

## Mark Kroll

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**University Address:**

Robert Vackar College of Business &  
Entrepreneurship  
University of Texas Rio Grande Valley  
Brownsville, TX 78520  
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**ACADEMIC EMPLOYMENT**

Professor of Entrepreneurship, Robert C. Vackar College of Business & Entrepreneurship, University of Texas Rio Grande Valley, Fall 2019-present.

Visiting Professor, Nanyang Business School, Nanyang Technological University, Singapore, Fall 2018 to Summer 2019.

Dean, Robert C. Vackar College of Business and Entrepreneurship and the V.F. (Doc) & Gertrude Neuhaus Chair for Entrepreneurship, University of Texas Rio Grande Valley, Fall 2015 to Fall 2018.

Dean, School of Business, University of Texas at Brownsville, Fall 2010 to Fall 2015.

Maurice Tatum Endowed Professor of Management and Head of the Management and Information Systems Department, Louisiana Tech University, Spring 2010.

Visiting Professor, Nanyang Technological University, Singapore, Calendar Year 2009.

Maurice Tatum Endowed Professor of Management and Head of the Management and Information Systems Department, Louisiana Tech University, Summer 2004-Fall 2008.

Maurice Tatum Endowed Professor of Management and Head of the Management and Marketing Department, Louisiana Tech University, Fall 2000 – Summer 2004.

George W. and Robert S. Pirtle Professor of Free Enterprise, The University of Texas at Tyler, Tyler, TX, Spring 2000.

Fulbright Visiting Scholar, Hanoi School of Business, National University of Vietnam, Hanoi, Vietnam, Fall 1999.

George W. and Robert S. Pirtle Professor of Free Enterprise and Chair of the

Management and Marketing Department, The University of Texas at Tyler, Tyler, TX, Fall 1998 to August 31, 1999.

Professor and Chair of the Management and Marketing Department, The University of Texas at Tyler, Tyler, TX, December, 1995 to December, 1998.

Visiting Professor, Instituto Tecnológico Y De Estudios Superiores De Monterrey, Summer 1997.

Acting Dean of the School of Business Administration, The University of Texas at Tyler, Tyler, TX, January, 1993 to December, 1995.

Associate Professor and Chair of the Management and Marketing Department, The University of Texas at Tyler, Tyler, TX, 1990-1992.

Assistant Professor and Chair of the Management and Marketing Department, The University of Texas at Tyler, Tyler, TX, 1987-1990.

Assistant Professor of Management and Director of Graduate Studies, Sam Houston State University, Huntsville, TX., 1983-1987.

## **ACADEMIC BACKGROUND**

Doctor of Business Administration, August 1984, Mississippi State University Starkville, MS.

Management Specialization - Work in the area included study in business policy and strategy, decision simulation, and organization theory.

Support Areas - Work in the areas of corporate financial theory, investments, monetary theory, micro and macro-economic theory.

Dissertation: *The Relationship Between Organizational Culture and Strategic Business Unit Capital Budgeting Effectiveness*

Master of Business Administration, May 1979, Sam Houston State University Huntsville, TX.

Areas of Emphasis - Finance and Management

Bachelor of Business Administration, May 1977, Sam Houston State University Huntsville, TX.

Areas of Emphasis - Finance and Management (graduated Magna Cum Laude).

## ACADEMIC ACCOMPLISHMENTS

Articles Published Related to Strategic Management and Entrepreneurship:

Le, S., & Kroll, M. 2017. CEO International Experience: Effects on Strategic Change and Firm Performance, *Journal of International Business Studies*.

Le, S., Kroll, M., & Walters, B. 2016. TMT Departures and Post-IPO Outside Director Additions: Implications for Young IPO Firms' Survival and Performance. *Journal of Small Business Management*.

Kang, E., & Kroll, M. 2014. Deciding Who Will Rule: Examining the Influence of Outside Non-Core Directors on Executive Entrenchment. *Organization Science*.

Krug, J., Wright, P., & Kroll, M. 2014. Top Management Turnover Following Mergers and Acquisitions: Solid Research to Date but Much Still to be Learned. *Academy of Management Perspectives*.

Le, S., Jung, P., & Kroll, M. 2014. Differential Effects of Pre- and Post-Acquisition R&D Expenditures on Post-Acquisition Performance. *Journal of Business Research*.

Le, S., Kroll, M., & Walters, B. 2013. Outside Directors' Experience, TMT Firm-Specific Human Capital, and Firm Performance in Entrepreneurial IPO Firms. *Journal of Business Research*.

Le, S., Kroll, M., & Walters, B. 2012. The Impact of Board Composition on TMT Industry- and Firm-Specific Human Capital. *Journal of Managerial Issues*, 14: 412-432.

Atinc, G., M. Simmering, & M. Kroll. 2012. Control Variable Use and Reporting in Macro and Micro Management Research. *Organizational Research Methods*, 15: 57-74.

Walters, B. A., M. Kroll, & P. Wright. 2010. The impact of insider control and environment on post-IPO performance: How much is too much? *Academy of Management Journal*.

