

Len T. Frey, Ph.D.
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EDUCATION

- Ph.D. Business Administration, University of Memphis (1994)
Major-organizational behavior/human resource management
Minor-strategic management
- M.B.A. Business Administration, Arkansas State University (1990)
- B.S. Accounting, Arkansas State University (1984)

CURRENT EMPLOYMENT

Vice Chancellor for Finance and Administration, Arkansas State University, Jonesboro Arkansas, July 1, 2012 - present.

Duties and Responsibilities:

- Provide oversight for all financial matters related to the management of approximately \$200 million budget of the Jonesboro campus. Administrative responsibilities also include: business and finance, facilities management, information technology, procurement, human resource management, diversity, and convocation center.

Accomplishments:

Provided direction and leadership which has resulted in a culture change in the Finance and Administration Division to that of a high service orientation culture.

Initiated and facilitated a divisional culture that more highly values transparency.

Led the development of the University's first multi-year capital improvement and renewal budget.

Facilitated the development of the University's first energy performance contract resulting in \$15.2 million in self-financing energy improvements.

Enhanced focus on efficiencies throughout the division which has led to over one-half million dollars in annual salary savings for Finance and Administration.

Championed and facilitated an Optional Voluntary Retirement Incentive Program which resulted in excess of \$100,000 permanent budget savings across the division.

Presided over a substantial growth in university reserves.

Oversaw campus construction projects totaling nearly \$135 million.

Led the first comprehensive campus-wide external risk assessment.

Facilitated a proactive/strategic approach to the management and budgeting process.

Led restructuring efforts within the Finance and Administration Division which has resulted in reducing (through attrition) a layer of middle management positions across the division.

Assisted the Vice Chancellor for Student Affairs with the development of the University's first public-private partnership to provide undergraduate and graduate student housing.

Oversaw the preparation of the Arkansas State University System' Comprehensive Annual Financial Reports (CAFR) that received the Government Finance Officer's (GFAO) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Years 2012 through 2015.

Led the Finance and Administration efforts in support of the development of the A-State partnership with the New York Institute of Technology (NYIT) to establish the first Doctor of Osteopathic Medicine program in Arkansas to include the \$12.6 million renovation of historic Wilson Hall.

Assumed administrative responsibility for the Office of Diversity and recruited the current Chief Diversity Officer whose efforts have assisted with an upturn in first-time minority freshmen enrollment.

Dean, College of Business, Arkansas State University, Jonesboro Arkansas, October 2005-June 30, 2012.

Duties and Responsibilities:

- Responsible for administration of the College of Business which enrolls approximately 1500 students with a budget of roughly \$8 million.

Accomplishments:

Provided vision and direction to hire highly qualified junior faculty that now form the basis of the future of the College of Business. Emphasized the need to recruit and hire candidates who enjoy intellectual curiosity as expected in any thriving business school; were outstanding teachers; and, had a desire and passion for interacting with the business

community. Many recently hired faculty are distinguishing themselves and ASU through their scholarship and by leading student organizations to statewide and national prominence.

Positioned the College of Business for extremely successful AACSB maintenance of accreditation in Fall 2011. The peer-review team commended the college for many points of excellence and noted no areas of concern that must be addressed prior to the next visit.

Guided the development of an online MBA program which received the number one rating in the faculty credentials and training category and a top 10 rating in the student engagement category of 2012 U.S. News and World Reports online MBA rankings. The online program was recognized by the Southwest Business Deans Association in June 2012 as a Runner- Up for the Bizzell Award for innovation. The program continues to be perennially recognized among the top online MBA programs.

Facilitated two U.S. Department of Commerce Economic Development Administration grants totaling \$3.3 million matched by Arkansas College Bond Matching Funds and other sources to construct a new Delta Center for Economic Development College of Business Outreach building. Total project approximately \$7 million.

Supported submission of three Department of Education BIE grants which resulted in three separate awards totaling more than \$430,000 over a 7-year period. The initial BIE grant spawned the college's new International Business Resource Center.

Modeled a high service quality environment for all constituents of the college and university. Represented the college by serving in leadership capacities for organizations across the southern United States, Arkansas, NE Arkansas, and Jonesboro.

Elected to serve on the Board of Directors for the Southern Business Administration Association (14-State body representing business school deans).

Selected to serve on 11 AACSB peer review teams. Appointed to chair three reviews.

PREVIOUS EMPLOYMENT

Interim Dean, College of Business, Arkansas State University, Jonesboro Arkansas, January 2005-October 2005.

