



Alan Belasen, Ph.D.

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I. Education

- Ph.D. Rockefeller College, University at Albany, 1987.
- M.A. Public Administration (*Magna Cum Laude*), Hebrew University, Israel, 1981
- B.A. International Relations, Political Science (*Magna Cum Laude*), Hebrew University, Israel, 1979

II. Academic Positions

Professor of management and Corporate Communication, SUNY Empire State College and SUNY Albany

Participating Professor of Management, David D. Reh School of Business, Clarkson University

III. Academic Honors and Awards

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Boston, MA, 2019.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Chicago, IL, 2018.

Recipient of the 2017 John L. Green Award for Excellence in Business Education, The International Accreditation Council for Business Education (IACBE)

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Atlanta, Georgia, 2017.

Recipient of the SUNY Chancellor's Award for Excellence in Scholarship and Creative Activities, 2014-2015.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Anaheim, California, 2016.

Management Education and Development Selection Committee Award, Academy of Management, Management Education & Development, San Antonio, TX, 2011.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, San Antonio, TX, 2011.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Montreal, CA, 2010.

Susan H. Turben Award for Excellence in Scholarship, SUNY-ESC, 2004.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Denver, CO, 2002.

Outstanding Reviewer Award, Academy of Management, Management Education & Development, Washington, DC, 2001.

The 1986 Honors Convocation Award for Academic Excellence, in Recognition of Outstanding Scholarly Achievement, University at Albany, 1987.

Benevolent Association Award, The Nelson A. Rockefeller College of Public Affairs and Policy, 1986.

The Wolfson Foundation Award for Doctoral Students Abroad, Hebrew University, 1983.

IV. Areas of Special Interests

Healthcare Leadership, Confronting Corruption in Business, Executive Education, Women and Corporate Leadership, Management Development, Corporate Communication, Cross Cultural Management, Managerial Competency, Global Leadership Competencies, Managerial Ethics, Organizational Learning, Innovation Communication, Women in Management.

V. Business Education: Academic Program Development

Co-developed the **HRM Track** based on the MBA and HRM certificate equivalent courses including the proposed course development in corporate communication and marketing strategy to meet the SHRM guidelines (2017-2018).

Co-championed the proposal for the **Doctor of Business Administration (DBA)**, a 48-credit blended doctoral program, designed primarily for professionals with significant work experience seeking to enhance their analytical, leadership, and problem-solving skills. Candidates for the DBA are practicing scholars, business managers, consultants, organizational leaders, and corporate executives who will benefit from a shared learning process that challenges them to transform their knowledge into valuable experience applicable to their organizations. Graduates of this program will be prepared to assume senior leadership positions in public and private organizations to successfully lead their organizations in a rapidly changing environment (2015-2017).

Developed the **Baccalaureate-Master of Business Administration Combined Program**, designed to enable qualified students to earn both a bachelor's degree in business and MBA in about five years rather than the typical six years+ when the two programs are taken independently. Program objectives are met primarily by the completion of courses during the student's last year that are simultaneously applicable for the two degrees (2014-2015).

Championed the design of the 36 cr. Dual track **MBA in Business Management**; presented and articulated the rationale for the proposed program at ESC governance (2014-2015).

Initiated and co-designed the 36-credit **MS in Finance (MSF)**, aimed at providing students with an opportunity to earn professional competencies and marketability in various areas of finance-related discipline (2014-2015).

Co-designed and supervised the implementation and staffing plan for the **Master of Business Administration in Healthcare Leadership (MBA-HCL)**, a 42-credit online program, enhanced with residency components, designed for professionals with clinical or non-clinical backgrounds seeking to enhance their analytical, leadership communication, and problem-solving skills. Recruited new faculty, managed the High-Needs Grant (see below) and guided the development of curriculum and content areas (2012-2015).

Designed the unique opening experience (online and residency) for the **MBA Pathway for Veterans**. Supported the development of the Articulation Table for converting prior learning experience of military personnel to grad level credits in line with ACE guidelines. Participated as a member of the Advisory Board established to oversee the implementation of the GMAC grant for developing the MBA Pathway for Veterans (2011-2015).

Designed and supervised the implementation of the **Master of Business Administration in Global leadership (MBA-GL)**, a 45-credit online program for those interested in becoming leaders in their global organizations. In the first year, students focus on three themes: Developing a Global Mindset, Understanding Global Environments, and Competing in Global Markets. These themes are explored in eight core courses (24 credits). In subsequent terms, students can choose courses according to their developmental needs, individual interests, and career goals following a sequence of studies customized to meet their business and growth goals. As their skills and analytical abilities expand to include global leadership skills and knowledge of global management, they integrate functional knowledge and international business skills through a series of studies focusing on global industry and competitors. These courses are organized into six curricular sections: Measurement & Reporting; Human Capital, Management of Innovation, Business Focus, International Emphasis, and Analysis & Control. Students may focus in an area or may choose a generalist approach based on their interests. In the final term, students take an integrative capstone (2010-2012).

Co-designed the **Advanced Graduate Certificate in Optometry Business Management (OPT)**, a partnership between SUNY College of Optometry and SUNY Empire State College. The 18 credits are applicable toward the MBA, making it cost effective and accelerated program for OD graduates seeking to gain a stronger academic foothold in business education (2011-2013).

Co-designed and guided the implementation of the curricular guidelines and sequence of studies for the **Advanced Graduate Certificates: *Human Resource Management; Healthcare Management; Project Management; Global Branding & Marketing; Innovation Management & Technology Transfer; Financial Management & Analysis; Global Finance & Investment; Women and Corporate Leadership; Information Technology Management*** (2010-2015).

Initiated the accreditation of the Graduate Certificate in Project Management by **PMI** and the re-certification of the Graduate Certificate in Human Resource Management by **SHRM** (2009-2015).

Initiated and led the accreditation of the **MBA in Management**, Empire State College, by the **IACBE**. Authored the self-study drafts, led the preparation for the site visits (2010-12) and responded to the feedback provided by the IACBE Board of Commissioners. Represented the school at the IACBE annual meetings and co-authored the subsequent reports to the IACBE (2013-2017).