Wright, P., M. Kroll, & M. Mukherji. 2009. Do the contingencies of external monitoring, ownership incentives, or free cash flow explain opposing firm performance expectations? *Journal of Management and Governance*. Winner of 2009 Best Paper Award.

Le, S., M. Kroll, M., & B. A. Walters. 2009. The impact of institutional change

on corporate governance mechanisms in transition economies. *Journal of Management & Governance*.

Walters, B., M. Kroll and P. Wright. 2008. CEO ownership and effective boards: The impact of vigilance and human capital on informed monitoring. *Strategic Organization*.

Kroll, M., B. Walters and P. Wright. 2008. Board vigilance, director experience, and corporate outcomes. *Strategic Management Journal*.

Kroll, M., B. Walters and S. A. Le. 2007. The impact of board composition and top management team ownership structure on post-IPO performance in young, entrepreneurial firms. *Academy of Management Journal*.

Walters, B., M. Kroll and P. Wright. 2007. CEO tenure, boards of directors, and acquisition performance. *Journal of Business Research*.

Wright, P., M. Kroll and J. Krug. 2007. Influences of top management team incentives in firm risk taking. *Strategic Management Journal*.

Lado, A., N. Boyd, M. Kroll and P. Wright. 2006. Paradox and theorizing within the resource-based view. *Academy of Management Review*.

Le, S., B. Walters and M. Kroll. 2006. The moderating effects of external monitors on the relationship between R&D spending and firm performance. *Journal of Business Research*.

Wright, P. M. Kroll, and A. Lado. 2005. Influences of relative rewards of top managers on firm performance. *Strategic Organization*.

Desai, A., M. Kroll and P. Wright. 2005. Outside board monitoring and economic outcomes of acquisitions: A test of the substitution hypothesis. *Journal of Business Research*.

Desai, A. M. Kroll and P. Wright. 2003. CEO duality, board monitoring, and acquisition performance: A test of competing theories. *Journal of Business Strategies*.

Wright, P. and M. Kroll. 2002. Executive Discretion and Corporate Performance as determinants of CEO compensation, contingent on external monitoring activities. *Journal of Management & Governance*.

Wright, P., M. Kroll and D. Elenkov. 2002. Acquisition returns, increase in firm size, and chief executive officer compensation: The moderating role of monitoring. *Academy of Management Journal*.

Wright, P. M. Kroll and A. Lado. 2002. The structure of ownership and corporate acquisition strategies. *Strategic Management Journal*.

Heiens, R., and M. Kroll. 2001. Macro-economic risk factors in industrial markets: are elite firms less susceptible? *Journal of Business & Industrial Marketing*.

Kroll, M., L. Toombs, and P. Wright. 2000. Napoleon's tragic march home from Moscow: Lessons in hubris for contemporary executives. *Academy of Management Executive*, V. 14.

Kroll, M., P. Wright, and R. Heiens. 1999. The contribution of product quality to competitive advantage: Impacts on systematic variance and unexplained variance in returns. *Strategic Management Journal*.

Pringle, C. and M. Kroll. 1997. Why Trafalgar was won before it was fought: Lessons from resource-based theory. *Academy of Management Executive*.

Kroll, M., P. Wright, and L. Toombs. 1997. Corporate control form: A critical determinant of acquisitions outcomes. *Strategic Management Journal*.

Wright, P., M. Kroll, and A. Lado. 1995. Strategic orientations, competitive advantage and business performance. Special issue of *Journal of Business Research*, edited by D. McKee and R. Varadarajan.

Ferris, S., P. Wright, J. Hiller and M. Kroll. 1995. Competitiveness through the management of diversity: The effect on performance. *Academy of Management Journal*.

Jackson, W. T., S. Cappel, M. Kroll and P. Wright. 1995. The relationship of incremental innovations and performance: An empirical investigation of small business types. *Journal of Business and Entrepreneurship*.

Kroll, M., P. Wright, and A. Desai. 1994. A process for defining what the boss really wants. *Journal of Business Strategies*.

Kroll, M., P. Wright, and P. Theerathorn. 1993. Whose interests do hired top managers pursue? An examination of select mutual and stock life insurers. *Journal of Business Research*.

Wright, P., M. Kroll, and H. Tu. 1991. Business profiles and performance: Evidence from the screw machine industry. *British Journal of Management*.

Wright, P., M. Kroll and P. Chan. 1991. Strategic profiles and performance: An empirical test of select key propositions. *Journal of the Academy of Marketing Science*.

Wright P., M. Kroll, and C. Pringle. 1990. Organization types, business performance, and risk: Evidence from the semi-conductor industry. *Journal of Management Systems*.

Kroll, M., S. Simmons, and P. Wright. 1990. The determinants of chief executive officer compensation following major acquisitions. *Journal of Business Research*.

Wright, P., M. Kroll, and B. Kedia. 1990. Strategic profiles, market share, and business performance. *Industrial Management*.