Duties and Responsibilities:

- Responsible for administration of the college of business

Accomplishments:

Stabilized leadership team. Reengaged faculty in the management and direction of the college. Initiated and facilitated the development of a comprehensive strategic plan for the college. Reengaged the Business Advisory Committee. Reengaged the McAdams/Frierson

Bank Chair Advisory Committee. Successfully guided college through a \$100,000 budget cut without negatively impacting faculty lines.

Chair, Department of Management and Marketing, Arkansas State University, Jonesboro Arkansas, July 2000-December 2004.

Duties and Responsibilities:

- Responsible for managing all activities of the department

Accomplishments:

Directly responsible for recruitment and hiring of high quality faculty. Accepted administrative responsibility for revitalizing the International Business Degree and facilitated appointment of program director that grew the major by five fold over a five year period. Emphasized a service model and enhanced student access to faculty. Was the first College of Business faculty member to teach an MBA course onsite at the Mountain Home campus. Assisted in the development and delivery of a one-hour MBA “low-ropes” service learning leadership course. Received excellent student evaluations in graduate organizational behavior and graduate leadership courses. Delivered leadership training to area industry to enhance department’s reputation in the business community.

Chair, Department of Management and Marketing, Nicholls State University, Thibodaux Louisiana, July 1999-June 2000.

Director, Free Enterprise Program, Nicholls State University, Thibodaux Louisiana, January 1996-June 2000.

Assoc. Prof. of Management, Nicholls State University, Thibodaux Louisiana, August 1998-June 2000

Assistant Professor of Management, Nicholls State University, Thibodaux Louisiana, August 1993-July 1998

PROFESSIONAL EXPERIENCE

Business Manager, Cardiology Associates of Northeast Arkansas, P.A., Jonesboro Arkansas, 1992-1993

Manager Outpatient Services, St. Bernards Regional Medical Center, Jonesboro Arkansas, 1986-1990

General Manager, Home Medical Systems, Inc., Jonesboro Arkansas, 1986

Staff Accountant, Schaaf, Orr & company, LTD., Jonesboro, Arkansas 1985-1986

HONORS AND AWARDS

- Phi Kappa Phi

- Beta Gamma Sigma
- Certificate of Appreciation, United States Department of Commerce, U.S. Commercial Service, Presented by U.S. Congressman Rick Crawford and Patricia Gonzalez, Director U.S. Export Assistance Center Arkansas, 2012
- Friend of Diversity Award, Arkansas State University, 2007
- Paul Harris Fellow, Rotary International, 2002 & 2006
- Certificate of Special Congressional Recognition, U.S. Congressman Billy Tauzin, 2000
- Samuel M. Walton Fellow (SIFE), 1997
- Participant, Doctoral Consortium, Academy of Management, 1993

PUBLICATIONS

Journal Articles

Fuller, J.B., Hester, K., Barnett, T., Beu, D., Frey, L., and C. Relyea. (2009). "Extending the Group Engagement Model: An Examination of the Interactive Effects of Prestige, Respect, and Employee Role Identity." Journal of Managerial Issues, Vol. 21 (1), pp. 119-139.

Fuller, J.B., Barnett, T., Hester, K., Frey, L., and Relyea, C. (2007). "An Exploratory Examination of Voice Behavior from an Impression Management Prospective." Journal of Managerial Issues, Vol. 19 (1), pp. 134-151.

Fuller, J.B., Marler, L., Hester, K., Frey, L., and Relyea, C. (2006). "Construed External Image and Organizational Identification: A Test of the Moderating influences of Need for Self-Esteem," Journal of Social Psychology, Vol. 146 (6), pp. 701-716.

Fuller, J.B., Hester, K., Barnett, T., Frey, L., and Relyea, C. (2006). "Perceived Organizational Support and Perceived External Prestige: Predicting Organizational Attachment for University Faculty, Staff, and Administrators," Journal of Social Psychology, Vol. 146 (3), pp. 327-347.

Fuller, J.B., Hester, K., Barnett, T., Frey, L., Relyea, C., and Beau, D. (2006). "Perceived External Prestige and Internal Respect: New Insights into the Organizational Identification Process," Human Relations, Vol. 59 (6), pp. 815-846.

Bhagat, R. S., O'Driscoll, M., Babakus, E., & Frey, L. T. (2001). Do South African Managers Cope Differently From American Managers? International Journal of Intercultural Relations, 25, 301-313.

Frey, L.T. (2001). Coping and Burnout Among White Collar Professionals: A Sri Lankan Study, Business Research Yearbook, 8, 201-205.

