

**SANDRA K. PATE Ph.D.**

MBA Program Director/Senior Lecturer  
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**Academic/Professional Background**

<i>Position</i>	<i>University</i>	<i>Dates</i>
Senior Lecturer	Texas State University-San Marcos	2008-present
Professor	University of Maryland University College-Europe	2003-2008
Adjunct Professor	University of Dallas	2004
Associate Professor	American University in Dubai	2002-2003
Professor	University of Maryland University College-Asia	2000-2002
Lecturer	University of Texas - Austin	1996-2000

**Relevant Professional Experience**

<i>Position</i>	<i>University</i>	<i>Dates</i>
MBA Program Director	Texas State University-San Marcos	2008-present
Service Program Director Air Force (Europe)	University of Maryland University College-Europe	2007-2008
Director of Graduate Programs	University of Maryland University College-Europe	2005-2007
Executive Assistant to Associate Dean	University of Maryland University College-Europe	2004-2005
Consultant	Workplace Global Network, Australia	1996
Marketing Director	Center for the Study of Work Teams – University of North Texas	1993-1995

**International Experience**

Service Program Director, Air Force European Theater

- Educational liaison for 21 military sites in the Europe.
- Point of contact for Education Service Officers (ESOs) regarding all student issues.
- Delivered Commencement addresses for Royal Air Force Menwith Hill, UK, and Aviano Air Base, Italy.

#### Director of Graduate Programs, Europe

- Offered classes under graduate programs to approximately 1000 active graduate students located in Germany, Italy, Spain, Turkey, Iraq, Afghanistan, Kuwait, Qatar, Bahrain, Egypt, Greece, Kosovo, Netherland, Portugal, and the United Kingdom.
- Developed the first hybrid graduate classes, which combined online and face-to-face formats.
- Led graduate and undergraduate faculty development workshops.

#### Associate Professor, American University-Dubai

- Only faculty member asked to privately teach the daughter of Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum.
- Only faculty member approved to have the niece of Egyptian President, Hosny Mubarak in two classes.
- My graduate and undergraduate classes included local nationals in addition to students from India, Egypt, Jordan, Syria, Lebanon, Kuwait, Russia, and China.
- Arranged for representatives from Microsoft and Motorola to speak at the Student Business Association.
- Member of the Dubai American Business Council.

#### Professor at University of Maryland University College-Asia

- Japanese students attended my classes in Misawa, Japan.
- My Customer Service class had a waiting list of American and Okinawan companies that wanted to be selected for the class project.
- Taught classes on four military bases in Okinawa.

We lived off-campus in Okinawa and Germany, which led to local friendships and opportunities to learn firsthand about the culture. In Dubai we lived on campus but hosted a Thanksgiving dinner that included guests from Turkey, the UK, the U.S., Kuwait, and Nigeria. Over eight years, we visited 29 amazing countries. Having the opportunity to spend Christmas in Oman, celebrate Children's Day in a small village in Okinawa, take a train from Singapore to Kuala Lumpur, and see the Alps firsthand reminds me of the importance of Study Abroad programs.

#### **Current Administrative Experience**

- Increased MBA applications by 61 percent in 2009 at Texas State University.
- Increased MBA enrollments from 267 to 385 students between fall 2008 and fall 2010.
- Developed the MBA internship program in January, 2009.
- Led the implementation of the first graduate hooding ceremony.
- Organized the first professional development seminars.

## Teaching

Completed eighteen hours of graduate-level international coursework required by SACs to teach international classes.

### Courses Taught:

Texas State University-San Marcos: Strategic Management and Business Policy. MBA classes: Organizational Performance and Competitive Advantage, Business and Professional Development Seminar.

University of Maryland University College: Leadership, Customer Service, Human Resource Management, Introduction to Business and Management, Organizational Behavior, Strategic Management, and Organizational Culture. MBA classes: Strategic Management and Organizational Development.

American University in Dubai: Strategic Management, Human Resource Management, Organizational Behavior, Change and Innovation, International Management, Introduction to Marketing, Introduction to Business. MBA classes: Human Resource Management/Organizational Behavior and Strategic Management.

University of Texas at Austin: Organizational Strategy, Organizational Behavior, and Principles of Management. MBA class: Organizational Behavior.

Online classes:

University of Maryland University College: Management and Organizational Theory.  
The University of Dallas: International Business.

### Curriculum Development:

Texas State University: Member of the development team for BA 5100 (Professional Development Seminar) and BA 5351 (Organizational Performance and Competitive Advantage Strategic Management).

University of Texas at Austin: Developed a distance learning course for Principles of Management.