Co-founded the **MBA in Management** designed for executives seeking advanced degrees in business administration. Directed the development of the curricular design, recruited and trained faculty (all with doctorate degrees in relevant fields). Designed the assessment program to measure the competency level of participants for advanced standing in the MBA. Facilitated the growth of the program: first, by reducing the overall number of credits from 60 to 48 (2003); second, by streamlining the sequence of studies and developing the flagship course: *Executive Assessment and Development* (2004); third, by restructuring the curriculum based on the accreditation requirements (2007); fourth, by initiating the accreditation of the MBA (2008/09); and, fifth, by initiating the development of graduate certificates that are embedded in the MBA, thus creating attractive opportunities for students to earn two diplomas (2000-2015).

Co-designed and implemented the **Dual MBA Degree**, between Anadolu University, Turkey, and SUNY-Empire State College. The venture included the development of shared understanding between the two faculties, curricular design that leveraged the strengths of both parties to the agreement, development of pedagogical strategies, on-line modes of delivery, executive retreats in Istanbul, admissions criteria, and methods for evaluating students' performance (2003-2009).

Designed and supervised the development, production, and distribution of **Management Development Forum (MDF)**, a peer-reviewed international journal. Served as the founding editor of MDF; recruited 70 reviewers from universities around the world and

built a database of about 2,000 subscribers including HR directors and top corporate executives. MDF was geared toward the development of new knowledge in managerial competency and leadership effectiveness (1998-2001).

Designed and implemented the outcome assessment for the **FORUM Management Education Program, Empire State College** (undergrad). Develop a continuous improvement process to help faculty update curricular offerings based on the results of the outcome assessments (1995-1998).

Designed and implemented the **FORUM Competency-based Management Education Program** at Empire State College for managers seeking college degree (B.S.) in business management. Wrote the curriculum (10 courses) and trained faculty to teach and evaluate the competency of adult learners. Supervised the program and helped sustain its growth through marketing and outreach efforts that included on-site visits, information sessions, development of marketing brochures, and presentations for employers and HR directors (1994-1998).

VI. Business Education & Competency Assessment Resources

Delivered leadership assessment & development for the **Rising Stars Program**, SUNY College of Optometry (NYC, 2016-2019).

Educational consultant for the *Non-Profit Leadership Development Institute*, a ten-month cohort-based leadership development program for emerging non-profit leaders and CEOs. The goal of the program was to develop and enhance the management competencies of individual members of the cohort and promote the cooperation between its members (Schenectady, NY, 2011-2015).

AACSB Accreditation – worked with Union College MBA program (later Union Graduate College/Clarkson University) on the **AACSB Assurance of Learning**. Directed the Assessment of Student Learning at the school level; developed, redesigned, and streamlined methods for data collection; prepared the analysis, reports, and presentations of findings for numerous audiences including faculty, college administrators, and external reviewers (2005-2016).

Worked with Union Graduate College president and committee on outcome assessment, organizational effectiveness, and strategic planning issues (2008-2014).

Founded mastermanagement.com, a consulting group engaged in the development of research and consulting programs in the areas of organizational and management development, managerial competencies, and audits of organizational culture (2008-2013).

Developed a corporate communication educational program for managers and professionals, Petrobras, Rio de Janeiro, Brazil (2009).

Conducted communication audits for business, government, and academic institutions. Client organizations included: university programs e.g., public safety, human resources, training & development, diversity, and administration; Hospitals, healthcare services, elder care, DMV, manufacturing and service organizations. Audits included organizational culture, leadership roles, communication competencies, message orientations and interpersonal communication (1995-2013).

Consultant, Belasen & Faerman Associates; specialized in organization and management development; skill assessment; personal coaching; and organizational improvement processes (1999-2001).

Developed and implemented various executive retreats for approximately 200 mid-level managers and top executives across several industries and government agencies. Topics included: assessment and development of managerial competency, aligning executive skills with organizational strategies; leadership communication; total quality management; and continuous improvement processes (1990-1995).

Facilitator/trainer, *Professional Development Program*, SUNY, Rockefeller College. Trained management development trainers and delivered workshops for managers in competency tools; facilitated strategic planning sessions (1989-1993).

Consultant, Executive Decision Services; designed and delivered supervision programs to managers and professionals in a variety of organizations, public and private (1987-1993). Authored the following educational material:

Belasen, A. (1993). *The Organizational Environment of Public Managers*, Executive Decision Services Inc. Albany, NY.

Belasen, A. & Schuman, S. (1993). *Tools for Supervisors: Planning, Scheduling, and Resource Allocation*, Executive Decision Services, Inc. Albany, NY.

Belasen, A. (1992). *Strategic Planning in a Changing Environment*, Executive Decision Services, Inc. Albany, NY.

Belasen, A. (1992). *The Manager's Introduction to Total Quality Improvement*, Executive Decision Services, Inc. Albany, NY.

Belasen, A. (1991). *Building High Performance Teams: Self-Direction and Leadership Roles*, Executive Decision Services, Inc. Albany, NY.

Belasen, A. (1990). *Work Teams and Teambuilding -- Improving Teamwork Through Role Analysis, Communication, and Problem Solving*, Executive Decision Services Inc. Albany, NY.

Educational consultant, *Public Service Training Program* (a consortium of NYS, Government Office of Employee Relations, Public Employee Federation, and SUNY); Designed and delivered competency curriculum to 500 NYS public managers in HRM, power and influence, planning and control, change and development (1988-1992). Authored the following educational material:

Belasen, A. (1989). *Essentials of Organizational Performance*, SOMTAD, University at Albany in consortium with Academy for Educational Development, Inc. Arthur D. Little, Inc.

Belasen, A. (1989). *Working with Individuals and Groups*, SOMTAD, University at Albany in consortium with Academy for Educational Development, Inc. Arthur D. Little, Inc.

Belasen, A. (1988). *Essentials of Human Resource Management*, SOMTAD, University at Albany in consortium with Academy for Educational Development, Inc. Arthur D. Little, Inc.