Frey, L. T., & Fry, E. H. (2000). Expatriate Employees: Issues and Concerns for the New Global Marketplace, Business Research Yearbook, 7, 295-299.

Frey, L. T., & Pizzolatto, A. B. (1997). A Call for Assessing the Impact of Top Management Team Cognitive Styles' on Diversification Related Issues. Business Research Yearbook, 4, 861-865.

Bhagat, R. S., O'Driscoll, M., Babakus, E., Frey, L. T., Chokkar, J., Ninokumar, H., Pate, L., Ryder, P., Fernandez, M., Ford, D. & Mahanyele, M. (1994). Organizational Stress and Coping in Seven National Contexts: A Cross-Cultural Investigation. In G. P. Keita and J. Hurrell, Jr. (eds.), Job Stress in a Changing Workforce (pp. 93-105). Washington DC: American Psychological Association.

Parnell, J. A., Crandall, R. & Frey, L. T. (1993). Participation, Empowerment, & Self-Management: Three Streams One Construct. Central Business Review, 12, (Winter), 28-33.

Proceedings

Nonis, S., and Frey, L. (2005). "Patterns of Coping of Health-Care Personnel: Their Relationships with Personal Characteristics, Role Stress, and Work Outcomes," Proceedings of the Annual Meeting of the Association of Collegiate Marketing Educators, pp. 185-187.

Fuller, J.B., Barnett, T., Hester, K., and Relyea, C. (2004). "Voice and Helping Behaviors: Contrasting Effects of Personality Situation Interactions," Proceedings of the Southern Management Association, pp. 217-222.

Lester, D. L., Parnell, J., & Frey, L. T. (2002). Top Management Teams' (Small Business Managers') Influence on Organizational Life Cycle. Association for Small Business and Entrepreneurship Proceedings, 60-69.

Frey, L. T., Bhagat, R. S., & Cox, K. C. (1997). Organizational Antecedents of Service Quality in a Health Care Setting: A Structural Equation Based Analysis. Proceedings of the Southwest Academy of Management.

Frey, L. T., Bhagat, R. S., & Cox, K. C. (1996). Evaluation of a Modified SERVQUAL Instrument as a Measure of Service Quality in a Hospital Setting. Proceedings of the Southern Management Association.

Frey, L. T., & Bhagat, R. S. (1995). An Exploratory Examination of the Relationships Between Employee Job Satisfaction, Organizational Commitment, Service Quality, and Willingness to Recommend a Medical Facility. Proceedings of the Southern Management Association.

Frey, L. T., & Lester, D. L. (1992). The SPOSE Scale: Assessing Supervisory Effectiveness Through Subordinate Perceptions. Southwest Business Symposium Proceedings.

Parnell, J. A., Frey, L. T. & Crandall, R. (1992). Drug Testing in the Workplace: A Survey of Employee Attitudes. Southwest Business Symposium Proceedings.

Parnell, J. A., Frey, L. T. & Crandall, R. (1992). Participation, Empowerment, & Self-Management: Toward an Integrative Framework. Proceedings of the Southwest Academy of Management Meeting, San Antonio, Texas, pp. 206-209.

Frey, L. T. (1991). Understanding Empowerment: Process, Implementation and Implications. Southwest Business Symposium Proceedings, pp. 509-519.

Grants and Contracts

Board of Regents EPSCoT Grant "Acadiana Region Strategic Planning Proposal," NSU team member, NSU/USL, \$150,000, 1999-2000 with Co-PI/PDs Rachael and Underwood, team members Coats, Cox, Frantz, Frey, Heath, Lajuanie and Ressler.

Board of Regents LEQSF Enhancement Grant, "A Mission-Driven/Strategic Enhancement of Instructional and Research Resources for the Nicholls State University Graduate Studies in Business Administration Program," Co-PI/PD, NSU, \$114,183, 1995-1996 with Stroud, Coats, Frey, Kleen, LaFleur, McManis, Pizzolatto, Ryker, Roger and Shell.

Papers Presented

Nonis, S., and Frey, L. (2005). "Patterns of Coping of Health-care Personnel: Their Relationships with Personal Characteristics, Role Stress, and Work Outcomes," Presented at Learned forum: Association of Collegiate Marketing Educators.

Fuller, J.B., Barnett, K., Hester, K., and Relyea, C. (2004). "Voice and Helping Behaviors: Contrasting Effects of Personality Situation Interactions," Presented at Learned forum: Southern Management Association, San Antonio, TX.