Wright, P., J. Tanner, A. Parsinia, and M. Kroll. 1990. Competitive advantage: A study of select apparel products firms. Appearing in *Strategic Management: Methods & Studies*, edited by B. V. Dean and J. C. Cassidy (New York: North Holland, pp. 93-110).

Kroll, M., M. Helms, A. Parsinia, and P. Wright. 1989. A reexamination, refinement, and test of miles and snow's strategy types. *Journal of Management in Practice*.

Kroll, M. and P. Wright. 1989. Depicting the organizational strategy of an educational institution from an overall perspective. *Leadership & Development Journal*.

Wright, P., J. Tanner, D. Hotard, and M. Kroll. 1988. Relationships of select variables with business performance in diversified corporations. *American Business Review*.

Kroll, M. and S. Caples. 1987. Application of the arbitrage pricing model to the strategic business unit acquisition process. *Academy of Management Review*.

Kroll, M. and R. Hannon. 1986. The experience curve's role in strategic planning. *Journal of Business Strategies*.

#### Articles Published Related to General Management:

Kroll, M., B. Ross-Wooldridge and V.A. Nguyen. Vietnam international Hospital. *Business Case Journal*, in press.

Kroll, M., L. Toombs and J. Videtto. Mejia family tire company. *Business Case Journal*, in press.

Mukherji, A., P. Wright and M. Kroll. 2002. A reexamination of agency theory

assumptions: Extensions and extrapolations. *Journal of Socio-Economics*, V. 6.

Heiens, R., M. Kroll and P. Wright. 2001. Macro-economic risk factors in industrial markets: Are elite firms less susceptible? *Journal of Business & Industrial Marketing*, V. 16 .

Clendenen, G. and M. Kroll. 2001. Texas national airlines. *Journal of Applied Case Research*, V. 3.

Gullett, C. R. and M. Kroll. 1990. Rulemaking and the national labor relations board: Implications for the health care industry. *Healthcare Management Review*, V. 15, Number 2.

Kroll, M. and P. Wright. 1989. The short, happy life of strategic planning at Davy Crockett State University. *Case Research Journal*.

Kroll, M. and G. Joyce. 1989. Performance appraisal: what supervisors really want. *Personnel Administrator*.

Kroll, M., P. Reed, and H. Giglioni. 1986. An examination of the impact of job scope on absenteeism frequency difference between line and staff job holders. *Business Insights*, V. 5, Number 2.

Reed, P. and M. Kroll. 1986. Red-circle employees: a wage scale dilemma. *Personnel Journal*.

Kroll, M. and C. Pringle. 1986. Path-goal theory and the task design literature: A tenuous linkage. *Akron Business and Economic Review*, V. 17, Number 4.

Kroll, M. and H. Johnson. 1986. A note on managerial behavior and the theory of the firm. *Journal of Behavioral Economics*, V. 15, Number 1.

Reed, P. and M. Kroll. 1985. Compensating the red-circle employee. *Health Progress*, V. 66, Number 8.

Reed, P. and M. Kroll. 1985. Using superior and subordinate ratings: A multi-perspective approach to a superior's dilemma. *Personnel*.

Kroll, M. and J. Dolan. 1985. Cafeteria benefit plan: A concept which fits the changing face of work. *SAM Advanced Management Journal*, V. 50, Number 3.

Kroll, M. and C. Pringle. 1985. Individual differences and path-goal theory: the role of leader directedness. *Southwest Business and Economic Review*, V. 2, Number 3.

Other Refereed and Non-Refereed Articles Published:

Kroll, M. 2000. Leaving home: the need to transform local firms from the traditional family affairs into global players. *Vietnam Economic Times*, Issue 73.

Partain, R., M. Kroll, and C. Smith. 1991. Attitudes regarding housing amenities: the case of big city vs. small town. *Journal of Real Estate Appraisal and Economics*, V. 7, Number 1.

Kroll, M. and C. Smith. 1989. Market segmentation: a buyer response based hedonic analysis. *Akron Business & Economic Review*, V. 22, Number 1.

Kroll, M. and C. Smith. 1989. Utility theory and cash flow optimization: An investigation into tenant demographic characteristics and hedonic responses utilizing cluster analysis. *Journal of Real Estate Research*, V. 4, Number 1.

Kroll, M. and C. Smith. 1988. The buyers response technique - A framework for improving comparable selection and adjustment in single family appraising. *Journal of Real Estate Research*, V. 3, Number 1.

Smith, C. and M. Kroll. 1988. Utilizing market research to improve estimates of potential gross income in multi-family properties, *The Appraisal Journal*, V. 56, Number 1.

Smith, C. and M. Kroll. 1987. Marketing research techniques and amenity package analysis. *Journal of Property Management*, V. 52, Number 6.

Kroll, M. and C. Smith. 1987. M.B.A.s and real estate development: Do they have a role to play? *The Journal of Real Estate Development*, V. 3, Number 3, November/December.