Belasen, A. (1988). *Organizing and Planning for the Work Unit*, SOMTAD, University at Albany in consortium with Academy for Educational Development, Inc. Arthur D. Little, Inc.

Academic Coordinator, Executive Education, Senior Civil Service, Israel. Developed and guided executive retreats, tutored career and political executives (general managers of public offices and CEOs of quasi-governmental corporations) in leadership and administrative behavior, and public management best practices; worked closely with NYU, MPA faculty to improve the learning platform for the Senior Staff College (1979-1982).

VII. Business Education Courses (Moodle, Blackboard, Joule, Angel, Canvas)

Healthcare strategic communication and interprofessional collaboration
Mastering Leadership in Healthcare Organizations
Leadership & Organizational Behavior
Executive Assessment & Development
Women in Management
Strategic Corporate Communication
Scanning the Business Environment
Strategic Human Resource Management
Managing Ethically in Global Environments
Managing People and Teams in Organizations
Principles of Business Ethics
Global Leadership Competencies
Strategic Management and Leadership
Competing by Design
Strategic Application of Innovation and Planning

Communicating Globally
High Performance Leadership
Executive Decision Processes in Global Environments
Leading in a Civilian Context
Women's Leadership in Global Organizations
Ethics in Global Environments

Instructional Resources

Belasen, A. (2016). Comprehensive multi-media online courseware in healthcare leadership, Savant Learning Systems (Martin, TN, 2016).

Belasen, A., Eisenberg, B., & Huppertz, J. (2015). A comprehensive Instructor's Manual for *Mastering Leadership: A Vital Resource for Healthcare Organizations*, Boston, MA: Jones & Bartlett Learning

Belasen, A. (2008). A comprehensive Instructor's Manual for *The Theory and Practice of Corporate Communication: A Competing Values Perspective*, CA: Sage Publications.

VIII. Scholarship

Research agenda focusing on (1) Mitigating corruption in business (2) Trusted leadership (3) Healthcare leadership (4) Doctor-patient-communication (5) Strategic corporate communication (6) Women and corporate leadership (7) Executive education (8) Middle management (9) Patient satisfaction outcomes (10) Hospital ratings.

Under Review

A Win-Win for Healthcare: Promoting Co-leadership and Increasing Women's Representation at the Top, **Submitted**, *Gender in Management: An International Journal*

The Female Leadership Trust Advantage during the COVID-19 Crisis: When Gender Matters, **Submitted**: *Academy of Management*.

Books

Belasen, A. (2021). *Resilience in Healthcare Leadership: Practical Strategies and Self-Assessment Tools* (Routledge, forthcoming)

Belasen, A. (2019). *Dyad Leadership and Clinical Integration: Driving Change, Aligning Strategies*, [Health Administration Press](#), Chicago, IL.

Belasen, A. (2017). *Women in Management: A Framework for Sustainable Work-Life Integration*, New York, NY, Routledge.

- Belasen, A. & Toma, R. (2016). *Confronting Corruption in Business: Trusted Leadership, Civic Engagement*, New York, NY, (Eds) Routledge.
- Belasen, A., Eisenberg, B., & Huppertz, J. (2015). *Mastering Leadership: A Vital Resource for Healthcare Organizations*, Boston, MA: Jones & Bartlett Learning.
- Belasen, A. (2012). *Developing Women Leaders in Corporate America, Balancing Competing Demands, Transcending Traditional Boundaries*. Santa Barbara, CA, Praeger.
- Belasen, A. (2008). *The Theory and Practice of Corporate Communication: A Competing Values Perspective*, Thousand Oaks, CA: SAGE.
- Belasen, A. (2000). *Leading the Learning Organization: Communication and Competencies for Managing Change*, Albany, NY: SUNY Press.

Journal Articles & Book Chapters

- Belasen, A. R., Tracey, M., & Belasen, A. T. (2021). Demographics Matter: The Potentially Disproportionate Effect of COVID-19 on Hospital Ratings, *International Journal for Quality in Health Care*. *International Journal for Quality in Health Care* (<https://doi.org/10.1093/intqhc/mzab036>).
- Belasen, A. T., Oppenlander, J., Belasen, A. R., & Hertelendy, A. (2020). Provider-Patient Communication and Hospital Ratings: Perceived Gaps and Forward Thinking about the Effects of COVID-19, *International Journal for Quality in Health Care* (<https://doi.org/10.1093/intqhc/mzaa140>).
- Belasen, A. T. (2020). Think Twice: Co-leadership and Representation of Women, *Journal of Healthcare Management* 65(5), September/October, 318-324 doi: 10.1097/JHM-D-20-00178
- Belasen, A. T. (2020). Rebalancing the MBA Curriculum: Triggers, Design Responses, and Outcomes Assessment, *Journal for Advancing Business Education* 2(1), 7-27.
- Belasen, A.T. & Belasen, A. R. (2019). The Strategic Value of Integrated Corporate Communication: Functions, Social Media, Stakeholders, *International Journal of Strategic Communication*, 13, 4, <https://doi.org/10.1080/1553118X.2019.1661842>
- Belasen, A. R. & Belasen, A.T. (2019). Revealed Preferences among NBA fans: Is Skin Tone a Factor, *International Journal of Sports Marketing and Sponsorship*, 20(3), 462-476.
- Belasen, A. R. & Belasen, A.T. (2018). Doctor-Patient Communication: A Review and a Rationale for Using an Assessment Framework, *Journal of Health Organization and Management*, 32(7), 891-907.

Belasen A., Angiello J. (2018) The Important Role of Women in Social Entrepreneurship, In Denmark F., Paludi M. (eds) *Women and Leadership*, 37-52, Springer, Cham.

Belasen, A. & Luber, E. (2017). Innovation implementation: Leading from the middle out. In Nicole Pfeffermann & Julie Gould, (Eds.). *Strategy and Communication for Innovation: Integrative Perspectives on Innovation in the Digital Economy*, 229-243, Germany: Springer.

