***Curriculum Vitae* of Robert A. Lloyd**

**CONTACT INFORMATION**

(785) 628-4329

600 Park Street, Hays, KS 67601

**ralloyd@fhsu.edu**

**EDUCATION**

George Fox University Newberg, OR

Doctorate of Business Administration (Management)

Fort Hays State University Hays, KS

Master’s in Business Administration

Concentration: Management

Fort Hays State University Hays, KS

Bachelor of Arts, *Cum Laude*

Major: Spanish

Fort Hays State University Hays, KS

Bachelor of Business Administration, *Cum Laude*

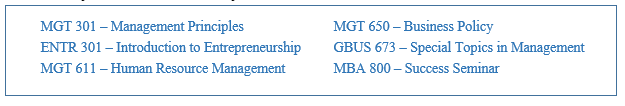
Major: Management

**AREAS OF EXPERTISE**

Management

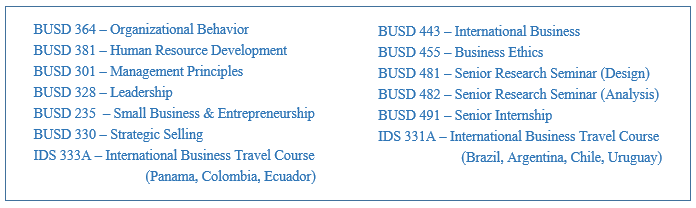
**COURSES TAUGHT**

FORT HAYS STATE UNIVERSITY





BETHEL COLLEGE



**DATE OF APPOINTMENT TO FHSU FACULTY**

Fall 2017

**DATE OF TENURE AWARDED AT FHSU**

Spring 2021

**PRIOR SERVICE:**

Bethel College (Associate Professor tenure track) August 2013 – July 2017

Served as Interim Department Chair (2013-2014)

Taught undergraduate courses in management, economics, and marketing

Served as academic advisor for 25-40 students each year

Served as program director of “Business Honor Scholars Camp”

Represented department on campus committees:

Served one year as Faculty Senate Recorder

Served as test interviewer for senior culminating project

**FHSU UNIVERSITY, COLLEGE AND DEPARTMENT SERVICE**

University

Faculty Development Funding Committee – chair (2019-present)

Student Success Committee – chair (2018-present)

Open Access Educational Resource Committee (2020-present)

Graduate School Grant Committee (2020-present)

Advisor for Mortar Board (2019-present)

Advisor for Tigers in Service (2019-present)

Search Committee for Dean of Libraries (2020)

University Strategic Plan Strategic Growth Subcommittee (2018-2019)

Summer Camp Committee (2018-2019)

Robbins College of Business and Entrepreneurship

Director of MPS in HRIS master’s program (2019-present)

Director of MPS in HR master’s program (2017-present)

MDC Advisory Council (2018-present)

MDC Lead Consultant (2018-present)

Associate Editor – JIIBR (2017-2019)

Strategic planning research committee (2018)

BBA continuous improvement committee (2017-2018)

RCOBE entrepreneurship committee (2017-2018)

Department of Management

Chair of Department Assessment Committee (2018-present)

Advisor for SHRM student chapter (2017-present)

Search committee (chair) - Management Instructor (2018-2019)

Search committee (chair) - Management Instructor (2018)

Search committee - China faculty (2017-2018)

Search committee - Chair of Management Department (2018)

Director of the Entrepreneurship Camp (2018)

**SERVICE TO THE PROFESSION**

Reviewer for *Midwest Academy of Management* (2018-present)

Reviewer for *Southwest Academy of Management* (2017-present)

Reviewer for *Utilities Policy* (2020)

Session Chair – Academy of Marketing Educators Conference – Marketing Management (2020)

Reviewer for *Journal of Management History* (2019)

Reviewer for *Total Quality Management & Business Excellence* (2019)

Session Chair – Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs (2018)

Reviewer for *Academy of Management* (2018)

Reviewer for *International Journal of Management Review* (2018)

Seminar on Integrated Organizational Strategy for HR – WKHRMA (2017)

Reviewer for *IGI Global Publisher* (2016)

Reviewer for *Latin American Business Review* (2015)

