

Curriculum Vita of Clifford T. West, Jr.

Education

- Ph.D. Indiana University, Bloomington (5/92)
Major: Strategic Management/Organization Theory
Minor: Organizational Behavior
Work-in-depth: Quantitative Methods
- M.B.A. University of Notre Dame (5/85)
(with High Honors)
Concentration: Management
- B.A. University of California, San Diego (12/74)
(with Honors)
Major: History

Teaching Experience

Virginia Military Institute, Lexington, VA (August 1996 to Present)

Professor in the Department of Economics and Business
Department Head (July 2018 to June 2023)
Director of Innovation Programming (August 2023 to Present)

The University of Akron, Akron, OH (August 1990 to July 1996)

Assistant Professor in the Department of Management

Indiana State University, Terre Haute, IN (August 1989 to May 1990)

Instructor in the Department of Management and Finance

Dissertation Topic

“The Impact of Top Management Team Demographic Characteristics, Demographic Homogeneity, Value Similarity and Strategic Consensus on Business Unit Performance in a Stable and a Dynamic Industry” (Dr. Charles Schwenk, Chair)

Publications

“Understanding Accounting Professionals’ Reasons for Joining Academia.”
In The CPA Journal (September 2019). (with Dr. Kathryn Simms)

“Teaching Leadership to Undergraduates: Lessons from U.S. Military Colleges.”
In the Journal of College Teaching and Learning 9 (2), 2nd Qtr. 2012, 135-146.

“Teaching Ethics to Undergraduates: An Examination of Contextual Approaches.”
In Contemporary Issues in Education Research, 2 (4), 4th Qtr. 2009, 29-40.
(with Dr. H. Francis Bush & Dr. Karen Gutermuth)

“Developing Leaders of Character: The Case for Military Higher Education.”
In The John Ben Shepperd Journal of Practical Leadership, Spring 2008, 34-44.
(with Dr. Stewart Husted)

“Using the Major Field Test-Business as an Assessment Tool and Impetus for Program Improvement: Fifteen Years of Experience at Virginia Military Institute.” In the Journal of College Teaching and Learning, 5, (2), February 2008, 75-88.
(with Dr. H. Francis Bush, Dr. Floyd Duncan & Dr. Edwin Sexton)

“Reconfiguring the B-School: A Normative Perspective”. In The Journal of Education for Business, 72 (1), Sept./Oct. 1996. (with Dr. Kenneth Aupperle)

“Top Management Strategic Consensus, Demographic Homogeneity and Firm Performance”. In the Strategic Management Journal, 17 (7), July 1996.
(with Dr. Charles Schwenk)

“Sexual Harassment Among Nursing Professionals: Evidence and Prescriptions for Administrators”. In the Journal of Health and Human Resource Administration, 18 (2), Fall 1995. (with Dr. Stephen Holoviak and Dr. Robert Figler)

“Current Status of the ‘Firing at Will’ Doctrine: The Evaluation of Balancing Managerial and Employee Rights”. In Strategy and Executive Action, Fall 1985.
(with Dr. Kenneth R. Thompson)

Work-in-Progress

“Assessing Leader Development in Undergraduate Business Students: Insights from Military Higher Education.” Revisions will be done with indirect data on leadership outcomes from ECU alums in the Classes of 2018/2013/2008 and 2019/2014/2009.

“Integrating AI into the College Classroom” (with Dr. Atin Basuchoudhary). The potential of AI to extend and enhance teaching and learning in higher education is substantial. However, the adoption of AI also brings challenges and risks, requiring a careful consideration of ethical, social, cultural, and economic implications.

Presentations

“Assessing Leader Development in Undergraduate Students.” Presented at the Clute Institute International Academic Conference, Key West, FL, March 2013.

“Teaching Leadership to Undergraduates: Lessons for U.S. Military Colleges.” Presented at the College Teaching and Learning Conference, Orlando, FL, January 2012.

“Teaching Ethics to Undergraduates: An Examination of Contextual Approaches.” Presented at the College Teaching and Learning Conference, San Antonio, TX, March 2009. (with Dr. H. Francis Bush & Dr. Karen Gutermuth)

“Teaching Ethics to Undergraduates: An Empirical Examination of Multiple Approaches.” Presented at the Society for Advancement of Management International Business Conference, Arlington, VA, April 2008. (with Dr. H. Francis Bush & Dr. Karen Gutermuth)

“Using the Major Field Test-Business as an Assessment Tool and Impetus for Program Improvement: Fifteen Years of Experience at Virginia Military Institute.” Presented at the College Teaching and Learning Conference, Las Vegas, NV, October 2007. (with Dr. H. Francis Bush, Dr. Floyd Duncan & Dr. Edwin Sexton)

“Can Management’s Ethical Responsibilities Be Taught to Undergraduates?: Discussion and Propositions.” Presented at the Society for Advancement of Management International Business Conference, Las Vegas, NV, March 2007. (with Dr. Stewart Husted)

“Developing Leaders: Does a Military Education Make a Difference in Today’s Business World?” Presented at the Conference on Emerging Issues in Business and Technology, Myrtle Beach, SC, October 2004 (with Dr. Stewart Husted)

“Reinventing the B-School: A Stakeholder Perspective”. Presented at the Fourth Annual Business Teaching Conference, Minneapolis, MN, November 1994. (with Dr. Kenneth Aupperle)

“Exploring the Development of Relational Strengths in Management: A Jungian Perspective”. Presented at the Fourth Annual Business Teaching Conference, Minneapolis, MN, November, 1994. (with Dr. Robert Figler)

“Task Team Bargaining: Employee Participation in Contract Negotiations”. Presented at the IIRA Fourth European Regional Congress, Helsinki, Finland, August 1994. (with Dr. Stephen Holoviak & Dr. Robert Figler)

“ The Impact of Top Management Team Demographic Homogeneity, Value Similarity and Strategic Consensus on Firm Performance in Stable and Dynamic Industry Environments”. Symposium presentation at the Academy of Management National Meeting, San Francisco, CA, August 1990. (with Dr. Charles Schwenk)

Endowments and Grants

The John and Jane Roberts Free Enterprise Fund, Spring 1998.

My proposal to the VMI Foundation, Inc. resulted in a \$100,000 endowment to the Economics and Business Department, to support faculty research and educational programs that examine the theory and practice of free enterprise. The Roberts Fund has since grown to seven figures and supports myriad departmental activities.

Indiana University Graduate Research Grant (\$500.), July 1990.

Honors and Awards

Notre Dame M.B.A. Outstanding Academic Achievement Award, May 1985.

Beta Gamma Sigma, May 1985

Explanatory Notes

1. The “Teaching Ethics” paper evolved over a period of more than two years and a succession of editorial reviews. The paper was first presented as a set of research propositions in March 2007. After data was collected and initially analyzed, the expanded paper was presented in April 2008. After revisions reflecting reviewer comments, the final version of the paper was presented in March 2009. (Dr. Husted left the project prior to data collection.)
2. The name of the “Developing Leaders” paper was changed somewhat, as it went through a series of editorial revisions prior to publication. The paper presented in South Carolina in October 2004 contained the essence of the published version.