Belasen, A. T. & Belasen, A.R. (2017). Strengthening the Middle Line: Overcoming Motivational Gaps, Supporting Promising Managers, Best Paper, *Proceedings of the Seventy-Seventh Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

Belasen, A. R., Kutan, A. & Belasen, A. (2017). The Impact of Unsuccessful Pirate Attacks on Financial Markets: Evidence in Support of Leeson's Reputation-Building Theory, *Economic Modeling*, 60, 344–351.

Belasen, A. T. & Belasen, A. R. (2016). Value in the Middle: Cultivating Middle Managers in Healthcare Organizations, *Journal of Management Development*, 35(9), 1149-1162.

Belasen, A. (2016). Corruption and destructive leadership. In Belasen, A. & Toma, R. (Eds). *Confronting Corruption in Business: Trusted Leadership, Civic Engagement* (pp. 1- 29), New York: Routledge.

Belasen, A. (2016). Deception and failure: Mitigating leader-centric behaviors. In Belasen, A. & Toma, R. (2016). *Confronting Corruption in Business: Trusted Leadership, Civic Engagement* (pp. 183-216), New York: Routledge.

Frank, N., Tally, M. & Belasen, A. (2016). Corruption in education and the erosion of social trust. In Belasen, A. & Toma, R. (Eds). *Confronting Corruption in Business: Trusted Leadership, Civic Engagement* (pp. 331-355), New York: Routledge.

Belasen, A. & Toma, R. (2016). Conclusion: Trusted Leadership and Civic Engagement. In Belasen, A. & Toma, R. (Eds). *Confronting Corruption in Business: Trusted Leadership, Civic Engagement* (pp. 356-371), New York: Routledge.

Belasen, A. & Rufer, R. (2013). Innovation Communication for Effective Inter-Professional Collaboration: A Stakeholder Perspective. In Nicole Pfeffermann, Tim Minshall, & Letizia Mortara (Eds.) *Strategy and Communication for Innovation*, 2nd edition. pp. 227-240, Germany: Springer.

Belasen, A. & Spector, K. (2013). The new HR Mindset and Competency Architecture: Leveraging Talent, Promoting Learning. In Michele Paludi (Ed.), *Implementing Best Practices in Human Resources* (pp. 53-71). Santa Barbara, CA: Praeger.

Belasen, A. & Lus, B. (2013). Adaptive Capacity and Managing Relationships in the Supply Chain. In Michele Paludi (Ed.), *Implementing Best Practices in Human Resources* (pp. 141-152). Santa Barbara, CA: Praeger.

Belasen, A. & Fortunato, M. (2013). Situational Motivation: Challenging the Binary. In Michele Paludi (Ed.), *Implementing Best Practices in Human Resources* (pp. 173-196). Santa Barbara, CA: Praeger.

Belasen, A., Eisenberg, B., & Rutigliano, K. (2013). Manage to Lead, Lead to Manage: Integrating Transformational Leadership with Transactional Management. In Michele Paludi (Ed.), *Managing, Leading, and Developing Employees* (pp. 21-41). Santa Barbara, CA: Praeger.

Belasen, A. & Frank, N. M. (2012). Using the Competing Values Framework to Evaluate the Interactive Effects of Gender and Personality Traits on Leadership Roles. *The International Journal of Leadership Studies*, 7(2), 192-215.

Belasen, A., Chukhlomin, V., Chuklomina, I., Lus, B., & Rufer, R. (2012). Responding to the Challenges Facing Business Leaders: The MBA in Global Leadership. In Parakhina, V. N., Ushvitskiy, L. I., & Bobrova, E. F. (Eds.), *Modern Trends of the Management Theory and Practice in Russian and Abroad*. Russia: Stavropol, Ltd.

Belasen, A. & Frank, N. M. (2010). A Peek Through the Lens of the Competing Values Framework: What Managers Communicate and How. *The Atlantic Journal of Communication*, 18, 280-296.

Belasen, A. & Rufer, R. (2010). Meeting the Diversity Challenge: Using the Competing Values Framework to Design Responsible Business Education. In Paludi, M. Ed. *Women as Transformational Leaders: From Grassroots to Global Interests*. Praeger Publishing, pp. 147-178.

Belasen, A. & Huppertz, J. (2009). Designing and Implementing a Mission-Driven, Student-Centered Assessment Program, *The Journal of Health Administration Education*. Winter, 5-26.

Belasen, A. & Frank, N. M. (2008). Competing Values Leadership: Quadrant roles and Personality Traits, *Leadership and Organizational Development Journal*, 29(2), 127-143.

Frank, N. M. & Belasen, A. (2008). Feminist Competing Values Leadership: An investigation of Roles Played by Men and Women. In Michele Paludi, Ed., *The Psychology of Women at Work*, Praeger, 101-118.

Belasen, A. & Rufer, R. (2007). Building a Competency-Based MBA from the Ground Up: Curriculum Design and Program Delivery, *Proceedings of the Sixty-Seventh Annual Meeting of the Academy of Management*.
<http://proceedings.aom.org/content/2007/1/1.8.full.pdf+html>

Belasen, A. & Frank, N. M. (2004). The Perceptions of Human Resource Managers of the Shifting Importance of Managerial Roles in Downsizing Organizations, *International Journal of Human Resources Development and Management*, 4(2), 144–163.

Belasen, A. (2001). Sustaining Competitive Advantage through Workforce Diversity. *Management Development Forum*, 3(1), 1-5.

Belasen, A. (2000). Strengthening Personal and Organizational Capacity. *Management Development Forum*, 2(2), 1-5.

Belasen, A. (1999). Non-Directive Change: Leveraging the Collective Intelligence of Organizational Members. *Management Development Forum*, Vol. 2(1), 5-20.

Belasen, A. (1998). Paradoxes and Leadership Roles: Assessing and Developing Managerial Competencies. *Management Development Forum*, 1(2), 73-98.

Belasen, A. (1997). An Application of the Competing Values Framework to Self-Managed Teams. In Rahim, A. M., Golembieski, R. T., & Pate, L. E. (Eds.), *Current Topics in Management*, Vol. 2, (79-111). Greenwich, CT: JAI Press Inc.