Reviewer for *TBTEA Journal* (2015)

**ADMINISTRATIVE RESPONSIBILITIES**

International Coordinator – Robbins College of Business & Entrepreneurship (2020-present)

Provided leadership to 14 full time faculty members and 8 adjuncts at SNU and SIAS

Lead the search and selection process for RCOBE international faculty

Developed international faculty development programs

Resolved inquiries arising between RCOBE faculty and partner school administration

Maintained staffing plans to ensure faculty coverage of teaching obligations at partnerships

Managed performance of international faculty through ASR’s and performance evaluations

Assisted faculty with professional development funds applications

Built and sustained relationships with partner school administrations

Executed articulation agreements with universities in Turkey, Taiwan, Bolivia, and Poland

**PUBLICATIONS AND CONFERENCE PRESENTATIONS**

Books

**Lloyd, R. A.** (2021). *The History of Human Resources in The United States: A Primer on Modern Practice*. FHSU Digital Press: Hays, KS. (forthcoming)

**Lloyd, R. A.**, & Aho, O. W. (2020). *The Four Functions of Management: An Essential Guide to Management Principles*. FHSU Digital Press: Hays, KS. <https://scholars.fhsu.edu/management_oer/1/>

Peer Reviewed Journal Articles and Book Chapters

Ham, D., Yamamoto, K., & **Lloyd, R. A.** (2021). Global competitiveness by the maquiladora manufacturing program in North America. *International Management Review, 17*(1). 18-25.

Villegas, S., Yamamoto, K., & **Lloyd, R. A.** (2021). Applicable & effective andragogy: A qualitative study of adult learners, faculty, and administrators in business education. *Journal of Business Management and Change, 19*(2), 120-133.

Adatsi, J., Yamamoto, K., & **Lloyd, R. A.** (2020). Accomplishing a high-performance government organization through leadership: Commitment in partnership with human resources management and development. *International Management Review, 16*(2), 29-39.

Okami, L., Yamamoto, K., & **Lloyd, R. A.** (2020). Exploring the return on customer (roc) model in the video sales and rental industry: An intramodal analysis of Blockbuster, Redbox, and Netflix. *Review of Integrative Business and Economics Research, 10*(3).

Thoman, D., **Lloyd, R. A.**, & Milstead, M. (2020). The emergence of defense contractors as knowledge workers and service providers: Expansion opportunities into BRIC nations. *International Journal of Qualitative Research in Services*, *4*(2).

**Lloyd, R. A.**, Mertens, D., Adams, A., Pruden, C., & Bates, A. (2020). Cooperative advantage during the pioneer movement west: The lessons of Nicodemus, Kansas for modern Black communities. *Journal of Management History, 10*(4), 18-38.

Yamamoto, K., Nemetz, A., & **Lloyd, R. A.** (2020). An empirical examination of formal and informal institutional factors’ influence on global food industry sustainability engagement. *Review of Integrative Business and Economics Research* (forthcoming).

Aho, O.W., & **Lloyd R. A.** (2019). The origins of robust supply chain management and logistics in the Caribbean: Spanish silver and gold in the New World (1492–1700). In: Bowden B., McMurray A. (eds) *The Palgrave Handbook of Management History*. Palgrave Macmillan: Basingstoke, UK.

Dolechek, R., Lippert, T., Vengrouskie, E. F., & **Lloyd, R. A.** (2019).  [Solving a whale of a problem: Introducing the four functions of management in a management principles course](http://scholarspress.us/journals/IFST/journal_IFST.php#collapseThree).  *International Forum of Teaching Studies, 15*(2), 29-35.

Yamamoto, K., Milstead, M., & **Lloyd, R. A.** (2019). A review of the development of lean manufacturing and related lean practices: The case of Toyota production system and managerial thinking. *International Management Review, 15*(2).

Villegas, S., **Lloyd, R. A**., Tritt, A., & Vengrouskie, E. (2019). Human Resources as ethical gatekeepers: Hiring ethics and employee selection. *Journal of Leadership, Accountability, and Ethics, 16*(2).

