, Senior Director – University Marketing, Dominican University of California
- Consultant to Search Committee, VP of Finance, Dominican University of California
- Consultant to Search Company for VP of Advancement, Dominican University of California (contributed to refining job description and creating an accurate image of university status)

**COLLABORATION WITH UNIVERSITY MARKETING**

- Worked closely with university marketing departments to create content aimed at driving enrollment and showcasing award-winning faculty members; consistently commended for leveraging keen insights to develop and deliver outstanding content.
- Assisted University Marketing in appealing to students and parents by providing information about placement statistics, student achievements, and club accomplishments; also assisted in appealing to internal stakeholders by highlighting faculty passion, teaching effectiveness, and scholarship accomplishments.

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## VISITING PROFESSORSHIPS

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**Visiting Professor of Corporate Strategy**, Temple University Japan, Tokyo, Japan, 2003–2019

**Visiting Professor of Strategic Management**, Pontificia Universidad Javeriana–Cali, Cali, Colombia, 2011

**Visiting Professor of Corporate Strategy**, École des Ponts Business School, Paris, France, 2009–2012

**Visiting Professor of International Business**, Christ College, Bangalore, India, July–September 2009

**Visiting Professor of International Business**, Yonsei University, Seoul, South Korea, 2008–2009

**Visiting Guest Lecturer of International Business**, Yonsei University, Seoul, South Korea, April 2004

**Visiting Professor of Global Business**, University of Iceland, Reykjavik, Iceland, April–May 2001

**Visiting Professor**, Rutgers University–Singapore Program, 1997

**Visiting Faculty, Department of Management**, Wharton School of the University of Pennsylvania, 1992–1993

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## HONORS

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**Teaching Award, Outstanding Graduate Professor**. Bryant University, MBA Classes of 2010 & 2011.

**Best Paper Award**. “The Effects of Resources and Competence on Growth of Women-owned Businesses: A Study of Two Countries.” Chun Guo, Crystal Jiang, and Sam Beldona. Paper presented at 3rd IJGE/WAIB, Nagoya, Japan, 2011.

**Best Paper Award**. “Institutional Investors: Four Distinctive Types.” Hugh Sherman, Sam Beldona, and Maheshkumar P. Joshi. Paper presented at the Southern Academy of Management Meetings, New Orleans, 1996.

“Temporal Boundaries in Multinational Corporations.” Sam Beldona and Arvind Phatak. Presented at the **Showcase Symposium** of the International Management Division of the Academy of Management Meetings, Atlanta, 1993.

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## GRANTS: RESEARCH & TEACHING

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Department of Education Grant awarded to the University of Kansas; wrote a proposal to research the impact of CTPAT on global supply chain performance as part of the university’s larger grant application for the Centers for International Business Education and Research (CIBER). **\$1.5 million**. 2007–2010.

Department of Education Title VI B (BIE). **\$165,000**. Co-Principal Investigator. August 2003.

Boeing/Wichita State University Global Learning Grant Proposal. **\$45,000**. Principal Investigator. For coordinating global learning with WSU sister institutions in Canberra, Australia, and Berlin, Germany. December 2003.

Wichita State University Barton School of Business Summer Research Fellowship. **\$8,000**. May 2002.

International University of Japan University-wide Competitive Research Grant. **¥1,000,000** (approximately **\$10,000**). For studying the Heterogeneity of Institutional Investors in Japan and the United States. March 2000.

Rutgers University Competitive Summer Research Fellowship, Research Resources Committee. **\$5,000.** For investigating corporate myopia in Japanese and US Firms. 2000.

Competitive Teaching Grant, General Electric Teaching Fellow. **\$15,500.** Principal Investigator. For introducing problem-based learning in International Business courses. 1998.

International Licensing Executives Society Competitive Research Grant. **\$16,000.** Co-principal Investigator. For investigating valuation of intangible assets in strategic alliances. 1996.

Rutgers University Center for International Business Education and Research. **\$6,500.** For developing an undergraduate major in International Business. 1996.