Belasen, A., Benke, M., and DiNitto, A. (1996). Competency-Based Management Education: Challenges and Methods in Teaching Adult Learners, In Laurie N. DiPadova, Ed., Instructional Guide to Quinn, et al.'s book: *The Master Manager*. Wiley.

Belasen, A., Benke, M., DiPadova, L. N., and Fortunato, M. V. (1996). Downsizing and the Hypereffective Manager: The Shifting Importance of Managerial Roles during Organizational Transformations, *Human Resource Management Journal*, 35(1), 87-118.

Fortunato, M. V., Belasen, A., DiPadova, L. N., and Hart, D. (1995). Relevance, Accountability, and Competencies in Management Education, *Journal of Business*, 25-42, winter.

Research Monograph

Belasen, A. (1988). *The New York State Returnable Beverage Container Law: Economic Effects, Industry Adaptation, and Guidelines for Improved Public Environmental Policies*, The Nelson Rockefeller Institute of Government Publication Series.

Conference Papers & Presentations

Belasen, A. T. (2019). Session Chair, Student-Centered Management Education, *Academy of Management: Management Education and Development*, Boston, MA.

Belasen, A. T. (2019). Realigning the MBA: Competency-based Management Education and Assurance of Learning Goals, Academy of Management Proceedings Vol. 2019, No. 1, Boston, MA.

Belasen, A. T. (2018). Integrated Corporate Communication: A Competing Values Perspective, *Organizational Communication and Information Systems*, Academy of Management, Chicago.

Belasen, A. T. (2018). Chair and Discussant, Pedagogical Approaches – The Many Ways Students Learn, *Academy of Management*, Management Education and Development, Chicago.

Belasen, A. T. & Belasen, A.R. (2017). Strengthening the Middle Line: Overcoming Motivational Gaps, Supporting Promising Managers, Best Paper, Academy of Management, Atlanta, Georgia.

Belasen, A. (2017). Chair and Discussant, MED Ethical Issues and Responsibility in Management Education, Academy of Management, Atlanta, Georgia

Belasen, A. (2016). Chair and Discussant, MED for a Better World: Responsible Management, Positive Business Ethics, Sustainability, *Academy of Management*, Anaheim, CA.

Belasen, A. (2015). Session Chair, Designing sustainability and ethics into business school curricula, *Academy of Management*, Management Education and Development, Vancouver, Canada.

Belasen, A & Eisenberg, B. (2015). Combining IPE with IOM core competencies: The MBA in Healthcare Leadership, *AUPHA Annual Meeting*, Miami.

Eisenberg, B. & Belasen, A. (2015). Business training for clinical professionals: A partnership model, *AUPHA Annual Meeting*, Miami.

Belasen, A. R., Kutan, A. M., & Belasen, A. T. (2014). The Impact of Unsuccessful Pirate Attacks on Financial Markets: A Confirmation of Reputation Building Theory, Paper presented at the *Southern Economic Association in Atlanta*, Nov. 22-24.

Belasen, A., Huppertz, J., & Eisenberg, B. (2014). Strategies for Curricular Innovation: Perspectives from Two Different Schools: One Private, One Public, *AUPHA, Annual Meeting*, San Antonio.

Belasen, A. (2014). The Ambiguous and Underappreciated Role of Middle Managers in Healthcare Organizations, *Academy of Management*, Healthcare Management Division, Philadelphia.

Eisenberg, B., Huppertz, J., & Belasen, A. (2014). Leading the Highly Reliable Healthcare Organization: A Competency Framework, *AUPHA Annual Meeting*, San Antonio.

Belasen, A. & Rufer, R. (2014). Interdisciplinary Business Education: Combining the Power of Inter-Professional Collaboration with the Benefits of Student Engagement, *IACBE Annual Conference*, San Diego.

Belasen, A. (2014). Session Chair and Discussant, Work Skills Development: Cultural Intelligence, Verbal Communications & Internships, *Academy of Management*, Management Education and Development, Philadelphia.

Belasen, A. (2014). Session Chair and Discussant, Integration, Coordination and Communication in Healthcare, *Academy of Management*, Healthcare Management, Philadelphia.

Belasen, A., Chukhlomin, V., Chukhlomina, I., Lus, B., & Rufer, R. (2013). Making Business Curricula More Relevant to Global Changes: The MBA in Global Leadership. In Littrell, R.F. (ed). *Leadership in Russia, Proceedings of the 2013 Conference: Leadership in Russia and Global Context*, 22-24 October, Moscow, Russia, ISSN 2324-4283.

Belasen, A. & Lus, B. (2013). Meeting the Challenge of Globalization through Curricular Design: The MBA in Global Leadership, *IACBE*, Orlando.

Belasen, A., Huppertz, J., & Eisenberg, B. (2013). Middle Managers: The Unsung Heroes in Transforming Healthcare Organizations, *AUPHA Annual Meeting*, Monterey, CA.

Eisenberg, B. & Belasen, A. (2013). Ambidextrous Leadership: Mastering the Paradoxes of Healthcare Organizations, *AUPHA Annual Meeting*, Monterey, California.

Belasen, A. (2013). Session Chair, Research on Training and Transfer of Learning, *Academy of Management*, August, Orlando, FL.

Belasen, A. T. & Eisenberg, B. (2012). The Leadership Challenge: Becoming Master Leaders in Healthcare Organizations, *Academy of Management: Healthcare Management*, Boston.

Belasen, A. T. & Eisenberg, B. (2012). The Balanced Scorecard for Leadership Effectiveness: Roles Executives Play in Health Care Organizations, *AUPHA Annual Meeting*, Minneapolis.

Eisenberg, B. & Belasen, A. (2012). Transformational and Transactional Roles in Healthcare Management Education: Strategies for Curricular Design, *AUPHA Annual Meeting*, Minneapolis.

Eisenberg, A., Belasen, A., & Eisenberg, B. (2012). Simulation as a Pedagogical Strategy for Communication Skills Training for Medical Residents: Criteria for Program Effectiveness, *Kentucky Conference on Health Communication*, Lexington.

Belasen, A. (2011). Session Chair and Discussant, Behavioral Leadership Skills Development, *Academy of Management*, Management Education & Development, San Antonio, TX.