#### Books Published:

Wright, P., M. Kroll, and J. Parnell, *Strategic Management: Concepts and Cases*, fourth ed. (Englewood Cliffs: Prentice-Hall, Inc.) 1998.

Wright, P., M. Kroll, and J. Parnell, *Strategic Management: Text and Cases*, third ed. (Englewood Cliffs: Prentice-Hall, Inc.) 1996.

Wright, P., C. Pringle, and M. Kroll, *Strategic Management: Text and Cases*, second ed. (Boston, MA: Allyn & Bacon, Inc.) 1994.

Wright, P., J. Parnell, and M. Kroll, *Cases in Strategic Management*. (Boston, MA: Allyn & Bacon, Inc.) 1993.

Wright, P., C. Pringle, and M. Kroll, *Strategic Management: Text and Cases*. (Boston, MA: Allyn & Bacon, Inc.) 1992.



Cases Published:

Kroll, M., B. Ross-Wooldrige, and V.A. Nguyen, Vietnam International Hospital," in *Strategic Management of Health Care Organizations*, fifth ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 2007.

Kroll, M. and G. Osuagwu, "The University of Texas Health Center at Tyler," in: *Strategic Management of Health Care Organizations*, fourth ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 2001.

Kroll, M., "Lord Nelson at Trafalgar," in: *Strategic Management: Concepts and Cases*, fourth ed. by P. Wright, M. Kroll, and J. Parnell (Englewood Cliffs: Prentice-Hall, Inc.), 1998.

Kroll, M. and G. Osuagwu, "The University of Texas Health Center at Tyler: 1997," in: *Strategic Management of Health Care Organizations*, third ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 1998.

Kroll, M. and V. Noble, "University of Texas Health Center at Tyler," in: *Strategic Management of Health Care Organizations*, second ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 1995.

Toombs, L., M. Kroll, R. Welch, and L. White, "Chem-Trol, Inc.," in: *Strategic Management* by P. Wright, C. Pringle and M. Kroll (Boston: Allyn & Bacon), 1994.

Kroll, M., J. Frierson, and F. Jacobson, "Pier 1 Imports, Inc.," in: *Strategic Management* by J. Higgins and J. Vince (Fort Worth: Harcourt, Brace, Jovanovich), 1993.

Kroll, M., "The Short, Happy Life of Strategic Planning at Davy Crockett University," in: *Strategic Management* by P. Wright, C. Pringle and M. Kroll, (Boston, MA: Allyn & Bacon Publishing), 1992.

Kroll, M., C. Harper, and J. Simmons, "United Federal Savings and Loan of Longpoint, Texas," in: *Strategic Management* by P. Wright, C. Pringle and M. Kroll, (Boston, MA: Allyn & Bacon Publishing), 1992.

Simmons, J. and M. Kroll, "Chaparral Steel," in: *Strategic Management* by J. A. Pearce II and R. B. Robinson, Jr., (Homewood, IL: Richard D. Irwin, Inc.), 1991.

Kroll, M. and J. Hogan, "Taking Pabst Private," in: *Strategic Management: Concepts and Cases* by John Barnett and William Wilsted, (Boston, MA: Kent Publishing), 1988.

Kroll, M. and P. Reed, "Halvert Tree Specialists, Inc.," in: *Business Strategy and Policy*, second ed., by Gary Smith, Danny Arnold, and Bobby Bizzell, (Boston, MA: Houghton-Mifflin), 1988.

Kroll, M. and J. Metheny, "Pabst Brewing Corporation: A Case," in: *Fundamentals of Strategic Management* by Fred David, (Columbus, Ohio: Merrill Publishing), 1986.

Papers, Proceedings, and Funded Research:

Kroll, M., Abebe, M., & Dadaniar, H. What are the odds? Stakeholder and institutional challenges of achieving sustainable growth. Presented at the 2017 Academy of Management meeting, Corporate Social Responsibility Division, Atlanta, GA., August 2017

Le, S., Kroll, M. CEO's international experiences and their effects on strategic change. Presented at the 2015 Academy of Management meeting, International Business Division, Vancouver, BC, August, 2015.

Le, S., Kroll, M., & Walters, B. Board influences on organizational actions. Presented at the 2011 Academy of Management meeting, Business Policy and Strategy division, San Antonio, TX, August, 2011.

Le, S., Kroll, M., & Walters, B. Identification of Corporate Governance Modes: A Role-Based Structure Approach. Presented at the 2010 Academy of Management meeting, Business Policy and Strategy division, Montreal, Canada.

Walters, B. A., Kroll, M., & Wright, P. The Impact of Director Incentives, Human Capital, and CEO Ownership on Acquisition Returns. Presented at the 2008 Academy of Management meeting, Business Policy and Strategy division, Anaheim, CA.

Walters, B. A., Kroll, M., Wright, P., & Le, S. A. Insider Dominance, Environment, and Post-IPO Performance. Presented at the 2008 Academy of Management meeting, Business Policy and Strategy division, Anaheim, CA.