Carnegie Bosch Institute Competitive Summer Research Fellowship. **\$4,000.** Investigator. For investigating valuation of intangible assets in strategic alliances. 1996.

Rutgers University Competitive Summer Research Fellowship, Research Resources Committee. **\$2,600.** For investigating corporate myopia in Japanese and US Firms. 1996.

Rutgers University Teaching Excellence Center Grant. **\$1,000.** Co-producer. For producing a videotape on intellectual property protection. 1996.

Rutgers University Teaching Excellence Center Grant. **\$650.** For developing a course on Managerial Challenges in Emerging Markets. 1996.

Rutgers University Competitive Summer Research Fellowship, Research Resources Committee. **\$4,500.** For investigating corporate governance issues in US companies. 1995.

Rutgers University Teaching Excellence Center. **\$1,000.** For developing and offering a course on Japanese Management. 1995.

Temple University Center for East Asian Studies Research Grant. **\$3,500.** Co-principal Investigator. For investigating time horizon issues in multinational firms. 1993.

Temple University Graduate School Doctoral Dissertation Completion Fellowship. **\$15,000.** 1992–1993.

Temple University Grant-in-aid Research Award. **\$3,000.** Co-principal Investigator. For investigating strategic investment decisions in US and Japanese multinationals. 1992.

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## PUBLISHED RESEARCH

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Farok Contractor, **Sam Beldona**, and Changsu Kim. “Alliance Formation Propensity in a Global Industry Network.” *International Journal of Strategic Business Alliances*, 2011.

Madan Annavarjula and **Sam Beldona**. “Determinants of Managerial Risk Perceptions in Small and Medium Sized Exporters: An Empirical Examination of American and Indian Service Firms.” *International Journal of Business and Economics*, 2007.

John Dunning, Yong Sukh Pak, and **Sam Beldona**. “Foreign Ownership Strategies of U.K. and U.S. International Franchisors: An Exploratory Application of Dunning’s Envelope Paradigm.” *International Business Review* Vol. 16 (5), 2007.

Farok Contractor, **Sam Beldona**, and Changsu Kim. "Alliance and Technology Networks: An Empirical Study on Technology Learning in the Global Chemical-Pharmaceutical Industry." *International Journal of Technology Management* Vol. 38, 2007.

Madan Annavarjula, **Sam Beldona**, and F. Sadrieh. "Corporate Performance Implications of Multinationality: The Role of Firm Specific Moderators." *Journal of Transnational Management* Vol. 10 (4), 2006.

Yong Sukh Pak and **Sam Beldona**. "Understanding the Entry Strategies of International Franchisers with Dunning's Envelope OLI Paradigm." *Extending the Eclectic Paradigm in International Business: Essays in Honor of John Dunning*. Edward Elgar Publishing, 2003. (Invited manuscript.)

Farok Contractor, Changsu Kim, and **Sam Beldona**. "Interfirm Learning in Alliance and Technology Networks: An Empirical Study in the Global Pharmaceutical and Chemical Industries." *Cooperative Strategies and Alliances*, Ed. Peter Lorane and Farok Contractor. Emerald Group Publishing, 2002.

Madan Annavarjula and **Sam Beldona**. "A Multidimensional Model of Corporate Multinationality." *The Journal of Global Business* Vol. 12 (22), 2001.

Madan Annavarjula and **Sam Beldona**. "Multinationality–Performance Relationship: A Review and Reconceptualization." *International Journal of Organizational Analysis* Vol. 8 (1), 2000.

**Sam Beldona**, Andrew C. Inkpen, and Arvind Phatak. "Are Japanese Managers More Long-term Oriented Than United States Managers?" *Management International Review* Vol. 38 (3), 1998.

Hugh Sherman, **Sam Beldona**, and Maheshkumar P. Joshi. "Institutional Investor Heterogeneity: Implications for Strategic Decisions." *Journal of International Corporate Governance* Vol. 6 (3), 1998.

G. Steve McMillan and **Sam Beldona**. "TMT Demographics and Corporate Governance Structure." *International Journal of Corporate Innovation* Vol. 1 (2), 1997.

