MONIKA HUDSON

Education

Doctor of Education, candidate, University of San Francisco, San Francisco, CA, anticipated December 2013
Doctor of Management, Case Western Reserve University, Cleveland, OH, August 2007
Masters of Business Administration, University of San Francisco, San Francisco, CA, December 2003
Masters of Public Administration, candidate, California State University, Northridge, CA, June 1981; City University of New York, Baruch College, New York, NY, November 1988
Bachelors of Science – Communications Studies and Political Science, Northwestern University, Evanston, IL, August 1975

Continuing Education

Arkansas Evaluation Summer Institute, University of Arkansas-Pine Bluff, Pine Bluff, AR, July 2008
Advanced Topics in Structural Equation Modeling (MPlus), Virginia Commonwealth University, Richmond, VA, May 2008
Ethnographic Research, Virginia Commonwealth University, Richmond, VA, May 200
Grounded Theory, Virginia Commonwealth University, Richmond, VA, May 2009
Introduction to Structural Equation Modeling (LISREAL), Virginia Commonwealth University, Richmond, VA, May 2008
Qualitative Research Methods, Wayne State University, Detroit, MI, June 2011
NVivo9 Basic and Advanced Workshop, San Francisco, CA and Melbourne, AU, May 2011 and July 2011

Academic Fellowships and Awards

Blackboard Exemplary Course Award, Center for Informational Technology, University of San Francisco, 2012
University-Wide Ignatian Community Service Award, University of San Francisco, 2011
University Service Award, School of Management, University of San Francisco, 2011
University-Wide Faculty Service Award, University of San Francisco, 2010
Jesuit Foundation Grant, University of San Francisco, 2009
John Miller Mission Support and Advocacy Award, School of Management, University of San Francisco, 2009
Promising Young Educator Award, PhD Project, Management Doctoral Students Association, 2007
Mandel School of Social Research Fellow, Case Western Reserve University, 2004 - 2007
Mitchell C. Morse Scholarship Award, Case Western Reserve University, 2007

Academic Appointments

Instructor/Assistant Professor, University of San Francisco, San Francisco, CA	2006 – present
Instructor, University of California Berkeley-Extension, Bekerley, CA	2007 - 2011
Instructor, Renaissance Entrepreneurship Center, San Francisco, CA	1994 - 2007
Instructor, Start-Up, East Palo Alto, CA	1997 - 1999
Instructor, National Foundation for Teaching Entrepreneurship, San Mateo, CA	1995 - 1997

Research Publications

Davis, D. J., Tickles, V. C., Washington, M., Amah, I, & Hudson, M. (2013). Sisters of the Academy: Cultivating leadership and collaboration among Black women. In D. J. Davis & C. Chaney (Eds). *Black women in leadership: Their historical and contemporary contributions.* New York, NY: Peter Lang.

Hudson, M., & Hunter, K. O. (under review). Deep service learning reflections: Implementing Ignatian pedagogy with business students. *Journal of International Teaching and Learning in Higher Education.*

Hudson, M., & Scott, P.L (under review). Sticky learning: Enhancing business undergraduates' retention of research literacy skills. *College & Research Libraries.*

Hudson, M. (2012). A case study: What's really going on. *Electronic Hallway.* Access via *http://hallway.evans.washington.edu/cases/details/ethics-case-whats-really-going*

Bersamin, M., Zamboanga, B. L., Schwartz, S. J., & Hudson, M. (in print). Acculturation and Well-Being among College Students from Immigrant Families. *Journal of Clinical Psychology.*

Schwartz, S. J., Forthun, L. F., Ravert, R. D., Zamboanga, B. L., Rodriguez, L., Umaña-Taylor, A. J., Filton, B. J., Kim, S. Y., Rodriguez, L., Weisskirch, R. S., Vernon, M., Shneyderman, Y., Williams, M. K., Agocha, V. B., & Hudson, M. (2011). The protective role of identity consolidation against health risk behaviors in college-attending emerging adults. *American Journal of Health Behavior.*

Zamboanga, B. L., Schwartz, S. J., Van Tyne, K., Ham, L. S., Olthuism, J. V., Huang, S., Kim, S. Y., Hudson, M., Forthun, L. F., Bersamin, M., & Weisskirch, R. (2010). Drinking game behaviors among college students: how often and how much? *American Journal of Drug and Alcohol Abuse.*

Hudson, M. (2010). Maintaining personal balance as a leader of a nonprofit organization. In K. A. Agard (Ed), *SAGE Reference Series on Leadership*. Thousand Oaks, CA. SAGE Publications.