Yamamoto, K., & **Lloyd, R. A.** (2019). Ethical considerations of Japanese business culture. *Journal of Business Diversity, 19*(2), 113-122

Vollrath, M. & **Lloyd, R. A.** (2019). The downside to big data: What triggers a backlash response in consumers to marketing? *Journal of Marketing Development and Competitiveness, 13*(2), 85-92.

Yamamoto, K., & **Lloyd, R. A.** (2019).The role of big data and digitization in just-in-time (JIT) information feeding. *American Journal of Management, 19*(2), 126-133.

**Lloyd, R. A.**, & Vengrouskie, E. (2019). Digital circumvention as a means to overcome geographic limitations: Defining the new rural entrepreneurial ecosystem. *Journal of Strategic Innovation and Sustainability, 14*(4), 63-70.

Aguilar, S., Vengrouskie, E., & **Lloyd, R. A**. (2019). Driving organizational innovation as a form of intrapreneurship within the context of small businesses. *Journal of Strategic Innovation and Sustainability, 14*(3), 25-28.

**Lloyd, R. A**., Martin, M. J., Hyatt, J., & Tritt, A. (2019). A cold call on work-based learning: A “live” group project for the strategic selling classroom. *Higher Education, Skills and Work-Based Learning*, *9*(3), 329-346.

Yamamoto, K., & **Lloyd, R. A.** (2019). Issues in international labor: A study of Japanese expatriates in Japan-based MNEs in the United States. In George, B., & Roberts, J. (Eds.), *The Changing Landscape of Global Business: Principles and Practices*, Cambridge Scholars Publishing.

Allen, W. E., **Lloyd, R. A.,** & Peer, R. (2019). Chinese ethics: An empirical study of idealism and relativism. *Business and Management Studies, 5*(4), 1-12.

Thoman, D., & **Lloyd, R. A.** (2018).A review of the literature on human resource development: Leveraging HR as a strategic partner in the high-performance organization.  *Journal of International & Interdisciplinary Business Research*, *5*(1), 147-160.

**Lloyd, R. A**., & Mertens, D. (2018). Expecting more out of Expectancy Theory: History urges

inclusion of the social context. *International Management Review, 14*(1), 28-43.

**Lloyd, R. A**. (2017). The Panama Canal as a determinant of FDI inflows in Panama. *Review of Integrative Business and Economics Research, 7*(2), 87-102.

**Lloyd, R. A**. (2017). The impact of CSR efforts on firm performance in the energy sector. *Review of Integrative Business and Economics Research, 7*(3), 25-65.

Vollrath, M., **Lloyd, R. A**., & Liu, Y. (2017). A new standard for global education: A case study of Duke Kunshan University. In Alphin, H. C., Lavine, J., & Chan, R. Y. (Eds.), *Exploring the Future of Accessibility in Higher Education*, IGI Global, 21-36.

**Lloyd, R. A**., Zhang, C., & Rydin, S. (2017). The Halloween indicator is more a treat than a trick. *The Journal of Accounting and Finance, 17*(6). 96-108

**Lloyd, R. A.** (2016). CHS Country Operations’ international business strategy. *Journal of the North American Management Society, 10*(1), 66-84.

**Lloyd, R. A**. (2015). A brief history of globalized markets: Implications for managers. *Journal for Global Business Education,14*, 5-11.

**Lloyd, R. A.** (2015). National competitiveness of the U.S. natural gas industry. *Texas Business and Technology Educators Association Journal, 8*(1), 88-103.

**Lloyd, R. A.** (2015). Experiential learning approaches to principles of management, *Administrative Issues Journal, 3*(5), 29-36.

**Lloyd, R. A.** (2015).An analysis of fertilizer markets in BRIC countries. *Administrative Issues Journal, 5*(3), 77-88.

**Lloyd, B.** (2014). The Settlers of Catan® form a provincial government: An experiential exercise for the small business classroom. *Journal for Global Business Education,13*, 15-22.

Conference Presentations

Scott, B., Ham, D., & **Lloyd, R. A**. (2021). Lean systems and waste: Early covid-19 pandemic impacts on supply chain and production. Southwest Academy of Management. Galveston, TX.

Ham, D., **Lloyd, R. A.**, & Yamamoto, K. (2021). The impact of succession planning effectuation on managerial transition within the two-family owned business.

