

**Donna L. Haeger, Ph.D.**

<https://www.linkedin.com/in/donna-l-haeger-ph-d-3bb80119>

**SUMMARY OF QUALIFICATIONS**

- Dedicated educator with an excellent ability to cultivate relationships and work collaboratively with students and colleagues in order to foster successful learning outcomes.
- Proven track record with both physical (“live”) and online curriculum development and delivery.
- Heavily invested in analytics and the applied development of curriculum including integration of cutting-edge technology in the classroom.
- Highly trained in areas of leadership, analytics, management, strategic planning, organizational behavior, human factors, performance, and design.
- Success developing curriculum and teaching students from diverse backgrounds including those with varied physical, mental, and other health issues.

**Case Western Reserve University**

Ph.D. in Management: *Designing Sustainable Systems* awarded May 2014

*Dissertation: The Significance Of Influence In Our Current Work Environment: Understanding and Exploring the Shift and Emergent Domains (Nominated Best Dissertation of the Year, CWRU)*

**Nazareth College of Rochester**

Master of Science, Management awarded May 2003

**Rochester Institute of Technology**

Bachelor of Science, Finance awarded May 1989

*International Business Overseas Exchange Program, Sheffield City Polytechnic, South Yorkshire, England, 1988*

**Certifications**

Appreciative Inquiry Positive Change Coach - David Cooperrider, Case Western Reserve  
High Impact Engagement Team Coach – Interaction Science, LLC

**Cornell University, Ithaca NY**

Professor of the Practice July 2014-

Present

Faculty Director, Leadership Development October 2019-

June 2022

Cornell SC Johnson College of Business - Dyson School of Applied Economics & Management (CALs)

**Online Education Development with eCornell**

Hybrid Work Strategy Courses and Certificate Program

Business Analytics Courses and Certificate Program

### Courses Live and Online Formats:

- ◇ Spreadsheet Modeling for Management and Economics (AEM2010 and AEM2011)

This course is a data-driven, model-based approach to decision-making. Most applications will rely on the standard array of Excel functionality but other platforms may be employed. Key topics include data management, optimization, data visualization, financial modeling, forecasting, pivot tables, and simulation.
- ◇ Explorations in Analytic Modeling (AEM3030)

Explorations in Analytic Modeling is developed as a deeper exploration and model based approach to quantitative decision making within a spreadsheet platform. Applied decision making using primarily Microsoft Excel as a business analytics tool will focus on using applied cases requiring various financial and other models. As the course explores models, emphasis is placed on the exploration and application of the tool to enhance decision making and improve outcomes. This data-driven course will move the student into the most complex functionality available in the Excel platform. Key topics will include: data management, data visualization, financial modeling, forecasting, optimization, pivot tables (power pivot), data modeling and simulation. The course will also employ macro recording with introductory visual basic for applications programming.
- ◇ Organizational Analytics and Leadership (AEM4010)

Organizational Analytics and Leadership has been developed as an analytics based approach to managerial decision making for leaders integrating both data in a spreadsheet platform and leadership principles. Through case development and analysis, emphasis will be placed on the exploration and application of Microsoft Excel to enhance decision making and improve outcomes. Students will leverage complex functionality available in the Excel platform while applying critical thinking as a leader. Key topics are: Data Literacy, data integrity, model integrity, visual integrity, presentation integrity as well as continued work in advanced methods of data management, data visualization, financial modeling, forecasting, optimization, pivot tables, and simulation.
- ◇ Data Modeling (MGMT5010)

Data Modeling is an exploration of approaches to quantitative decision making that allow for the integration of data from multiple sources and formats effectively creating a relational model with which to transparently display tabular data using pivot tables and charts. Leveraging Microsoft Excel as a business analytics tool, the course will focus on using applied cases requiring various financial and other models. Emphasis will be placed on design that enhances decision making to improve business outcomes. This data-driven course will move the student into the most complex functionality available in the Excel platform.
- ◇ Dyson Leadership Development (Leadership Minor) (AEM1700)

This introductory course is for those students who have declared the Leadership Minor and are engaged in various leadership activities across campus. The course will be structured to teach principles of leadership that can be immediately applied to the curricular and co-curricular journey. This course counts as a Tier 1 elective in the minor. It is also required as part of the Dyson Leadership Fellows program.

- ◇ Leadership Capstone (Leadership Minor) (AEM4700)  
This project and writing course in the Leadership Minor will provide a structured environment for students to develop, deliver and lead a community service project and reflect in writing connecting applied lessons learned through experiences gained during the Leadership Minor journey. The reflection is a detailed account of both curricular and co-curricular experiences, applications and student personal development. This course counts as a Tier 3 elective in the minor.
- ◇ ePortfolio Development (Leadership Minor) (LEAD4925)  
The final course in the Leadership Minor will provide a supportive environment for students to develop an ePortfolio incorporating capstone reflection writings and images of experiences in order to apply lessons learned. Instruction and guidance are provided through the process. The minor is complete when the student presents an acceptable ePortfolio to the Leadership Council.