Belasen, A. (2010). Session Chair, Developing Leaders: Interventional, Developmental and Experiential Approaches, *Academy of Management*, Montreal, Canada.

Belasen, A. (2010). How We Teach What We Teach, *AUPHA Annual Meeting*, Portland, Oregon.

Belasen, A. (2010). Corporate Communication: Theoretical Dimensions and Practical Implications, *Hawaii International Conference on Business*, Honolulu.

Belasen, A. (2010). MBA in Physician Leadership, participant, *The 8th Annual Conference of the Association of MD/MBA*, Cambridge, MA.

Belasen, A. & Huppertz, J. (2010). What to Assess When? Measuring Program Effectiveness through Students' Long-Term Accomplishments, *AUPHA Leaders Conference*, Chicago.

Belasen, A. (2009). Thinking and Acting Strategically, Participant, *The Israel Strategy Conference (ISC)*, Ben Gurion University, Israel, December.

Belasen, A. (2009). Session Chair, Student Engagement: Innovative Approaches to Make It Happen, *Academy of Management*, Chicago.

Belasen, A. & Frank, N. M. (2008). Competing Values Framework for Corporate Communication: Theoretical and Practical Implications. *Academy of Management, Organizational Communication and Information Systems*, Anaheim, California.

Huppertz, J. H. & Belasen, A. (2008). Assessment of Learning Goals: Using the Data for Continuous Improvement. *AUPHA Annual Meeting*, Washington, DC.

Frank, N. M & Belasen, A. (2008). Roles Women Transform, Roles Women Play. *Academy of Management, Management Education and Development*, Anaheim, California.

Belasen, A. (2007). Session Chair, Leadership Development: Insights From Theory and Practice, *Academy of Management*, Philadelphia.

Belasen, A. (2007). Influence and Responsibility: Expanding Roles, Relationships, and Requirements, *Association for Business Communication*, Washington, DC.

Belasen, A. (2006). Roundtable Discussions on Models of Corporate Communication, *Academy of Management*, Atlanta.

Belasen, A. & Frank, N. M. (2005). Roles Managers Play: A Deeper Look at the Competing Values Framework, *Academy of Management*, Hawaii.

Belasen, A. (2002). Making Connections—Integrating Theory and Practice in Management Education and Development, Response Paper Presented to the *Academy of Management, Management Education and Development* session on Applying Learning Organization Principles through Interdisciplinary Teaching, Denver.

Belasen, A. (2001). Session Chair, Innovative Pedagogical Design in Management Education, *Academy of Management, Management Development and Education*, Washington, DC.

Belasen, A. (2000). A Competency-Based MBA Rooted in the Competing Values Framework: One Institutional Response to Failures of Traditional Management Education, *Academy of Management, Management Development and Education*, Toronto.

Belasen, A. (1998). *The Competency Tools & Applications Conference*, Interactive Session Presentations, Toronto Ontario.

Belasen, A. (1997). Discussant, Designing Competency Tools for Effective Management, *Organization Theory/Human Resources Management track of the Fourth Biennial International Conference on Advances in Management*. Toronto, Canada (July).

Belasen, A. (1996). Understanding Leadership Roles and Communication Processes in Self-Managed Teams -- A Not So Trivial Pursuit, Proceedings, Third Biennial *International Conference on Advances in Management*, Vol. 3, Framingham, MA, June.

Belasen, A. & Shadle, C. (1996). Part One of an Outcomes Study: Implications for Management Education. In Visions and Revisions, *16th Annual Alliance/Ace Conference*, The Association for Alternative Degree Programs for Adults and the American Council on Education, 202-212, October.

Belasen, A. (1996). Chaired the Organizational Behavior/Leadership Track of the *Third Biennial International Conference on Advances in Management*, Framingham, MA, June.

Belasen, A. (1995). A Framework for Identifying Managerial Skills and Competencies for Self-Improvement; presented and facilitated audience discussion, *International Quality & Productivity Center*, Chicago, May.

Belasen, A. (1994). Leadership Roles and Patterns of Communication in Self-Directed Work Teams, presented at the *Annual Convention of the Eastern Communication Association*, Washington DC, April.

Belasen, A. (1994). Strategic Quality Planning--presented and facilitated a roundtable discussion, *Quality Forum Network Meeting*, University at Albany.

Belasen, A. (1993). High-Speed Management and the Role of Teamwork, paper presented (and moderator) at the Graduate Student Perspectives in Communication conference sponsored by *Howard University, Central Connecticut, and SUNYA*.

Belasen, A. (1993). The Quality Forum Meetings, round table discussions, *Rockefeller Institute of Government*, Albany, NY.

Belasen, A. (1992). TQM in Higher Education, round table discussions, *GOAL/QPC*, Methuen, MA.

Belasen, A. (1989). Inter-Organizational Relations in Regulated Industries, paper presented at the *Quality of Life Studies in Marketing and Management*, Virginia Polytechnic Institute, Blacksburg, VA.

SUNY-ESC Publications & Presentations

Belasen, A. (2019). Becoming the Architect of Your Own Learning: Finding a Balance, All About Mentoring #52, ESC, 20-22.

Belasen, A. & Rufer, R. (2007). Fitting the Program to its Context: Designing the MBA for Adult Learners, *ESC, All College*.

Belasen, A. (2005). Management Theories and Leadership Roles: The Competing Values Framework, *All About Mentoring*.

Belasen, A. (2004). Life of the Graduate Mind: A Talk About Bridging the Boundaries of Scholarship, Mentoring, Discipline, and Profession, panelist, *ESC, AAOS*.

Belasen, A. (2004). Assessment in the Major: What Did We Learn, What Should We Do? Panelist, *ESC, AAOS*.

Belasen, A. (2004). On-line Environment: Mentoring Across Boundaries, Panelist, *ESC, AAOS*.

Anderson A., & Belasen, A. T. (2003). Doing Much More with About the Same: How Much Do You Grow Your Personal Productivity Without Losing Your Humanity in Harsh Budget Time? *ESC, All College*.

Belasen, A. (2003). The On-Line Experience, *Graduate Studies Retreat*, Albany, June.