Wunnava, S., Ellis, S., & Kroll, M. IT outsourcing: Examined under the RBV lens. Published in the 2008 Proceedings of the Americas Conference on Information Systems.

Atinic, G., Liu, Y., & Kroll, M. The impact of corporate governance mechanisms on firm performance in publicly-held Chinese firms. Paper presented at the 2008 Southwest Academy of Management Meeting, Houston, Texas—Winner of the best paper award in Strategic Management.

Le, S., Kroll, M., & Walters, B. A. Key stakeholders' common goal and its effect on board composition in young, post-IPO firms. Paper presented at the 2007 Academy of Management meeting, Business Policy and Strategy division, Philadelphia, PA.

Walters, B., M. Kroll, and P. Wright, "CEO Tenure, Boards of Directors and Acquisition Performance," Winner of 2006 Southwest Academy of Management Best Paper Award, March 2006.

Le, S., M. Kroll and B. Walters, "The Impact of the Pace of Change in Post-IPO Corporate Governance on Firm Performance. Academy of Management Annual Meeting, August, 2006.

Krug, J. A., S. Michael, P. Wright, and M. Kroll, "Managerial Discretion: A Framework for Understanding Long-Term Top Management Change in Acquired Firms," *Proceedings of Southern Management Association*, 2005.

Le, S., M. Kroll and B. Walters, "Institutional Changes and Corporate Governance Mechanisms in Transition Economies," *Academy of Management Best Paper Proceedings*, August, 2005.

Kroll, M., B. Walters and L. Son, "Boards of Directors, Chief Executive Officers, and Acquisition Performance: Beyond Agency Theory," Academy of Management Annual Meeting, August, 2004.

Walters, B., M. Kroll and P. Wright, "Strategies in New Economy Firms: Examining E-Strategies," Academy of Management Annual Meeting, August 2002.

Lado, A., M. Kroll and P. Wright, "Re-Examining Research in Strategic Management: From Theory to Methods," Academy of Management Annual Meeting, August 2002.

Desai, A., M. Kroll and P. Wright, "Assessing the Activities of Boards of Directors: Monitoring and Relations With Top Management," Academy of Management Annual Meeting, August 2002.

Desai, A., M. Kroll and P. Wright, "CEO Duality, Board Monitoring and Acquisition Performance," Winner of 2002 Distinguished Paper Award, Southwest Academy of Management Annual Meeting, March 2002.

Son, L. B. Walters and M. Kroll, "R&D Investments and Firm Performance: The Moderating Role of External Monitors," Southwest Academy of Management Annual Meeting, March, 2002.

Kroll, M. "Can Vietnamese Business Outgrow the Family," presented before the faculty of the National University of Vietnam, Hanoi, Vietnam, November, 1999.

Holm, J. and M. Kroll, "Celestial Seasonings," Winner of 1998 Distinguished Paper Award, Southwest Case Research Association Annual Meeting, March 1998.

Kroll, M. and G. Osuagwu, "The University of Texas Health Center at Tyler: 1997," Southwest Case Research Association Annual Meeting, March 1997.

Kroll, M. and J. Tarter, "Lord Nelson at Trafalgar," North American Case Research Association Annual Meeting, October 1996.

Kroll, M. and L. Toombs, "The Mejia Family Tire Company," North American Case Research Association Annual Meeting, November 1995.

Kroll, M., S. Ferris, and P. Wright. "The Bhopal Accident and Union Carbide's Response: Lessons to be Learned Using the Event Study Method," Southwest Case Research Association Annual Meeting, March 1995.

Jackson, W. T., S. Cappel, P. Wright, and M. Kroll. "The Relationship of Incremental Innovations and Performance: An Empirical Investigation of Small Business Types," Winner of Irwin Distinguished Paper Award, Southwestern Small Business Institute Association Annual Meeting, March 1995.

Toombs, L., D. Hulse, M. Kroll, and D. Grider, "Southern Refining Corporation," North American Case Research Association Annual Meeting, November 1993.

Kroll, M., P. Wright, and L. Toombs, "Organizational Types, Levels of Return and Systematic Risk," *Southwest Academy of Management Proceedings*, 1992.

Toombs, L., M. Kroll, R. Welch, and L. White, "Chem-Trol, Inc," North American Case Research Association Annual Meeting, November 1992.

Simmons, S. A., M. Kroll, and P. Wright, "Winners and Losers in Acquisitions: A Cononical Correlation Analysis," Southeastern Division of The Institute of Management Sciences Meeting, October 1991.

Simmons, S. A. and M. Kroll, "Acquisitions By Owner - Versus Manager Controlled Firms: Who Benefits From Such Activity," *Southeast Decision Science Institute Proceedings*, 1990.

Smith, C. and M. Kroll, "Utility Theory and Rent Optimization-An Investigation into Tenant Demographic Characteristics and Hedonic Responses Utilizing Cluster Analysis," Annual Meeting of the American Real Estate Society, June 1989.

Harper, L., J. Simmons and M. Kroll, "United Federal Savings and Loan," North American Case Research Association National Meeting, November 1989.