#### Awards/Recognitions

- ◇ Outstanding Teacher Recognition, Merrill Presidential Scholar - 2023
- ◇ Center for Teaching Excellence Recognition, Thank a Professor - 2023
- ◇ Dyson Undergraduate Teaching Excellence Award 2019
- ◇ eCornell Trailblazer Award 2018 - *Business Analytics Multi-Feed Method Course Design*
- ◇ James J. Byrnes Award for Excellence 2018 – *Volunteer group providing significant contribution towards improving the quality of life for others in Tompkins County.*
- ◇ Honored “Teacher Making a Difference” 2008

#### Committees

- ◇ OTIM Brown Bag Research/Teaching Events Committee Co-Chair. July 1, 2022 – Present
- ◇ Dyson Academic Integrity Board, Member. July 1, 2022 - Present
- ◇ Faculty Fellow for Inclusive Excellence 2018- Present
- ◇ Dyson Undergraduate Studies Committee, Member. July 1, 2016 - June 30, 2022
- ◇ Dyson by Design Undergraduate Experience Committee, 2019 - June 30, 2022
- ◇ Dyson Capstone Leadership Committee, Member. July 1, 2018 - June 30, 2022
- ◇ Dyson Leadership Advisory Council, Chair. 2019 - June 30, 2022
- ◇ Cornell SLEN (Student Leadership Educators Network) Committee. 2019-June 30, 2022
- ◇ Cornell SLEN Steering Committee. July 1, 2020-June 30, 2022
- ◇ CALS Leadership Advisory Committee, Member. 2019 – June 30, 2021
- ◇ CALS College Curriculum, Chair. July 1, 2019 - June 30, 2020
- ◇ CALS College Curriculum, Member. July 1, 2018 - June 30, 2020
- ◇ CALS Support of Teaching and Learning Committee, Member. July 1, 2016 - June 30, 2020
- ◇ JCB Faculty Policy Committee, Chair. July 1, 2019 - June 30, 2020
- ◇ JCB Faculty Policy Committee, Member. July 1, 2018 - June 30, 2020
- ◇ JCB Educational Policy Committee, Member. July 1, 2018 - June 30, 2020

## Curriculum Design

- ◇ eCornell Courses for Hybrid Teams – Completed and Launched 2023
- ◇ Development of Business Analytics concentration for Applied Economics and Management Majors
- ◇ Leadership Development (AEM1700) and Leadership Capstone (AEM4700)
- ◇ Data Modeling (MGMT5010)-Johnson MPS in Management
- ◇ Explorations in Analytic Modeling (AEM3030)
- ◇ Analytics in Organizational Behavior (AEM4010)
- ◇ SCE Online Development and Delivery (AEM2011)
- ◇ eCornell Spreadsheets Course Design for High School Students
- ◇ eCornell Certificate in Business Analytics
- ◇ Introduction to Database Management Systems- course proposal
- ◇ Introduction to VBA/Python-course proposal
- ◇ CICER 2019 Data Analytics Course Summer China Exchange Program

## Advisement

- ◇ Dyson Leadership Minors and Fellows
- ◇ Teaching Assistants
- ◇ Students including BA Concentrators
- ◇ Undergraduate Research – Leadership/Management/Analytics
- ◇ Independent Study – Course materials development/spreadsheet modeling

## Internal Service Activities

- ◇ Dyson Curriculum Review Implementation Committee – 2023
- ◇ JCB Process and Structure Task Force 2021
- ◇ Faculty Fellow for Inclusive Excellence 2018- Present
- ◇ Dyson Diversity, Equity, Inclusion, and Belonging Council – July 1, 2020-Present
- ◇ Faculty Advisor – CALS Honor Society 2016- present
- ◇ CALS Support for Teaching & Learning Member 2016-2020
- ◇ Paul Schreurs Memorial Award Committee – 2017-2022
- ◇ Blending Human Systems-Workshop Facilitator - Cornell Inclusion Excellence Academy
- ◇ Blending Human Systems-Workshop Facilitator- Cornell HR Seminar
- ◇ eCornell Women in Entrepreneurship Web Series - Speaker Business Analytics
- ◇ Advisor/Founder – Cornell Business Analytics Club
- ◇ Advisor/Founder – Dyson Spreadsheet Modeling Association
- ◇ Center for Online Learning - Demonstration of online tutorials in Spreadsheet Modeling
- ◇ Member -Dyson Strategy Development 2016
- ◇ Service to Staff
  - Assisted with Canvas Forum for Staff Education
  - Women of Warren – Presenter, Blending Human Systems Workshop