Fuller, J.B., Hester, K., Frey, L. T., Relyea, C., & Barnett, T. (2003). Cosmopolitans and Locals: Toward a Greater Understanding of Organizational Support and Prestige. To be presented at the Annual Academy of Management Meeting, Seattle, WA.

Frey, L. T., (2001). Coping and Burnout Among White Collar Professionals: A Sri Lankan Study. Presented at the Annual Conference of the International Academy of Business Disciplines, Orlando, 2001.

Frey, L. T., & Fry, E. H. (2000). Expatriate Employees: Issues and Concerns for the New Global Marketplace. Presented at the Annual Conference of the International Academy of Business Disciplines, Las Vegas, 2000.

Pizzolatto, A. B., & Frey, L. T. (1998). Factors College of Business Students Believe Allow Them to Learn the Most and Learn the Least from their College Professors. Presented at the Southwest Business Administrative Teaching Conference, Houston, October 23, 1998.

Frey, L. T., & Pizzolatto, A. B. (1997). A Call for Assessing the Impact of Top Management Team Cognitive Styles' on Diversification Related Issues. Presented at the Annual Conference of the International Academy of Business Disciplines, Orlando, April 12, 1997.

Bhagat, R. S., Frey, L. T. & Faulk, A. (1993). Organization Values, Personal Values, and Work Outcomes in the U.S., India and Japan: A Comparative Analysis. Presented at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.

Bhagat, R. S., O'Driscoll, M., Babakus, E., Frey, L. T., et al. (1992). Organizational Stress and Coping in Seven National Contexts: A Cross-Cultural Investigation. Presented at The American Psychological Association and The National Institute for Occupational Safety & Health Conference, Washington, DC.

Olson, W. B., Philhours, M. J., Frey, L. T. & Kumar, K. (1991). Philip Morris Companies, Inc. Presented at the Annual Meeting of the North American Case Research Association, Atlanta, Georgia.

PROFESSIONAL TRAINING

- “Teambuilding” icebreaker exercise for Leadership Arkansas Retreat (2016, 2015, 2011, 2007)
- Facilitator for Rotary Club of Jonesboro Club Centennial Celebration (October 2016)
- Facilitator for St. Bernards Advocates Planning Session (February 2015)
- “Management and Teambuilding” management training for 150 employees of a local manufacturing firm (Periodically 2002-2004)
- “Teambuilding and Communication” management training for 300 employees of a large privately held barge company (May-August 1999)
- "Organizing and Teamwork" management training for 40-50 managers of an international marine construction firm (February & June 1995)

- "Improving interviewing skills" training for 25-35 managers in a farm implements firm of 400 to 500 employees (December 1994)
- "Employee selection process" training for 12-15 managers in a marine labor service firm with approximately 600 employees (September & October 1994)

COURSES TAUGHT

Undergraduate Courses

Principles of Management
 Organizational Behavior
 Human Relations
 Human Resource Management
 Business Policy/Strategic Management

Graduate Courses

Seminar in Corporate Strategy
 Organization Theory and Practice
 Management in Society
 Leadership
 Organizational Behavior

SERVICE

Arkansas State University 2000-present

- Member, Chancellors Executive Cabinet (2012-present)
- Co-chair, University Cost Containment Taskforce (2011-2012)
- Chair, College of Communication Dean Search Committee (2011)
- Member, University Marketing Taskforce/Committee (2011-2012)
- Chair, Associate Director of Childhood Services Search Committee (July 2010)
- University Strategic Planning Committee Member, (July 2010-2012; September 2003-September 2005), Chair, Governing Ideas (Mission, Vision & Values) sub-committee (September 2003-May 2004), Member writing committee (May 2004-May 2005)
- Member, Task Force on Campus Safety (April 2010-June 2010)
- Member, Shared Governance Oversight Committee (2009-2010)
- Chair, College of Education Dean Search Committee (2009)
- Chair, University Task Force on Summer Programs (September 2007-May 2008)
- Vice Chair, Vice Chancellor for Academic Affairs and Research Search Committee (April 2007)
- Academic Governance Oversight Committee (July 2006-December 2008)
- Enrollment Management Task-Force Marketing Committee (February 2005-2011)
- Centennial Commission (September 2005-2007)
- NCAA Steering Committee (October 2003-May 2005)
- University Courses and Curriculum Committee (August 2002-December 2005)
- University Chairs Council Ad Hoc Handbook Committee (February 2002-February 2004)
- University Academic Hearing Committee (2001-2005)