Kroll, M. and S. A. Simmons, "The Influence of Major Acquisitions on Chief Executive Officer Compensation," *Southeast Decision Sciences Institute Proceedings*, 1989, Winner of Outstanding Paper Competition.

Simmons, J. and M. Kroll, "Chaparral Steel Company," North American Case Research Association National Meeting, 1988.

Kroll, M., "The Short, Happy Life of Strategic Planning at Davy Crockett State University," North American Case Research Association National Meeting, November 1987.

Simmons, M. and M. Kroll, "Test of Single-Asset Portfolio Efficiency Using a Stochastic Dominance Measure," *Mid-South Academy of Economics and Finance Proceedings*, 1986.

Kroll, M., "The Wal-Mart Way," North American Case Research Association National Meeting, November 1986.

Reed, P. and M. Kroll, "Goal Setting, Intra-Organizational Conflict and Work Outcomes," *National Association of Human Resources Management Proceedings*, 1986.

Kroll, M., P. Reed and J. Giglioni, "A Demonstration of the Failure of Job Scope to Explain Absenteeism Difference between Upper and Lower Level Job Holders," *National Association of Human Resources Management Proceedings*, 1985.

Kroll, M. and P. Reed, "Calhoun Tree Services Inc.: A Case Study," North American Case Research Association National Meeting, November 1985.

Kroll, M. and W. Newsom, "Testing the Path Goal Approach to Providing Initiating Structure in Non-Routine Task Assignments," *Southwest Academy of Management Proceedings*, 1984.

Johnson, H. and M. Kroll, "Economic Profile of The Trinity Valley Business Community," report by the *Center for Business and Economic Research*, 1979.

## **RESEARCH GRANTS WON**

Research Grant Award for \$5,000, from Sawtooth Software Inc., Ketchum, Idaho, (1989).

Research Grant Award for \$2,500, University of Texas at Tyler, Tyler, Texas, (1989).

Research Grant Award for \$10,000, University of Texas at Tyler, Tyler, Texas, (1990).

Research Grant Award for \$2,500, University of Texas at Tyler, Tyler, Texas, (1991).

Research Grant Award for \$3,000, University of Texas at Tyler, Tyler, Texas, (1993).

Research Grant Award for \$2,500, University of Texas at Tyler, Tyler, Texas, (1994)

Research Grant Award for \$3,500, University of Texas at Tyler, Tyler, Texas, (1995)

Program Development Grant for \$3,000, Center for the Study of Western Hemispheric Trade, Austin, Texas, (1995).

Research Grant Award for \$4,000, University of Texas at Tyler, Tyler, Texas, (1996).

Research Grant Award for \$4,500, University of Texas at Tyler, Tyler, Texas, (1997).

Research Grant Award for \$5,000, University of Texas at Tyler, Tyler, Texas, (1998).

Research Grant Award for \$4,000, University of Texas at Tyler, Tyler, Texas, (1999).

Research Grant Award for \$2,000, University of Texas at Tyler, Tyler, Texas, (2000).

Project Development Grant for \$35,000 with Darrell Eddy, from the Center for Entrepreneurship and Information Technology (2002).

Meadows Foundation Grant for \$400,000 for the development of student retention and employment program.

Center for Commercialization Grant for \$515,000 from the Economic Development Administration, U.S. Department of Commerce.

Entrepreneurship Initiative Grant for \$45,000 from the Tropical Texas Center for Innovation and Commercialization.

Co-authored \$50,000 Angel Network Seed Grant from the Texas Emerging Technology Fund.

Co-Principal Investigator, Center for Commercialization Grant for \$515,000 from the Economic Development Administration, U.S. Department of Commerce.

Co-Principal Investigator \$500,000 National Science Foundation I-Corps Grant.

## **ADMINISTRATIVE ACCOMPLISHMENTS**

As Department Chair at the University of Texas at Tyler:

Introduced course-sharing arrangements with area junior colleges; UT Tyler courses were taught on the junior college campus, while junior college courses were taught on the UT Tyler campus.

Headed School of Business Administration's Admissions Process Committee and implemented an entirely new recruitment and admission process for the school of business.

Developed and implemented the position of New Student Advisor in the school of business.

Led a college committee in the development and implementation of a totally new performance appraisal system within the department.

Led a joint-college committee that developed an MSN/MBA program with the School of Nursing.

Led a college committee that developed and implemented a new Health Care MBA program.

Chaired the School's Intellectual Contributions Standards Committee as part of the AACSB accreditation process.

Developed the department's first two-year revolving schedule.

As Department Chair at Louisiana Tech University:

Led the development and launch of the Doctorate of Business Administration degree in computer information systems.

Led the revision of the curriculum for the Doctorate of Business Administration degrees in management and marketing.

Led the restructuring of the management and marketing journal rankings lists. Developed a travel-study program for the College of Administration & Business with ITESM Guadalajara.

Co-Chaired the College of Administration & Business Strategic Planning Committee.