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#### REFEREED CONFERENCE PRESENTATIONS

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John Dilyard, Prashant Salwan, Melodena Balakrishnan, Ian Michael, Alex Newman, Tatiana S. Manolova, and **Sam Beldona**. "Meeting the Financing Needs of SMEs: New Rules, New Models, New Theories?" Academy of International Business, Nagoya, Japan, 2011.

Grace Chun Guo, Crystal Jiang, and **Sam Beldona**. "The Effects of Resources and Competence on Growth of Women-Owned Businesses: A Study of Two Countries." Academy of International Business, Nagoya, Japan, 2011.

Asha Rao, Yvvone Sedlaczek, and **Sam Beldona**. "Reggae: A Musical Metaphor for Jamaica." Academy of International Business, Nagoya, Japan, 2011.

Yong Sukh Pak and **Sam Beldona**. "Overseas Strategic Approaches of International Franchisers and Their Impact on Competitiveness." AIB Conference, Rio de Janeiro, Brazil, 2010.

Madan Annavarjula, Ramesh Mohan, and **Sam Beldona**. "Technological Innovation and the Market Value of the Firms." 10th IBIMA Conference, Kuala Lumpur, Malaysia, 2008.

"Images, Metaphors, and Classroom Conversations: A Caucus." Participants: Madan Annavarjula, **Sam Beldona**, Sanjiv Dugal, Susanne Scott, Mahesh Joshi, Kellyann Kowalski; Organizer: Matthew Roy. Academy of Management Meetings, Philadelphia, Pennsylvania, 2007.

Steve Farmer, **Sam Beldona**, and Pam Tierney. "The 'Typical Creator': A Creator Profile Comparison between American and Indian High-Tech Employees." Society for Industrial and Organizational Psychology, 2007.

Farok Contractor, **Sam Beldona**, and Changsu Kim. "Alliance Formation Propensity in the Global Chemical-Pharmaceutical Industry." Academy of Management Proceedings, International Management Division, Hawaii, 2005.

Madan Annavarjula and **Sam Beldona**. "Determinants of Managerial Risk Perceptions in Export Managers: An Empirical Examination of Indian Service Firms." Academy of Management Conference, Hawaii, 2005.

Madan Annavarjula and **Sam Beldona**. "Impact of Technological Innovation Capabilities on International Competitiveness of Firms." Academy of International Business Conference, Quebec City, Canada, 2005.

**Sam Beldona**, Hugh Sherman, and Mahesh Joshi. "Myopic Institutional Investors?" Southern Academy of Management Meetings, San Antonio, Texas, 2004.

Madan Annavarjula and **Sam Beldona**. "Characteristics of Services, Managerial Risk Perceptions and Export Performance: An Empirical Examination of American and Indian Service SMEs." Academy of International Business, Stockholm, Sweden, 2004.

Sri Beldona and **Sam Beldona**. "Cultural Differences in Agency Costs and its Implications for Management Control." Academy of International Business, Stockholm, Sweden, 2004.

Madan Annavarjula and **Sam Beldona**. "Determinants of Managerial Risk Perceptions in Small and Medium Sized Exporters: An Empirical Examination of American Service Firms." International Applied Business Research Conference in San Juan, Puerto Rico, 2004.

Sri Beldona, **Sam Beldona**, and Madan Annavarjula. "The Changing Workplace and Its Impact on the Relationship Between Work, Family and Career-Empirical Study of American, European and Japanese Managers." IBI Conference, Quito, Ecuador, 2003.

Madan Annavarjula, Sri Beldona, and **Sam Beldona**. "Individuals' Attitudes toward Work, Family & Career and its Relationship with Job Satisfaction and Intent to Turnover." Academy of International Business Meetings, Monterey, California, 2003.

Farok Contractor, **Sam Beldona**, and Changsu Kim. "Explaining the Propensity to Form Alliances in Global Pharmaceutical Industry R&D Networks." Academy of Management Meetings, Denver, Colorado, 2002.

Changsu Kim, **Sam Beldona**, and Farok Contractor. "Do Firms Upgrade Capability through Alliances? Alliances and Interfirm Learning in the Global Pharmaceutical Industry." Academy of International Business Meetings, Puerto Rico, 2002.