Belasen, A. & Frank, N. (2002). Interdisciplinary Collaborative Research, *ESC, All College*.

Belasen, A. (2002). The MBA Program: Curriculum Design, *Exchange*.

Belasen, A. & RynaMann, D. (2000). Innovative Uses of Distance Technology in Management Education, *ESC, All College*.

Belasen, A. (1999). Management Development Forum in cyberspace. *Exchange*.

Belasen, A. (1997). The Transformation of the Middle Line. *FORUM/ESC Chronicle*, 69-88.

Belasen, A. (1997). Competing Values and Competency-Based Management, *Exchange*, (January 9).

Belasen, A. (1996). Information Technology and High-Speed Management: A Panacea? *FORUM/ESC Chronicle*, 25-36.

Belasen, A. (1996). The New Managerial Discourse: Integrating the Rationalistic and Humanistic Principles in Managing Organizations, *FORUM/ESC Chronicle*, 31-43.

Belasen, A. (1996). The New Managerial Discourse: Integrating the Rationalistic and Humanistic Principles in Managing Organizations, *FORUM/ESC Chronicle*, 31-43.

Belasen, A. (1995). Mario Cuomo: Does He Walk His Talk? *FORUM/ESC Chronicle*, 23-26.

Belasen, A. (1995). Learning and Competencies in Management Education, *FORUM/ESC Chronicle*, 71-81.

Belasen, A. (1994). Mentor Role Variability and Mentor Versatility, *FORUM/ESC Chronicle*.

Belasen, A. (1994). Mentor Role Variability and Mentor Versatility: Some Implications for Selection and Development, *All About Mentoring*.

Reviewer, Academic Journals

Journal of Occupational and Organizational Psychology

Journal of Healthcare Management

The Journal of Health Organization and Management

International Journal of Strategic Communication

The Journal of Management Development

The Journal of Health Administration Education

Management Communication Quarterly

Group & Organization Management

Journal of Managerial Psychology

Atlantic Journal of Communication

International Journal of Leadership and Organizational Development

International Journal of Business Communication
International Journal of Human Resource Management & Development
International Journal of Corporate Communication
Group Facilitation Journal
Journal of Management Education
Administrative Science Quarterly
Management Development Forum
International Journal of Organizational Analysis

Reviewer, Conference Papers

Academy of Management, Management Education and Development
Academy of Management, Healthcare Management
Academy of Management, Organization and Management Theory
Academy of Management, Public and Nonprofit Sector Division
Academy of Management, Organizational Communication & Information Systems

IX. Support for Grants

SUNY High Needs (2014). This grant was part of the effort to link SUNY's academic programs, where possible, to specific workforce needs of the state. Helped to secure the funding for \$56,000 by co-authoring the proposal for accelerating the launch of the **Master of Business Administration in Healthcare Leadership (MBA-HCL)**. This grant provided vital program start-up funding and promoted the development of 10 courses. Developed the budget for allocating the funds; hired p/t and adjunct faculty; provided opportunities for MBA faculty and externals to revise and/or develop courses for the MBA/HCL; supervised the development of the courses.

MBA Pathway for Veterans (2011). The Graduate Management Admission Council® (GMAC®), owner of the GMAT® exam and the leading membership organization of graduate business and management schools worldwide, awarded SUNY Empire State College a \$536,176 grant to fund implementation of "Credit Where Credit is Due: **Veteran and Service Member Pathway to the MBA**. Grant was written by Dr. Tai Arnold. My role as program chair and SME was to develop the rationale for the curriculum including the design and implementation of the opening experience (*Leading in a Civilian Context*); support the development of the *Articulation Table* for substituting MBA content areas and credits through ACE recognized credits. Helped promote the program via press releases and newspaper interviews.

STEM grant for \$11,000 to support the development of a graduate certificate in **Innovation Management & Technology Transfer** (2011). The certificate in Innovation and Technology Transfer is designed for professionals who seek to extend their learning in the field of business management to supplement their current knowledge in science, mathematics and engineering to successfully bring innovation to broad-based applications and commercial use. The certificate meets the needs of individuals who have

a STEM background and want to advance their careers to a leadership entrepreneurial role in a start-up or established business.

X. University Service

Member, Chair, Search Committees (VP, Dean, Associate Dean, Faculty): 2002-2019

Member, IACBE Steering Committee (2017-2019)

Chair, MBA: 2004-2015

Vice Chair, GSPC: 2015

SGS, Planning, Coordinating Committee 2010-2015

MBA Pathway for Veterans Advisory Board 2011-2014

Faculty Chair, School for Graduate Studies: 2005-2011

Senator: 2003-2009

Member, ESC Excellence in Scholarship Committee – 2005-2007

Member, Strategic Planning Committee, CGP: 2004-current

Member, President's CGP Strategic Planning Group: 2006

Chair, GSC: 2003-2004

Member, BM&E Assessment in the Major: 2003

Co-chair, Faculty Conference: 2002–2003

Member, Mentoring Institute: 2002

Member, Joint ESC/AU planning group: 2002-2003

Member, AAOS Planning Committee: 2002

Member, Plagiarism/Academic Integrity Group: 2001-2002

Co-chair, Business, Management & Economics: 2000-2002

Member, Information Systems Group: 2001-2002

Member, AOS Review: 2000

Chair-on-rotation, Academic Review Committee: 2000 – current

Member, FORUM Advisory Board: 1994-1999

Member, Academic Personnel Committee: 1999

Member, E-zine Committee: 1999

Member, Educational Technology Focus Group for BME: 1999

Member, Strategic Planning Committee--International Programs: 1997-1998

Chair, State Wide FORUM (SWF) Outcome Assessment: 1996-1998

Member, Organizational Behavior Outcome Assessment Group: 1997

Member, CAPDEV Marketing Group: 1995-1996

Member, Center Personnel Committee (CWP): 1998-1999

Member, MBA Development Group (CWP/GS): 1996-1999

Member, Strategic Planning Committee (CWP): 1997-1998

Co-chair, Professional Development Committee (CWP): 1996-1998

Member, the ETS Competency Project (CWP): 1995-1996

Member, SWF: 1995-1998

Chair, Marketing Group (F/E): 1994-1999

Chair, Strategic Planning Committee (F/E): 1996-1997

Chair, Competency-based Management Education (F/E): 1995-1999

Member, Curriculum Committee (F/E): 1994-1998

XI. Selected Activities

Reviewer, Becker's Health IT + Clinical Leadership + Pharmacy - evaluated various sessions e.g., the evolving role of the CMO and CNO, new patient experience, standardizing communication systems, aligning clinical integration and cost savings, developing a culture of safety, and others. Provided feedback to conference administrators for improving future conferences, Chicago, 2019.