Led the revision of the undergraduate curriculum in information systems at Louisiana Tech.

Led the development of the Doctorate of Business Administration in Information Systems curriculum and launched the program.

Expanded and reconstituted the Louisiana Tech Information Systems Executive Advisory Council, which meets annually.

Led the development and implementation of a summer research course and symposium for the doctoral students in management and information systems.

Led the College's AACSB peer school selection committee, culminating in the selection of six peer institutions.

Led the College's database review committee, culminating in the selection and financing of a full complement of business databases.

As Acting Dean at the University of Texas at Tyler:

The School of Business Administration achieved candidacy for accreditation by the American Assembly of Collegiate Schools of Business.

Led the School of Business through the development and implementation of new processes and procedures for faculty evaluation, tenure and promotion, granting of release time, and merit awards, as part of the accreditation process.

Negotiated a student exchange program agreement with the Instituto Tecnológico Y De Estudios Superiores De Monterrey, the first class of Mexican exchange students arrived in Fall 1994.

Formed the school of business's first Executive Advisory Board, comprised of leading executives in the region.

Developed five outstanding undergraduate student awards and raised funds to support annual awards.



Co-founded, with Dr. Leslie Toombs, the graduate best-case presentation competition and awards.

Co-produced and raised necessary funding to finance the 1990, 1991, 1993, 1994 and 1995 Eisenhower International Trade Conference.

As Dean at the University of Texas at Brownsville

The School of Business has established a joint certificate program with John Strut University of Australia in order to offer an executive education program in customs and tariff regulation as a for-profit venture.

The School of Business is a founding partner in the Brownsville-Harlingen-Matamoros Bi-National Advanced Manufacturing initiative.

The School of Business established the UTB Center for Commercialization with funding received from the U.S. Department of Commerce. Five-year funding commitment of \$525,000.

The School of Business Achieved initial accreditation by AACSB International

The School was awarded a four-year, \$400,000 Meadows Foundation grant to support a new student retention and completion effort.

The School of Business established the Annual Business Appreciation Breakfast at which the region's business leaders from both south Texas and northern Mexico recognize three of the region's business leaders.

The School of Business formed an Executive Advisory Board in order to help promote the School's advancement efforts.

The School of Business held its first Business Plan Competition at which \$10,000 in prizes was awarded.

The School of Business undertook a series of new venture initiative workshops targeted at aiding the region's entrepreneurs in developing new product ideas. The workshops were jointly sponsored by the Tropical Texas Regional Center for Innovation and Commercialization.

Served as a founding board member of the Tropical Texas Regional Center for Innovation and Commercialization.

The School of Business joined the SAP Collegiate Consortium, and funds were raised from the manufacturing community to support the initiative.

The School of Business launched new undergraduate degrees in supply chain logistics, and management information systems.

The School of Business established student exchange programs with four foreign universities.

#### As Dean at University of Texas Rio Grande Valley

Led the creation of the new College of Business and Entrepreneurship from the combination of the School of Business at UT Brownsville and the College of Business at UT Pan American.

Restructured the new College, created a School of Accountancy as well as the Department of International Business and Entrepreneurship.

Aided in securing financing for the College to subscribe to WRDS and various supporting databases.

Co-chaired the creation process from which came the College's new mission, long-term objectives, and strategies.

Formed the Vackar College of Business Executive Advisory Board which has launched at \$7,000,000 endowment effort.

Worked with the local community to secure a donated location to house the College's Center for Innovation and Commercialization and associated incubator.

Worked with City of Weslaco to develop a proposal to provide a new "live-learn" housing project for the College's PhD program.

Worked with local business leaders to form the region's first angel investor network.

Secured State grants to support the Center for Innovation and Commercialization totaling \$150,000.

Worked with the Economic Development Administration and Weslaco, Texas Economic Development Corporation to secure \$1,400,000 in funding for construction of the Center for Commercialization.

Launched an annual Business Leaders Luncheon, which brings together business leaders from across the region and attended by approximately 400 businesspeople.

The College received a naming endowment of \$15,000,000 in 2016.

The College received reaffirmation of accreditation from AACSB International, Spring 2017.

## **COURSES TAUGHT**

### Courses Taught at Nanyang Technological University

Corporate and Business Strategy (B6015): capstone course of the MBA program.

Business Strategy (B4015): capstone course of the undergraduate program.

### Undergraduate Courses Taught in the U.S.:

New Business Formation: Capstone undergraduate entrepreneurship course focused primarily on business plan development.

Business Policy and Strategy: Capstone undergraduate strategic management course.

Small Business Consulting: Supervision of teams responsible for undertaking consulting roles in local small businesses and effectively addressing critical issues confronting the firms.

Management of Organizations: introductory survey course in management designed to cover the various functional areas of management.  
Participating faculty member in the development and launch of the new venture creation course which is part of the new entrepreneurship major at UTRGV.

### Graduate Courses Taught in the U.S.:

Business Policy and Strategy: Capstone graduate strategic management course.