John H. Dunning, Yong Sukh Pak, and **Sam Beldona**. "Determinants of Foreign Market Entry Modes of International Franchisors: A Knowledge-Based Framework." Academy of International Business Meetings, Puerto Rico, 2002.

Farok Contractor, Changsu Kim, and **Sam Beldona**. "The Co-evolution of Alliance and Technology Networks: Cross-Border R&D Alliances and Inter-firm Learning in the Global Pharmaceutical Industry." Carnegie Bosch Conference on International Management, Berlin, Germany, 2001.

**Sam Beldona** and Yong Sukh Pak. "Understanding the Foreign Market Entry Mode of International Franchisers by Dunning's 'Envelope' Paradigm." Academy of Management Meetings, Washington, D.C., 2001.

Sam Beldona and **Madan Annavarjula**. "The Degree of Multinationality and Corporate Performance: The Role of Firm Specific Moderators." Academy of Management Meetings, Washington, D.C., 2001.

Farok Contractor, Changsu Kim, and **Sam Beldona**. "Cross-Border R&D Alliances and Inter-firm Learning in the Global Pharmaceutical Industry." Rutgers-IMD Conference on Cooperative Strategies and Alliances: What We Know Fifteen Years Later, Lausanne, Switzerland, 2001.

Madan Annavarjula and **Sam Beldona**. "A Multidimensional Approach to Examining the Relationship between Multinationality and Performance." Eastern Academy of Management International Conference, Prague, Czech Republic, 1999.

Sam Beldona and **Arvind Phatak**. "Investment Time Horizons of Corporate Managers: An Empirical Examination of Causes and Consequences." Academy of Management Meetings, Cincinnati, Ohio, 1996.

Hugh Sherman, **Sam Beldona**, and Maheshkumar P. Joshi. "Institutional Investors: Four Distinctive Types." Southern Academy of Management Meetings, New Orleans, Louisiana, 1996.

G. Steven McMillan and **Sam Beldona**. "TMT Demographics and Corporate Governance Structure: A Longitudinal Analysis of Their Effects on R&D Spending." Southern Academy of Management Meetings, New Orleans, Louisiana, 1996.

J. Woodley and **Sam Beldona**. "Locational Strategy of Multinational Firms." CIBER Conference: New Jersey in a Globalizing Economy, Newark, New Jersey, 1996.

A. Mauri and **Sam Beldona**. "Agency Costs in U.S. and Japanese Firms." Academy of International Business Meetings, Seoul, South Korea, 1995.

**Sam Beldona**, Andrew Inkpen, and Arvind Phatak. "A Comparative Study of Corporate Myopia between American and Japanese CEOs." Academy of International Business Meetings, Seoul, South Korea, 1995.

H. Sherman, **Sam Beldona**, and R. Chaganti. "Contingency Theory and Top Management Team Characteristics: Adaptation to Environmental Change." Eastern Academy of Management Meetings, Albany, New York, 1994.

M.P. Joshi, D. DeCarolis, and **Sam Beldona**. "A Refined Measure of Institutional Ownership." Business Policy and Strategy Division of the Academy of Management Meetings, Atlanta, Georgia, 1993.

**Sam Beldona** and Arvind Phatak. "Temporal Boundaries in Multinational Corporations." Showcase Symposium of the International Management Division of the Academy of Management Meetings, Atlanta, Georgia, 1993.

**Sam Beldona**, H. Sherman, and R. Chaganti. "Composition of Top Management Teams in Integrated Europe." Academy of International Business Meetings, Brussels, Belgium, 1992.

**Sam Beldona** and Arvind Phatak. "Antecedents of Long-term Orientation." Business Policy and Strategy Division of the Academy of Management Meetings, Las Vegas, Nevada, 1992.

**Sam Beldona** and Raj Chaganti. "Deregulation, and Top Management Team Adaptation." Southern Academy of Management Meetings, Orlando, Florida, 1990.