Hudson, M. (2010). Dirty laundry: An examination of self-limiting behaviors within African American communities. In C.W. Lewis & J.F.L. Jackson (Eds.), *Black in America: A scholarly response to the CNN documentary.* Madison, WI: Center for African American Research and Policy.

Hudson, M. (2008). *Who we are drives what we do: The interplay of identity on workplace behaviors*. Ann Arbor: MI: UMI Press.

Academic Conference Proceedings/Research Presentations

Javieriana University; Cali, Colombia. July 2012. Topic: Testimonios: Stories from Afrocolombians.
Colleagues in Jesuit Business Education Conference. Los Angeles, CA. July 2012. Topic: Service Learning and Business Students: Enhancing Organizational Behavior Knowledge.
Cross-Cultural Marketing Conference. Kona, HI. Topic: "Propaganda" in emerging markets: A study of youth's perception of "marketing" in El Salvador.
ARNOVA Annual conference; Toronto, Canada. November 2011. Colloquia topic: I am not my hair-3: The unmentionables; Paper presentation topic: Service learning and business students: Moving from "me" to "we" to "us".
Academy of Management Annual Conference; San Antonio, TX. August 2011. Topic: Service Learning and Business Students: Moving from "me' to "we" to "all of us";
Eastern Academy of Management-International Conference; Bangalore, India. June 2011. Topic: Sector matters: An intersectionality examination of professional and gender identity impacts on workplace behavior.

Society of Personality and Social Psychology (SPSP) Conference; San Antonio, TX, January 2011. Topic: Ethnic notions: Ethnic and gender identity and the workplace.
ARNOVA Annual Conference; Arlington, VA, November 2010; Topic: Identity-based nonprofit organizations: Resisting assimilation and balancing intersectional stress; Colloquia: I am not my hair-2: Image and leadership Association on Employment Practices and Principles Annual Conference: San Francisco, CA, September 2010; Topic: Intersecting identities: impacts on cooperative workplace behaviors.
Academy of Management Annual Conference; Montreal, CN, August 2010; Caucus Topic: Creating the management climate for compassion: Identity and related issues.
Society for the Psychological Study of Social Issues Annual Conference; New Orleans, LA, June 2010; Topic: Intersecting identities: Impacts on workplace caregiving or withholding
ARNOVA Annual Conference; Cleveland, OH; November 2009; Topic: Work/life balance in the nonprofit sector; Colloquia: I am not my hair: Identity barriers in the nonprofit sector .
Academy of Management Annual Conference; Chicago, IL, August 2009; Symposium Topic: Race Matters: Addressing the role of race and racial identity in the workplace.
OBTC Annual Conference; Charleston, SC; June 2009; Topic: Job Enrichment Exercise: Applying a "sticky" approach to motivation and enrichment learning.
ARNOVA Annual Conference; Philadelphia, PA; November 2008; Topic: Ethnic Connections: Linking Identity and Behavior in Practice.
Brothers of the Academy Annual Conference; Memphis, TN; October 2008; Topic: Dirty Laundry: Employee Self-Limiting Behaviors in Non-Dominant Culture Organizations.
Academy of Management Annual Conference, Young Faculty Symposium; Anaheim, CA; August 2008; Who we are drives what we do: The effects of professional identity on socially undesirable workplace behaviors.
Management Faculty of Color Conference; Melbourne, AU, June 2008, Topic: Professional Identity and Workplace Behaviors.
ARNOVA Annual Conference; Atlanta, GA; November 2007; Topic: Professional Identity and Workplace Behaviors.
ARNOVA Annual Conference; Chicago, IL; November 2006; Topic: Employee Self-Limiting Behaviors.
Academy of Management Annual Conference; Atlanta, GA; August 2006: Chaired session on Emerging Entrepreneurship Strategies.
Academy of Management Annual Conference, PhD Project Poster Session; Atlanta, GA; August 2006; Topic: Employee Self-Limiting Behaviors.
ARNOVA Annual Conference; Washington, DC; November 2005; Topic: Employee Self-Limiting Behaviors.
Academy of Management Annual Conference, Executive Doctoral Colloquium; Honolulu, Hawaii; August 2005; Topic: Employee Self-Limiting Behaviors.
Instituto Panamericano De Alta Direccion De Empresa; Mexico City, Mexico: June 2005; Topic: Employee Self-Limiting Behaviors.