Southwest Academy of Management. Galveston, TX.

Villegas, S., & **Lloyd, R. A.** (2021). Crafting a business mindset: A theoretical model of factors that influence professional reciprocity. Southwest Academy of Management. Galveston, TX.

Villegas, S., Yamamoto, K., & **Lloyd, R. A.** (2020). Applicable and effective andragogy: A qualitative study of adult learners, faculty, and administrators in business education. Western Business Management Association Conference. Napa, CA.

Helens-Hart, R., Sevak, K., & **Lloyd, R. A.** (2020). Digital information behavior of rural entrepreneurs. Association for Business Communication Annual International Conference. Sand Diego, CA.

**Lloyd, R. A.**, Diaz, E., & Kohler, B. (2020). The moderating impact of globalization on entrepreneurship. Southwest Academy of Management. San Antonio, TX.

Vollrath, M., Diaz, E., Scott, B., Milstead, M., Kohler, B., & **Lloyd, R. A.** (2020). Emerging nexus between self-brand and place branding: City attributes that contribute to strong self-brand connections. Association of Collegiate Marketing Educators Conference. San Antonio, TX

**Lloyd, R. A**, Mertens, D., Helens-Hart, R., Sevak, K. (2019). Validating digital social networks in entrepreneurship. Society of Business, Industry, and Economics. Destin, FL.

**Lloyd, R. A.** (2019). On macro-grading: A methodology to reduce turnaround time and improve feedback robustness. Summer Institute on Distance Learning and Instructional Technology. Hays, KS

**Lloyd, R. A.** (2019). A human approach to facilitating student engagement in the online classroom. Summer Institute on Distance Learning and Instructional Technology. Hays, KS

**Lloyd, R. A.** (2019). Developing students’ skill-sets for the professional context: Bringing the international community into the classroom. Summer Institute on Distance Learning and Instructional Technology. Hays, KS

**Lloyd, R. A.**, Adams, A., & Pruden, C.(2019). Cooperative advantage during the Exoduster Movement: The lessons of Nicodemus, Kansas for modern Black Communities. The Midwest Academy of Management. Omaha, NE.

Villegas, S., **Lloyd, R. A**., Tritt, A., & Vengrouskie, E. (2019). Ethical gatekeepers: Hiring ethics and employee selection. Southwest Academy of Management. Houston, TX.

Aguilar, S., Vengrouskie, E., & **Lloyd, R. A**. (2019). Driving organizational innovation as a form of intrapreneurship within the context of small businesses. Southwest Academy of Management. Houston, TX.

**Lloyd, R. A.**, & Vengrouskie, E. (2019). Digital affordances, traditional enablers, and defining the rural entrepreneurial ecosystem. Southwest Academy of Management. Houston, TX.

**Lloyd, R. A.**, Martin, M. J., & Hunsicker-Walburn, M. (2018). Experiential cold calling: An innovative teaching exercise for the strategic sales classroom. MABDA Innovation in Business Education. Chicago, IL.

**Lloyd, R. A.**, Whitaker, W., & Lopez, C. (2018). Measuring the Entrepreneurial Mindset: Reliability, Validity, and Relevance. 22nd Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs, Stuttgart, Germany

**Lloyd, R. A.**, Helens-Hart, R., & Mertens, D. (2018). Digital technologies as an enabler of social cognition: Mobilizing the rural entrepreneurial ecosystem. 22nd Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs. Stuttgart, Germany

Helens-Hart, R., & **Lloyd, R. A.** (2018). Mediated portrayals of co-constructed organizational dissent in Undercover Boss. SACAD Conference. Hays, KS

**Lloyd, R. A.** (2017). The Panama Canal as a determinant of FDI inflows in Panama. SIBR 2017 Hong Kong Conference. Hong Kong

**Lloyd, R. A.** (2017). The impact of CSR efforts on firm performance in the energy sector. SIBR 2017 Hong Kong Conference. Hong Kong

Thoman, D., Rydin, S., & **Lloyd, R. A.** (2017). High performance work systems: The impact on employee performance and customer satisfaction. Association of Human Resources Development - International Research Conference in the Americas. San Antonio, TX