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## JOURNAL & CONFERENCE REVIEWER

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### JOURNALS

- *Management International Review*, 2005–2006.
- *International Journal of Technology Management*, 2004
- *Academy of Management Journal*, 2001
- *Academy of Management Review*, 2001
- *Journal of International Management*, 1998–2001
- *New England Journal of Entrepreneurship*, 1997–2001

### CONFERENCES

- Academy of Management Meetings, 1997 (Boston), 1999 (Chicago), 2000 (Toronto), 2004 (New Orleans)
- Academy of International Business – Northeast Division, 1999 (Philadelphia)
- Academy of International Business, 2001 (Sydney), 2004 (Stockholm)
- Eastern Academy of Management, 2000 (Costa Rica)

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## TEACHING EXPERIENCE

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### BRYANT UNIVERSITY

- Taught Capstone and International Business/Strategy courses (graduate and undergraduate)

### WICHITA STATE UNIVERSITY

- Taught core and elective courses in International Business, International Management, International Marketing, International Strategy, Strategic Management, and Cross-Cultural Management/Global Skills for Business Managers (undergraduate and graduate)

### UNIVERSITY OF ICELAND

- Taught undergraduate courses in International Human Resources and Cross-Cultural Management

### INTERNATIONAL UNIVERSITY OF JAPAN

- Taught undergraduate courses in Cross-Cultural Management and International Business Policy
- Served as Department Coordinator; oversaw curriculum development and course scheduling

**RUTGERS UNIVERSITY**

- Taught introductory and capstone International Business courses (graduate)
- Developed new electives at both the graduate (Case Analysis Competition, Global Business Operations, Japanese Management Systems) and undergraduate (International Business, Multinational Corporate Strategy, Problem-based Learning in International Business) levels

**UNIVERSITY OF PENNSYLVANIA—THE WHARTON SCHOOL**

- Taught undergraduate courses in International Business and Multinational Management

**TEMPLE UNIVERSITY**

- Taught Introduction to Business and capstone courses in International Business and Business Policy (undergraduate)

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**DISSERTATION COMMITTEES**

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“Control over inputs in international strategic alliances: The case of the United States packaged software industry.” James Woodley. Dissertation defended June 2002.

“The co-evolution of alliance and technology networks: Alliances and interfirm learning in the global pharmaceutical industry.” Chang-Su Kim. Dissertation defended November, 2002.

“The interplay of local, regional, and global approaches to advertising: Experiences in Latin America (Mexico, Brazil).” Gladys Torres-Baumgarten. Dissertation defended November 2002.

“The global sourcing of competitive advantages: A study of professional business services.” Alison Lee McKaig-Berliner. Dissertation defended February 2001.

“Foreign direct investments from developing economies in the United States: Magnitude, characteristics, motives and location choice of manufacturing plants.” Bindu Jaywant Vyas. Dissertation defended May 2000.

“Patterns of internationalization of United States management consultants.” James Dermod Wood. Dissertation defended November 2001.

“The comparison of geographic and industrial patterns of Japanese and United States foreign direct investment (FDI) from the 1970s to the 1990s: Toward convergence?” Zukweon Kim. Dissertation defended June 2000.

“Organizational mode choice in international container shipping: An analysis of alternative forms.” Sangeeta Bansal. Dissertation defended May 2001.

“Determinants of foreign market entry modes of international franchisers: A knowledge-based framework.” Yong Sukh Pak. Dissertation defended March 2000.

“Sectoral development, structural adjustment, and international business activities: A case study of Taiwan's experience (China).” Jyh-Der Lin. Dissertation defended May 2000.

“Compensation structure and negotiations in international strategic alliances (knowledge transfer).” Wonchan Ra. Dissertation Defended April 1999.

“Transnational investment in the competitive transition of regulated industries (strategic alliances).” Cliff Wymbs. Dissertation Defended October 1999.