## Academic Background

Ph.D.      Organizational Theory & Policy, University of North Texas, 1995 (Phi Beta Kappa)  
M.B.A     Business Administration, University of Nebraska at Kearney, 1991  
B.S.      Business Administration, Kearney State College, 1976 (Cum Laude)

## Scholarly Contributions

Summer of 2000 – edited an early version of Organizational Behavior by Robert Kreitner and Angelo Kinicki published by McGraw-Hill.

### Refereed Journal Articles:

Sweo, R. and Pate, S. (2010). Understanding Currency Market Dynamics Through Constructal Theory: A Managerial Perspective. *Journal of International Management Studies*, 5(1), 75-81.

Pate, S.K., Watson, W.E., and Johnson L.J. (1998). The Effects of Competition on the Decision Quality of Diverse and Nondiverse Groups. *Journal of Applied Social Psychology*, 28(10), 912-923.

Thibodeaus, M.S. and Faden (Pate), S.K. (1994). Organizational Design for Self-Managed Teams. *Industrial Management & Data Systems*, 94(10), 20-26.

### Refereed Conference Proceedings:

Knotts, R., and Faden (Pate), S.K. (June 1995). A Pilot Study of Ethics Applying Jones' Moral Intensity Components. *Proceedings of the Third International Conference of the Decision Sciences Institute*, Puebla, Mexico.

Knotts, R., and Faden (Pate), S.K. (April, 1995). A Cross-Cultural Study of Decision Making Using Moral Intensity Components. *BALAS Proceedings*, (double blind review).

Knotts, R., and Faden (Pate) S.K. (November 1993). Exploring Globally Responsible International Management Decisions. *Annual Assembly of the Latin American Council of Schools of Business Administration (CLADEA) Proceedings*, Miami, Florida.

### Papers Presented at Conferences:

A Balanced Scorecard for Developing High Performance Teams. Presented at the 1996 Workplace Global Network Conference in Melbourne, Australia, June 1996

Diversity: A Matter of Using Our Differences and Similarities to Build Something Great. Presented at the 1996 Workplace Global Network Conference in Melbourne, Australia, June 1996.

Appreciating our Differences, Building on our Similarities. Presented at 1995 International Conference on Work Teams: Teams and the Learning Organization, in Dallas, Texas, September 1995.

A Study of Decision Makers' Cultural Sensitivity and Ethical Orientation in Domestic and International Settings. Presented at the Southwest Academy of Management in Dallas, Texas, March 1994.

Dimensions of Organizational Effectiveness for Multinational Corporations. Presented at the Southwest Academy of Management Conference in Dallas, Texas, March 1994.

Using Organizational Theory to Support A Heterogeneous Work Force. Presented at Cameron University Academic Conference in Lawton, Oklahoma 1994.

A Historic Perspective on Work Force Diversity. Presented at Southwestern Conference, New Orleans, Louisiana, March 1993.

An Evaluation of B & B Users and Non-Users in the State of Nebraska. Presented at the International Conference for Keepers of Small Inns in Philadelphia, Pennsylvania, March 1990.

### **Professional Development:**

2010: attended the Academy of Management Conference in Montreal, Canada

2009: attended the Academy of Management Conference in Chicago, IL

2009: attended Harvard Case Seminar, Boston, MA

2005: attended Center for Teaching and Leadership workshop, Adelphi, Maryland.

2000: attended a three-day Teaching Effectiveness conference in Tokyo, Japan.

2006-2007: facilitated marketing and customer service workshops for field representatives who worked in nine different countries.

2006: facilitated teaching effectiveness workshops for UMUC faculty

1996-1998: facilitated monthly teaming workshops in Dallas, TX. Participating companies included Allstate Insurance, Alcatel USA, GTE Directories, Lockheed Martin, and NCH Corporation.

1993-1995: facilitated team-building workshops at NCH Corporation, Alcatel USA, and GTE Directories.

### **Service:**

2009-present: faculty advisor McCoy College of Business MBA Student Association.

2009-present: Texas State Graduate Council.

2008-2009: McCoy College of Business MBA Task Force.

2008-present: Texas State University Marketing Advisory Committee.

2007-2008: UMUC Faculty Advisory Council (FAC).

2007: delivered commencement address at Menwith Hill and Aviano military bases.

2005-2008: represented UMUC at annual meetings of Education Service Officers.

1999-2000: faculty advisor University of Texas Management Association.

**Community:**

2008-present: member Georgetown Set4Success Steering Council for Education Committee

2008-present: member of Round Rock Chamber of Commerce

2008-present: member of Georgetown Chamber of Commerce