Research in Progress

Hudson, Monika L. Title: Undetermined. Conceptual paper outlining traditional and emerging forms of small business incubation.Target conference: USASBE Conference, San Francisco, CA, January 2013; Submitted: October 14, 2012.

Hudson, Monika L. and Pruitt-Hayes, Eden-Renee, "Intersectionality: Linking Identity and Workplace Behaviors in Practice". Target publications: Nonprofit and Voluntary Sector Quarterly; Journal of Social Issues. Target Date: March 1, 2013. Preliminary findings presented at the SPSSI and ARNOVA annual conferences in 2009 and 2010. This paper attempts to quantify the impact that the intersectionality between ethnic and gender identity might have on individuals' behaviors and specifically includes multi-ethnic persons and organizations with a majority of people of color as employees.

Hudson, Monika L. and Pruitt-Hayes, Eden-Renee. Title: Ethnic notions: Ethnic and gender identity and the workplace. Draft document written; additional literature needed and significant APA editing. Target Publication: TBD; Target Date: June 30, 2013.

Hudson, Monika L. and Hunter, Keith O. "Service learning and business students: Moving from "me' to "we" to "all of us"." Revision to paper submitted to *Journal of International Teaching and Learning in Higher Education* in December 2012 to focus on education implications and additional comparison data from a content analysis perspective. Target Publication: TBD; Target Date: July 15, 2013.

Hudson, Monika L. and Scott, Penny L. "Unintentional learning: A wicked job enrichment exercise". Revision to paper submitted to *College and Research Libraries* in August 2012 to focus on the job enrichment exercise contained in this lesson. Target Publication: TDB; Target Date: September 1, 2013.

Hudson, Monika L. and Rogers, Pier. "Hair Rules: Changes in leadership perspectives within the third sector". Paper presented at the ARNOVA conference in Indianapolis in November 2012. Target Publication: *Nonprofit and Voluntary Sector Quarterly*; Target Date: March 15, 2013.

Hudson, Monika L. and Fuentes, Emma. "Testimonios: Identity and Afrocolombians". Data collected in Cali, Colombia in June and July 2012; content analysis to be conducted on interview data. Target Publication: TDB; Target Date: April 15, 2013.

Hudson, Monika L. and Ortiz, Madeline O. "Propaganda" in emerging markets: A study of youth's perceptions of "advertising" in El Salvador and East Palo Alto". Additional data collection planned in conjunction with East Palo Alto's College Track Emerging group. Students in the group are of Salvadoran descent and the intent is to compare their marketing assessments with the data previously collected from their Salvadoran counterparts. Additional data collection will use the focus group interview protocol developed by Mandy Ortiz in El Salvador. Target Publication: TDB; Target Date: June 1, 2013.

Hudson, Monika L. Dissertation: Title undetermined. Three article format dissertation for the degree of doctor of education (EdD) being developed; planned dissertation committee chair: Dr. Stephen Cary.