**Lloyd, R. A.**, & Mertens, D. (2015). A re-examination of Vroom’s expectancy theory: Motivation within the social context. Southwest Academy of Management. Houston, TX

**Lloyd, R. A.** (2015). Experiential learning approaches to principles of management. Administrative Issues Conference: Challenge of Change. Weatherford, OK

**Lloyd, R. A.** (2015). Analysis of fertilizer markets in BRIC nations. Administrative Issues Conference: Challenge of Change. Weatherford, OK

**PROFESSIONAL CONFERENCES ATTENDED**

8th World Sustainability Forum - Geneva, Switzerland (2020)

Indiana University Assessment Institute – Indianapolis, IN (2019)

Society of Human Resource Management Annual Conference – Las Vegas, NV (2019)

RESIN Conference – Brussels, Belgium (2018)

The Experiential Classroom XVIII: University of Florida, USASBE - Gainesville, FL (2017)

Minnesota Crop Production Retailers Ag Expo – Minneapolis, MN (2007-2012)

Wisconsin Agribusiness Association Classic - Madison, WI (2008-2013)

North Dakota Agribusiness Conference – Fargo, ND (2009-2012)

South Dakota Ag Expo – Sioux Falls, SD (2010, 2011)

Southwest Fertilizer Conference – San Antonio, TX (2008-2012)

**GRANTS AND AWARDS RECEIVED**

$3,000 – *Open Textbook Grant Program*

Fort Hays State University to fund authorship of OER HR textbook (2021)

$35,000 – *Dane G. Hansen Foundation* (co-author with Sabrina William)

Fort Hays State University to fund Management Development Center (2020)

$10,000 – *William and Anita Lusk Faculty Member of Distinction*

Fort Hays State University to fund research on subsistence entrepreneurship (2020)

$3,000 – *Open Textbook Grant Program*

Fort Hays State University to fund authorship of OER Management textbook (2020)

$3,000 – *Undergraduate Research Experience*

Fort Hays State University to fund student research (2020)

$60,000 – *Dane G. Hansen Foundation* (co-author with Sabrina William)

Fort Hays State University to fund Management Development Center (2019)

$19,000 – *Fred and Mary Koch Foundation*

Fort Hays State University to fund Entrepreneurship Camp (2018)

$3,000 – *Werth Family Foundation*

University of Connecticut to fund FDIB Ireland faculty trip (2018)

$15,000 – *Charles Koch Foundation*

Bethel College to fund Entrepreneurship Camp (2017)

**HONORS AND DISTINCTIONS AWARDED**

Outstanding Educator Award – Southwest Academy of Management (2021)

Best Reviewer – Southwest Academy of Management (2021)

Outstanding Research Award – Robbins College of Business (2021)

My Go-to Mentor – Robbins College of Business (2020)

Tiger Transfer Champion Award (2020)

William and Anita Lusk Faculty Member of Distinction (2020)

Best Paper – Association of Collegiate Marketing Educators Conference (2020)

Best Reviewer – Southwest Academy of Management (2020)

Outstanding Teaching Award – Fort Hays State University (2020)

Outstanding Teaching Award – Robbins College of Business (2020)

Advancing Assessment Award – Fort Hays State University (2019)

Best Reviewer – Southwest Academy of Management Conference (2019)

1st Place **-** MABDA Innovation in Business Education Competition (2018)

Best Reviewer – Southwest Academy of Management Conference (2017)

Excellence in the Entrepreneurship Classroom for Creative Teaching - USASBE (2017)

**HONORS AND DISTINCTIONS NOMINATED**

*Finalist* Outstanding Research Award – Fort Hays State University (2021)

*Finalist* Faculty Member of the Year – Fort Hays State University (2020)

*Nominee* Pilot Award – Fort Hays State University (2020)

*Finalist* Ed Shearer Advisor of the Year – Fort Hays State University (2018)

**INVITED LECTURES:**

Ohio Wesleyan University (2021) – “Why MBA’s need Melville and startups need Shelley”

Radboud University (2018) – “Sustainability and serial entrepreneurs in energy markets”

Saint John Institute (2018) – “Maintaining your values as a business professional”