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## INSTITUTIONAL SERVICE

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### BRYANT UNIVERSITY

- Facilitated outreach and academic activities for the Department of Management, including establishing a case competition for an undergraduate strategy course and standardizing the Principles of Management Course across numerous sections.
- Facilitated outreach to the business community through Chafee Center for International Business and assisted in integrating corporate consulting projects into business courses.
- Helped to achieve AACSB re-accreditation and obtain CUIBE affiliation.
- Co-Chair, College of Business Dean Search Committee.

### WICHITA STATE UNIVERSITY

- Barton School Editorial Representative, Graduate Research and Scholarly Projects (GRASP), 2004–2007.
- Represented the Management Department on the Barton School Assessment Committee, 2001–2003 and 2005–2007.
- Barton School Representative to the International Advisory Council, 2001–2007.
- Fulbright Scholarship Committee Reviewer, 2003–2005.
- Faculty Advisor, International Business internships offered by the Barton School of Business, 2001–2005.
- Faculty Advisor, International Business Studies Student Association, 2001–2005.
- International Business Essay Competition Coordinator for Center for International Business Advancement/WTC, 2001–2004.
- Committee Member, NATICP Meeting at Kansas University, 2001.
- Coordinated with Dennis Todd, Vice President of Wichita Traffic Club, to sponsor courses and certificate programs in Supply Chain Management and Global Supply Chain Management.
- Coordinated and executed 25 international business programs on a variety of topics in partnership with the World Trade Council and local business community, 2000–2004

### RUTGERS UNIVERSITY

- Chair, Session on Integration and Control over Foreign Affiliates and Production Units, Academy of Management Meetings, Chicago, 1999–2000.
- Member, Graduate School of Management Dean’s Leadership Council, 1999–2000.
- Member, Graduate School of Management Planning Committee, 1999–2000.
- Member, Graduate School of Management Courses of Study Committee, 1995–2000.
- Member, Graduate School of Management International Business/Business Environment Departmental Recruiting Committee, 1994–2000.
- Member, Graduate School of Management Research Resources Committee, 1998–1999.
- Departmental Advisor for International Business PhD students, 1997–1999.
- Member, Teaching Effectiveness Committee, Graduate School of Management, 1997–1999.
- Coordinated with the Korean Management Association (KMA) to offer a seminar on internal auditing problems in Multinational Corporations, 1996–1997.
- Member, Task Force on Critical Languages, Faculty of Arts and Science, 1995–1996.
- Coordinator, Distance Learning Project–Business School of Rutgers University in Camden, 1995–1996.
- Member, Graduate School of Management Affirmative Action Committee, 1995–1996.
- Member, Graduate School of Management Inter-functional Management Policy Committee, 1994–1995.
- Member, Graduate School of Management Research Resources Committee, 1994–1995.

- Conceptualized and obtained funding from the *Wall Street Journal* and successfully executed a Business Jeopardy Game for all MBA students, 1998–2000.
- Participated in the Open House and Candidates Day Activities of the Graduate School of Management, 1994–2000.
- Administered international business course waivers and course substitution decisions for the department's undergraduate and graduate courses, 1994–2000.
- Composed, administered, and evaluated international business course exemptions for the department's undergraduate and graduate courses, 1994–2000.
- Scheduled, coordinated, and staffed undergraduate and graduate international business courses, 1994–2000.

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#### PROFESSIONAL EXPERIENCE – CORPORATE

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<b>SMALL BUSINESS DEVELOPMENT CENTER, TEMPLE UNIVERSITY</b>	<b>1989–1990</b>
• Management Consultant	
<b>GUM PRODUCTS LTD.</b>	<b>1987</b>
• Territory Manager	
<b>SUMERU TRADING COMPANY</b>	<b>1986–1987</b>
• Business Development Officer	
<b>BHARAT BIJLEE LTD.</b>	<b>1985–1986</b>
• Market Research Analyst	

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#### AFFILIATIONS

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<b>NORTH BAY LEADERSHIP COUNCIL &amp; SAN RAFAEL CHAMBER OF COMMERCE</b>	<b>2013–2019</b>
• Board Member	
<b>CHAMBER OF COMMERCE – MILL VALLEY, PETALUMA, NAPA, SANTA ROSA, &amp; SONOMA</b>	<b>2013–2019</b>
• Member	