Teaching Experience

University of San Francisco

Business Administration/Entrepreneurship

Entrepreneurial Management, BUS Program-capstone (Spring 2010, Summer 2010, Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012, Spring 2013)
Freshman Launch-Business in a Global World (Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012, Spring 2013)

Organizational Behavior/Human Resources

Communications and Project Management, MPMT Program (Fall 2007, Fall 2008)
Management Communication, MBA Program (Summer 2008, Fall 2008)
Management and Organizational Dynamics, BUS Program (Fall 2007, Spring 2008, Summer 2008, Fall 2008, Spring 2009, Summer 2009, Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012)

Public Administration

Emerging Developments in Public Administration, BPA Program (Fall 2006, Summer 2007, Fall 2007, Summer 2008)
Strategic Human Resource Management (Fall 2009, Summer 2010, Fall 2010, Summer 2011)
Integrative Seminar, MPA Program - capstone (Fall 2009)
Public Policy, BPA and MPA Programs (Spring 2006, Spring 2007, Spring 2008, Spring 2009)
Public Sector Budgeting (Spring 2011, Spring 2012, Fall 2012, Spring 2013)

University of California, Berkeley – Extension

Finances for Entrepreneurs (Summer 2010, Fall 2010, Fall 2011)
Contract Management, International Business Management Certificate Program (Fall 2008)
Starting a New Business Venture, Entrepreneurship Program (Fall 2006, Spring 2007)

Miscellaneous

Gellert Family Business Resource Center/Public Service Internship Program

Work with faculty and students to provide technical assistance to local family owned businesses. Placed over 50 business students in semester long paid internships with local nonprofit organizations, public agencies and religious institutions..

National Foundation for Teaching Entrepreneurship to Youth, San Francisco

Board of Advisors Member – 2012, 2013

Renaissance Entrepreneurship Center, San Francisco

Core Business Program (14 weeks); Start Your Own Business (8 weeks)(Fall 1994; Spring through Fall 1995; each semester through Summer 2007)
Starting Your Own Business - Instructor (Spring 1995 – Summer 1997)

Academic Affiliations

Academy of Management (AoM)	2004-present
American Society for Public Administration	2011-present
Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA)	2004-present
Eastern Academy of Management-International	2011-present
Management Faculty of Color (MFOC)	2008–present
Phi Alpha Alpha	2011-present
Sisters of the Academy	2008-present
The PhD Project (KPMG)	2005-2007
Western Academy of Management	2009-present

Professional Experience

The MGT Group, Millbrae, CA, Managing Principal	1990-Present
Renaissance Entrepreneurship Center, San Francisco**,** CA, Director	1994-2007
City of East Palo Alto, CA, City Manager/Redevelopment Agency Director	1998-2002
Town of Colma, CA, Interim City Manager	1997-1998
City of Millbrae, CA, Assistant City Administrator	1988-1990

Major Professional Accomplishments

Operations. Directed municipal operations in three full-service cities including administration/city clerk, human resources and risk management, finance, public works, planning and community development, parks and recreation, and redevelopment activities within economically and ethnically diverse communities.

Operations. Leveraged relationship with Federal EPA for on-site technical assistance from US-EPA and Army Corp of Engineers to stop flooding and environmentally clean-up area for an industrial commercial center. Obtained $7.5 million in public/private finds for this project.

Operations. Leveraged relationship with the Packard Foundation to issue $23 million in bond financing enabling municipal government to cover routine operational costs from general revenues.

Operations. Directed operations of micro-enterprise development center serving close to 500 persons annually. Developed and implemented new client case management model. Tracked associated performance metrics including enhanced business profitability, new jobs generation, and economic revitalization of commercial corridors including new banking and lending activities.

Change management. Created intra and inter-agency collaborations with consultants, merchants associations, technology centers, city and state agencies, and community based organizations to leverage resources and serve an economically and ethnically diverse client base of over 32,000 residents.

Change management. Revised plans to complete a commercial, retail "power center", office and hotel complex, and an industrial commercial district resulting in more than 1,000 new jobs and estimated new gross sales revenues of $400-800 million. Assembled teams, negotiated financing and attracted tenants for project.