Small Business Consulting: Supervised teams responsible for undertaking consulting roles in dealing with more advanced/complex small business issues/problems or developing business plans for potential entrepreneurs.

Contemporary Management: Core graduate course designed to provide the student with an understanding of the various dimensions of the managerial role.

Doctoral Seminar in Research: Supervised doctoral students involved in developing original research streams intended to result in publishable theoretical and empirical papers.

## **DISSERTATIONS CHAIRED**

Guclu Atnic. 2010. *Detrimental Effects of Interventions with the Corporate Governance Mechanisms of Young Entrepreneurial Firms*. Louisiana Tech University.

Son Anh Le. 2006. *An investigation of the impact of the pace of change in post-IPO corporate governance on firm performance*. Louisiana Tech University.

Napomhech, Kulkanya. 2004. *An examination of the benefits for privately-held and mutual insurers' CEOs following an IPO*. Louisiana Tech University.

McMillan-Capehart, Amy. 2003. *Cultural diversity's impact on firm performance: The moderating influence of diversity initiatives and socialization tactics*. Louisiana Tech University.

## **SERVICE ACTIVITIES**

### Academic:

Reviewer, Fulbright Fellowship Competition, Fall, 1999.

Gave an invited series of presentations titled "Symposiums on Business Research" before the faculty of the Hanoi School of Business and invited guests at the National University of Vietnam in Hanoi, Vietnam, September, 1999.

Ad hoc reviewer, *Academy of Management Journal*

Ad hoc reviewer, *Journal of Management Studies*

Ad hoc reviewer, *Academy of Management Review*

Ad hoc reviewer, *Journal of Management*

Ad hoc reviewer, *Journal of Risk & Insurance*

Ad hoc reviewer, *Journal of Management & Governance*.

Guest Reviewer, *Academy of Management Journal* special issue, April, 1997.

Editorial Board, *Journal of Business Strategies* 1984-Present

Editorial Board, *Business Case Journal* 1994-Present.

Reviewer for North American Case Research Association Annual Meetings 1985 to present.

Best paper selection committee, Southwest Academy of Management Annual Meeting, 2007.

University:

Faculty Liaison, The Planning Forum, Houston, 1984-1987.

Charter Member, University Central Strategic Planning Committee, Sam Houston State University, 1986-1987.

Charter Member, Steering Committee, Center for Business and Economic Research, Sam Houston State University, 1984-1987.

Charter Member, University of Texas at Tyler Committee for Economic Development, 1988-1997.

Chair, University of Texas at Tyler Faculty Research Committee 1989-1991.

Member, University of Texas at Tyler International Studies Programs Committee, 1993-1994.

Member, University of Texas at Tyler Cultural Awareness Committee, 1993-1994.

Member, University of Texas at Tyler Library Resources Committee, 1996-1997.  
Chair, University of Texas at Tyler Library Resources Committee, 1998-1999.  
College of Business Representative, University Faculty Senate, University of Texas at Tyler, Spring 1999.

Member, College of Business Executive Council, 2000-present.

Co-chair, College of Business Strategic Planning Committee-2003-2007.

Chair, College of Business Peer School Selection Committee, April 01, 2005 – 2007

Chair, College of Business Database Committee, December 2006 - 2010

Community:

Member, Tyler Area Chamber of Commerce Air Service Development Committee, 1988.

Member of task force working with the Tyler Economic Development Council and Camara De La Industria De Transformacion De Nuevo Leon, Monterrey, Mexico, to develop trade ties between East Texas and Nuevo Leon, 1995.

Board of Directors, Tyler-Smith County United Way, 1994-1997.

Member, Tyler Area Chamber of Commerce Governmental Affairs Committee, 1992-2000.

Member, Investment Advisory Committee, Tyler Economic Development Council, 1995-2000.

Intern, Smith County Medical Society Mini-Internship Program, March, 2000.

Member, board of directors of Tropical Texas Regional Center for Innovation and Commercialization, 2011 to present.

Member, board of directors of Valley International Airport, 2013-present.

Member, board of directors of United Brownsville, 2014-present.

Founding President, Rio Grande Valley Angel Investor Network 2015-present

Member, Bi-National Economic Development Zone Steering Committee, 2013-Present.

Member, board of directors Rio Grande Valley Partnership, the Rio Grande Valley's regional chamber of commerce. Fall 2015 to present.

## **CONSULTING EXPERIENCE**

Management development consultant for Northwest Resources, Inc.

Business development consultant for several small businesses in the Houston area.

Research consultant to First City National Bank of Tyler, Tyler, Texas.  
Litigation consultant to Southside State Bank, Tyler, Texas.

Litigation consultant to Eastman Kodak Corporation.

Litigation consultant to Petrofac International, LLC.

Business development consultant, various businesses, Hanoi, Vietnam.

United Brownsville-Economic Development Administration grant co-principal

investigator to undertake a study to ascertain what opportunities exist for forming new start-up firms in the Rio Grande Valley to provide components to area maquiladoras.