Reviewer, Member, Doctoral Committee, *The Effects of Leadership Styles and Communication Competencies on employee Satisfaction and Work Motivation*. Department of Communication, UA, 2016-2017.

Chair, Outcome Assessment, AACSB, School of Business, Schenectady Campus, Union Graduate College & Clarkson University, 2005-2017.

Panelist, The Roundtable Business Ethics and Entrepreneurship, Clarkson University, (November 2016).

Reviewer of proposed book: *Evil in the Workplace: Dark Triad of Personalities and their Effects on the Organization and its Members*, Routledge (2016).

Reviewer and author of the report, University of Maryland University College, Academic Program Review (APR) of the Master of Business Administration (2013).

Analyst and author of SWOT/CVF Analysis for Park University to help the University Strategic Planning Committee identify issues of strategic importance and development (2011).

Fellow Member, Park University, Hauptmann School for Public Affairs—supported the on-line curriculum and delivery of leadership development (2009-2014).

Union College, USTAR, provided expertise to the Fundamental of Business and Entrepreneurship Program in support of students' concept projects (2008-2010).

Academy of Management, Selection Committee, Management Education and Development Division Awards (2011).

Capella University, School of Business—Member of a doctoral committee for the Ph.D. thesis: "Institutional isomorphism and the New York Stock Exchange" (2009).

University at Albany, Department of Communication—Participated in the evaluation of the graduate program core area in organizational communication and designed electives for graduate courses including "Communication audits within organizations"; "Leadership Communication"; and, "Corporate Communication: Theory and Practice" (2006-2008).

Rockefeller College, Graduate School of Public Affairs—Member of the doctoral committee for the Ph.D. thesis: “Effective leadership behavior: Competing values and objective outcomes in selected municipal departments” (2005)

XII. Professional Memberships

American College of Healthcare Executive (ACHE)
American Association for Physician Leadership (AAPL)
The Association of University Programs in Health Administration (AUPHA)
The International Accreditation Council for Business Education (IACBE)
National Business Education Association (NBEA, past)
Academy of Management-Human Resource Management (AOM-HR)
Academy of Management-Management Education & Development (AOM-MED)
Academy of Management-Healthcare Management (AOM-HCM)
Association for Business Communication (ABC, past)
Society for Human Resource Management (SHRM)

XIII. Professional Networks

Healthcare Executives Network
EDUCAUSE
Academy of Management (AOM)
Chief Financial Officer (CFO) Forum & Global Network
ILA Women and Leadership Affinity Group (WLAG)
MBA Directors Connect
Association of University Programs in Health Administration
National Communication Association
Health Care Management Division of the Academy of Management
The Online Learning Consortium (OLC)
Advisory and Management Consulting Professionals
Twitter-Using Educators

XIV. Newspaper Interviews

Financial Times, July 28, 2013, From the Battlefield to the Corporate World via Business School.

Military Advanced Education, June 2013, Vol 8, Issue 5.

Fortune, Turkey, March 18, 2010, Corporate Social Responsibility and Executive Education

Sabah Newspaper, March 17, 2010, Istanbul, Turkey, on the Future of e-Learning.

Times Union, May 27, 2006, New York Firefighter and Partner Create Invention Aimed at Saving Firefighters' Lives,

Schenectady Gazette, April 23, 2006: Well-Rounded Business Plan Combining Entrepreneurial Spirit and Passion for Major is Union's Blueprint for Success

Times Union, September 2, 2005: Katrina Makes for a Rough Start to College

Times Union, July 11, 2004: A Bold Venture Begins a Volunteer Fireman and his Partner are Entering the Business World with an Invention Aimed at Saving Firefighters' Lives

Times Union, June 23, 2003: Mobility is Calling

Business Review, February 21, 2003: College Courses Offer Basics for Dealing Ethically in Business

Times Union, October 31, 1996: Family Central Most Parents and Kids Rely on a Nerve Center Communications Port to Keep Themselves Focused

Times Union, September 30, 1995: Morale is a Victim as Worry Rules Workplace

Times Union, June 18, 1995: Cuomo Stumbles in Radio Trial Run

XV. Keynote Speaker

Belasen, A. (2009). Infusing Business Education with Leadership Communication, Rio University, Brazil.

Belasen, A. (2008). Explaining the Field of Corporate Communication: Practical and Theoretical Implications Fairleigh Dickinson University (FDU).

Belasen, A. (2007). Building a Sustainable Startup, Entrepreneurship Seminars, Union College.

Belasen, A. (2006). Aligning Executive Skills with Business Strategies, Entrepreneurship Seminars, Union College.

Belasen, A. (2004). Management Theories and Competing Values, Faculty Lecture, ESC, All College.

Belasen, A. (1997). Human Resource Managers' Perceptions of the Educational and Learning Needs of Middle Managers During Corporate Downsizing, Board of the Capital Region Human Resource Association, Albany, NY, February.

Belasen, A. (1997). Enhancing Management Learning and Development through Distance Education, Saratoga Springs Rotary Club, August.

Belasen, CV

Belasen, A. (1996). *Aligning Competencies with Business Strategy: A Human Resource Perspective*, Albany Area Employer Committee of the NYS Department of Labor.

Belasen, A. (1995). *Organizational Cultures and Transformation*, Department of Communication, UA.

XVI. Recreational

Chess (International Correspondence Chess)

Tennis, Swimming, Cycling, Rowing, Pickleball, Traveling, Hiking with my GSD