MONIKA HUDSON

Home Address:
Post Office Box 1554
Millbrae, CA 94030-1554
Ph: 650-343-1059
Fx: 650-343-1334

Academic Address:
University of San Francisco
2130 Fulton Street, Malloy Hall Room 208
San Francisco, CA 94117
Ph: 415-422-4395
Fx: 415-422-2502

Education

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

Ethnographic Research, Virginia Commonwealth University, Richmond, VA, May 200
Grounded Theory, Virginia Commonwealth University, Richmond, VA, May 2009
Cognitive Psychology, University of San Francisco, San Francisco, CA, May 2009
Constructivism and Technology, University of San Francisco, San Francisco, CA, May 2009
Arkansas Evaluation Summer Institute, University of Arkansas-Pine Bluff, Pine Bluff, AR, July 2008
Introduction to Structural Equation Modeling (LISREAL), Virginia Commonwealth University, Richmond, VA, May 2008
Advanced Topics in Structural Equation Modeling (MPlus), Virginia Commonwealth University, Richmond, VA, May 2008

Academic Fellowships and Awards

Jesuit Foundation Grant, University of San Francisco, 2009
Service Award, School of Business and 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
Michell 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, Berkeley, CA	2006 - 2009
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 Experience

Doctoral Research: Social identity, production deviance, and relative deprivation theories and their behavioral implications within organizational contexts. Dissertation: Who we are drives what we do: The interplay of identity on workplace behaviors. Dissertation Committee: Dr. John Aram (1st Year Chair); Dr. Richard Boland (2nd Year Chair); Dr. Jagdip Singh (3rd Year Chair); Dr. Susan Case; Dr. Eileen Doherty-Sil; Dr. William Lapp; Dr. Sandy Piderit
Masters Research: Masters of Business Administration thesis: We Check on You: A comprehensive business, financial feasibility and expansion plan for a telephone reassurance business. Thesis Committee: Dr. Karl Boedecker, Dr. Dayle Smith

Research Publications

Hudson, M. (under review). 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. (in press). 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.

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. (in press). The protective role of identity consolidation against health risk behaviors in college-attending emerging adults. *American Journal of Health Behavior.*

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

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; Melborne, 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

Academic Conference Proceedings/Research Presentations (continued)

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

Lapp, William and Hudson, Monika L., "Incorporating Ethnicity, Family Life and Gender into the Equation for Delinquency: The ABCD/EFG Model of Antisocial Behavior". Data collection underway in conjunction with the University of Miami and 17 other university sites. This paper will use the consensus model for examining the development of antisocial behavior within a sample of at risk youth and extends it to incorporate three additional dimensions that may be critical to the proper understanding of why people may turn to a life of crime: ethnicity, family life and gender.

Hudson, Monika L., "Who we are drives what we do: The effects of professional identity on socially undesirable workplace behaviors". Manuscript being prepared for the Journal of Applied Psychology. This paper examines the professional identity facet of who people believe they are and the subsequent effect that has on how they behave at work. Two dimensions of organizational culture are also integrated into the model to determine if they moderate the professional identity-influenced expressions of specific work behaviors.

Hudson, Monika L. and Pruitt, Eden-Renee, "Ethnic Connections: Linking Identity and Workplace Behaviors in Practice". Preliminary findings presented at the Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA) annual conference. Presentation date: November 21, 2008. This paper examines whether or not who African American people believe they are – their ethnic identity – subsequently influences their workplace behaviors. It attempts to quantify the impact that ethnic identity might have on individuals' behaviors and specifically includes organizations with a majority of African American employees and an associated "African American" organizational culture.

Teaching Experience

University of San Francisco

Communications and Project Management, MPMT Program
Assistant Professor, College of Professional Studies (Fall 2007, Fall 2008)

Emerging Developments in Public Administration, BPA Program
Assistant Professor, Instructor, College of Professional Studies (Fall 2006, Summer 2007, Fall 2007, Summer 2008)

Human Resource Management in the Public Sector, BPA Program
Assistant Professor, College of Business and Professional Studies (Fall 2009)

Teaching Experience (continued)

Management Communication, MBA Program
Assistant Professor, School of Business and Management (Summer 2008, Fall 2008)

Management and Organizational Dynamics, BBA Program
Assistant Professor, School of Business and Management (Fall 2007, Spring 2008, Summer 2008, Fall 2008, Spring 2009, Summer 2009, Fall 2010)

Public Policy, MPA Program
Assistant Professor, College of Professional Studies (Spring 2008)
University of San Francisco

Public Policy, BPA Program
Assistant Professor, College of Professional Studies (Spring 2006, Spring 2007, Spring 2008, Spring 2009)
University of San Francisco

University of California, Berkeley – Extension

Contract Management
Instructor, International Business Management Certificate Program, Office of Extended Education (Fall 2008)

Starting a New Business Venture, Entrepreneurship Program
Instructor, Office of Extended Education (Fall 2006, Spring 2007)

Miscellaneous

Core Business Program (14 weeks)
Instructor (Fall 1994; Spring through Fall 1995; each semester through Summer 2007)
Renaissance Entrepreneurship Center, San Francisco

Start Your Own Business (8 weeks)
Instructor (Fall 1994; Spring through Fall 1995; each semester through Fall 2007)
Renaissance Entrepreneurship Center, San Francisco

Starting Your Own Business
Instructor (Spring 1995 – Summer 1997)
National Foundation for Teaching Entrepreneurship to Youth, San Francisco

Academic Affiliations

Academy of Management (AoM)	2004-present
Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA)	2004-present
Management Faculty of Color (MFOC)	2008–present
Sisters of the Academy	2008-present
The PhD Project (KPMG)	2005-2007

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

American Society for Training and Development (ASTD)	2003-2007
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 and the University-wide Library Advisory 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 present. 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 75 service learning projects with various San Francisco-based non-profit organizations.

Service to the Profession

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.