Temple University Japan Campus (2017) - “Global marketing and sustainability”

Temple University Japan Campus (2017) - “Economics, energy, and ecology: Crossroads for CSR”

University of Florida (2017) – “The difference between a viable product and a good idea”

University of Alaska Southeast (2017) - “Mintzberg’s culture school as effective business strategy”

Our Lady of the Lake University (2017) - “A comparative analysis of research methodologies”

Fort Hays State University (2016) – “Building an effective ethical climate”

Oral Roberts University (2015) – “Marketing lessons from the U.S. Antarctic Program”

**COMMUNITY SERVICE:**

Trego Business Pathway Advisory Board (2018-present)

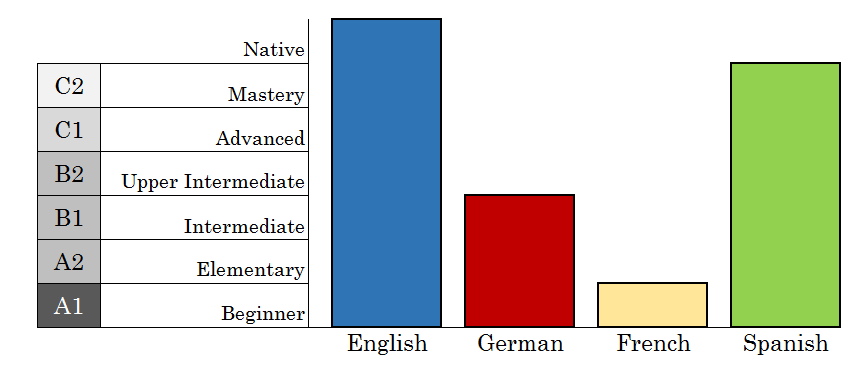
Future Business Leaders of America – State conference judge, Topeka, KS (2017-2018)

Future Business Leaders of America – Chapter mentor, Hesston, KS (2017)

**LANGUAGE SKILLS**

Languages proficiencies are gauged at the following levels, based on the metrics of the

Common European Framework of Reference for Languages (CEFRL)



**PROFESSIONAL WORK EXPERIENCE**

Koch Industries, Inc. Wichita, KS (2007-2013)

Commodities Sales Manager

* Managed liquidity for fertilizer production assets, marketing tons into Wisconsin, Minnesota, North Dakota and South Dakota.
* Developed regional point-of-view and strategies, accounting for supply/demand, key drivers, product trends, value chains and trade flows
* Traded third-party tons to capture opportunities in marketing strategies
* Executed 100,000 tons in sales of nitrogen-based fertilizer, marketing tons into Wisconsin, Minnesota, North Dakota and South Dakota
* Recognized shortage in MN during fall ammonia market and positioned 3,000 tons at competing terminals, capturing $500k gross profit
* Initiated analysis of shortage on phosphate supply in ND and sold 16,000 tons at a $24 per ton premium, resulting in $380k gross profit
* Negotiated commercial resolutions in seven non-performance situations during 2008 market volatility, resulting in $2.0 million in re-captured earnings
* Leveraged trucking capabilities to sell 8,000 tons of ammonia delivered to customers at a $300k gross profit during fall 2010 season

Raytheon, McMurdo Science Research Station, Antarctica (2005-2006)

Auxiliary Staff

* Assisted in gear preparation and safety protocols of arctic diving excursions
* Obtained “Happy Camper” Antarctic survival certification
* Cleaned dormitory, recreation and science research facilities daily
* Garnered “Man of the Match” award in rugby match between USA and New Zealand
* Volunteered more hours than any staff member on station to assist with cafeteria and dishwashing duties during season with abnormally high injury rate

Great Alaska Adventure Lodge, Sterling, AK (2002-2007 summers)

Outdoor Guide and Manager

* Managed 12 outdoor guides for hiking, camping, kayaking, biking, glacier tours, and whitewater rafting itineraries on the Kenai Peninsula
* Created "Client Itinerary Management Program" to facilitate savings on float plane costs and group discounts to third-party vendors
* Maintained 100% safety record of 3 remote wilderness out camps
* Coordinated daily logistics and provisioning of 3 remote out camps