Change management. Provided over 1,500 adults and youth with exposure to the principles of successfully business operations including business plan development, financial statement preparation, marketing, and management.

Policy development. Structured partnership with City of Palo Alto and the Hewlett Packard Company to conduct and implement a technology needs assessment. Presented comprehensive plan resulting in $1 million in federal public safety funding and a national technology award from the Public Technology Institute.

Policy development. Administered the City of Oakland's $40 million Measure K program for park acquisition and development including streamlining procedures, contractor guidelines and internal processes.

Professional Publications

Public Management Magazine, "Pushing Another Envelope" (June 2004)
City Flight Magazine, Health Issues Staff writer (various articles 2004, 2005, 2006).

Professional Conference Proceedings/Presentations

Association for Enterprise Opportunities, Annual Conference 2007; Kansas City, MO, May 2007; Topics: Enhancing Access to Markets; Supply Chain Management as a tool for enhanced economic development and accelerated business growth
Presentation to SOLACE and the Welsh Assembly Government, Cardiff, Wales, April 2007; Ideas about Chief Executive Credentialing and Accreditation of Public Administration Education Programs
Case Study Presentation to Public Administration Graduate Students; Cardiff, Wales, April 2007; Responses to Public Management Challenges
Local Initiatives Support Corporation, Urban Forum 2006; Miami, FL, November 2006; Topic: Successful Collaborative Strategies: The San Francisco Third Street Collaborative
UDITE Congress VIII, Dolmen, Malta, September 2007, Chaired session on Ensuring Professionalism in Local Government
International City/County Management Association Annual Conference; Minneapolis, Minnesota; September 2005; Topic: Social Equity
Dutch Association of City Managers' Annual Conference; Emmen, The Netherlands; September 2005; Topic: Mayor/City Manager Relations
Local Initiatives Support Corporation, Urban Forum 2005; San Francisco, California May 2005; Topic: Successful Economic Development Strategies: Case Studies in Two Cities

Professional Affiliations

International City/County Management Association (ICMA)	1988 - present
International Hispanic Network (IHN)	1990 - present
National Forum for Black Public Administrators (NFBPA)	1988 - present

Other Awards/Certifications

Annually credentialed as a City Manager (International City/County Management Association) since 2004.
Certified in civil and divorce mediation (ADR, FL) since 1998.

Languages

Orally bi-lingual Spanish.

Service

Service to the University/Community

Serve as a member of the Undergraduate Curriculum Review Community, the University-wide Library Advisory Committee and the Upward Bound Integration Committee. In addition, in 2012, served on the School of Management's Howard Street Task Force, and the search committee for the filling of an assistant/associate professor position in public administration. In 2013, appointed by the Provost to the School of Management's dean's search committee.

Served as a member of the University of San Francisco's Library Resources Group and the College of Professional Studies (CPS) Advisory Committee from 2006 to 2008. As a part of these efforts, interacted with CPS and business school professors in an effort to more closely link (a) research efforts and library resources and (b) university community service efforts to meet the needs of residents of Bayview/Hunters Point. Effort to continue in 2009 through involvement with the USF's planned farmers market and community gardening project (involves a grant-funded project in conjunction with the USF Architecture department).

Provide consulting/instruction to the Treasure Island Homeless Development Initiative (TIHDI) as a part of the City of San Francisco's economic development efforts.

Since Fall 2007, initiated and supervised the completion of over 150 service learning projects with various San Francisco-based non-profit organizations.

Service to the Profession

Serve as a member of the ARNOVA Membership Committees and Teaching Section.

Served as a Academy of Management Africa Conference reviewer in 2012. Served as an Academy of Management reviewer in 2005, 2006, 2007, and 2008. Served as a reviewer for the 2008 Organizational Behavior Teaching Conference (OBTC).

Served as a member of the ICMA International Committee and liaison to the European Union association of local government managers (UDiTE). Mentored an ICMA Emerging Leader municipal professional in Peoria, AZ; this assignment continued through December 2008.