Professional/Advisory Boards 2000-present

- Member, Follett Customer Advisory Board (2016-2017)
- Member, Jonesboro Parks and Recreation Planning and Advisory Commission, (2015-present)
- Member, Jonesboro Unlimited (2013-present); Member, Momentum Jonesboro Task Force (2016); Member, Momentum Jonesboro Campaign Cabinet (2016)
- Chairman of the Board, Jonesboro Chamber of Commerce 2013; Chair-Elect 2012; Treasurer, 2011. Member, Board of Directors (2005-2008); (2009-2015)
- Member, Board of Directors, Southern Business Administration Association (July 2010-2014)
- Member, Arkansas District Export Council (March 2006-present). Reappointed 2009 for term concluding December 2013. Reappointed 2014 for term concluding December 2017
- Member, UAMS/AHEC Northeast Advisory Board (2009-2013)
- Member, Jonesboro Church Health Center Board (January 2009-2014)
- Member, Jonesboro Economic Development Corporation (2009-present)
- VIP Chair, United Cerebral Palsy Northeast Arkansas Council (2007) (2008)
- Member, Governing Board, St. Bernards Village (April 2007-present)
- Member, Accelerate Arkansas (November 2005-present)
- Member, East Arkansas Business Development Council (2005-present)
- Advisory Board, Optus, Inc. (October 2005-July 2010)

Civic and Community Service 2000-present

- President Jonesboro University Rotary Club (2007), Board Member, Bulletin Editor and Committee Chair (July 2002-June 2004), Treasurer (July 2004), Secretary (July 2005), President Elect (2006), Member (July 2000-2012)
- Finance Committee, First United Methodist Church, Jonesboro (2009-2012)
- Member, Leadership Arkansas Alumni Chapter (2007-present). Curriculum Chair for Leadership Arkansas class of 2007-2008
- Member, Inaugural Class of Leadership Arkansas, Arkansas State Chamber of Commerce (October 2006-June 2007)
- District Newsletter Editor, Rotary International District 6150 (July 2003-June 2005), Member District Training Team (July 2004), Co-Chair District Training Team (July 2005), Assistant District Governor (2009)
- Member, Jonesboro Area Chamber of Commerce (July 2000-present), Committee Chair (October 2001-September 2002)

Nicholls State University 1993-2000

- Business Planning Committee for Culinary Arts College (August 1999-July 2000)
- College of Education Dean Search Committee (April 1999-June 1999)
- Parking Policy Committee (April 1999-July 2000)

- Retention Steering Committee (November 1998-May 2000)
- Athletic Certification - Academic Integrity Subcommittee (November 1997-July 2000)
- Research Council (August 1997-July 2000)
- Chair, University Arts Task Force (February 1997-April 1997)
- University Courses & Curricula Committee (May 1996-July 2000)
- Treasurer, Nicholls State Credit Union (March 1996-September 1996)
- Vice President Faculty Senate (May 1995-May 1997)
- Undergraduate Academic Review Committee (1993-1994)
- Bonnie J. Bourg Lecture Series (October 1993-September 1998)

Student Organizations 1993-2000

- Founding Advisor & Sam M. Walton Fellow Students in Free Enterprise-Nicholls State University (1997)
- Co-Advisor & Treasurer, Beta Gamma Sigma (August 1995-October 1998)
- Advisor, MBA Association (August 1995-July 2000)

Civic and Community Service 1993-2000 Thibodaux, Louisiana

- Moderator, Thibodaux Chamber of Commerce State Political Forum
- Member, St. Joseph Elementary School Board, (1999-2000)
- Moderator, Thibodaux Chamber of Commerce Mayoral Forum
- Moderator, Bayou Industrial Group District Judge Forum
- Advisory Council, American Red Cross, (1998-2000)
- Finance Committee, United Methodist Church (1997-2000), Chair, (1999-2000)
- Board Member, Secretary, and Treasure-elect, Thibodaux Rotary Club
- Member, Thibodaux Roundball Club (1996-2000)
- Member, Thibodaux Quarterback Club (1995-2000)
- Member E. D. White High School Strategic Planning Committee

Civic and Community Service Prior to 1993 Jonesboro, Arkansas

- Trustee, Greater Jonesboro Education Foundation (1993-1994)
- Telethon VIP Panelist, United Cerebral Palsy of NE ARK (1993)
- President-elect & Board member, Leadership Jonesboro Alumni Association (1989) (1992)
- Founding Board member, Vice President Elect, David E. Puryear Center
- Loaned Executive, Board member, United Way of Greater Jonesboro
- Vice President, Treasurer, Committee Chair, University Heights Lions Club