## Research Interests:

- ◇ Business Analytics – pedagogy and curriculum development
- ◇ Leadership and Teams

- Hybrid Work Strategy
- Team Success
- Influence on Teams
- Intergenerational Exchange & Technology
- Team Dynamics/Leader Team Exchange

### **Publications:**

- Haeger, D., Lingham, T., Richley, B. (2020). Managing Leader and Member Influence in Organizations: The Impact of Exploring a Team Influence Experience Scale (TIES). *International Journal of Business and Management*, 4(8), 463-470. DOI: 10.24940/theijbm/2020/v8/i4/BM2004-068 <http://www.internationaljournalcorner.com/index.php/theijbm/article/view/153280>
- Y. Stokes, Dr. Briana Nicholson, Ph.D. Dr. Donna Haeger, Ph.D. Dr. Russell Yocum, Ed.D.(2018). *Technology Tool Use and Work/Life Balance Among Millennial Workers: A Correlational Study*. Grand Canyon University.
- Haeger, D. L. (2017). Discovering Preference and Purpose in the Integration of Digital Technology at Work: A Scale Development and Study of Generational Differences *Managing Work and Life*. *International Journal of Business and Management*, Vol. 5 Issue 10 , p233-245, (ISSN 2321–8916).
- Haeger, D., Haeger, E. (2017). *Work-Life Fusion: A Guide to Freedom and Autonomy at Work* (pp. 92pp). Amazon Kindle Direct Publishing. [www.amazon.com/Work-Life-Fusion-Guide-Freedom-Autonomy/dp/1546562125](http://www.amazon.com/Work-Life-Fusion-Guide-Freedom-Autonomy/dp/1546562125)
- Haeger, D.L. (2016). Emerging Domains in the Ecology of Influence: Implications for Coaching and Management Education. *Journal of Applied Business and Economics*, Vol. 18 Issue 2, p72-89.
- Crawford, A., Lyttinen, Haeger, D., K., Newmeyer, C., Gaskin, J.. (2016). *Frontline Employee Role Passion and thee Impact on Service Encounters*. Case Western Reserve University, Weatherhead School of Management.
- Haeger, D. L., & Lingham, T. (2014). A trend toward Work–Life Fusion: A multi-generational shift in technology use at work. *Technological Forecasting and Social Change*, 89, 316-325.
- Haeger, D. L. (2014). *The Significance of Influence in Our Current Work Environment: Understanding and Exploring the Shift and Emerging Domains*. Case Western Reserve University.
- Haeger, D. L., & Lingham, T. (2013). Intergenerational collisions and leadership in the 21st century. *Journal of Intergenerational Relationships*, 11(3), 286-303.
- Haeger, D. L. (2013). *We Relied on Each Other: Journey through the Doctor of Management Program at Case Western Reserve University, Weatherhead School of Management*. Case Western Reserve University. *The Practitioner Scholar Doctor of Management Blog*. <http://weatherhead-dm.blogspot.com/2013/05/donna-haeger-we-relied-on-each-other.html>
- Haeger, D. L. (2012). *Emerging Patterns in 21st Century Leadership: Generational Normative Collisions*. Case Western Reserve University.
- Haeger, D. L. (2012). *Leading in Non-Profit Organizations* - <http://lno.case.edu/articles/blending-generations-in-the-nonprofit-sector/>

### Working Papers:

Haeger, D.L., Measuring Perceived Team Success: Scale Development, Validation, and Impact Analysis

*The intent of this study is to understand how team membership and perceived success is experienced by members.*

Status: Write up in process. Multivariate Analysis in process.

Target Journal: The Learning Organization Journal

### Recent Research Presentations and Professional Development Workshop Delivery:

- ◇ International Leadership Association – Roundtable, Hybrid Work Models: A Framework for Cultivating Leaders who Thrive (2023)
- ◇ INSciTS Conference, Presenter, The Mediating Effect of Team Experience (2022)
- ◇ Association of Leadership Educators Workshop Facilitator, Blending Human Systems (2020)
- ◇ Association of Leadership Educators Roundtable Presenter, Leadership and Analytics(2020)
- ◇ International Leadership Association – Roundtable Presenter, Leadership and Analytics (2020)
- ◇ Blending Human Systems-Speaker – Dyson Women of Warren 2019
- ◇ Academy of Management -BIG Data Conference 2018 – Professional Development Workshop, “The Tip of the Iceberg: Leveraging Microsoft Excel as a Big Data Analytics Tool”
- ◇ Blending Human Systems-Speaker - Cornell Inclusion Excellence Academy Seminar (2018)
- ◇ Blending Human Systems-Speaker- Cornell HR Seminar (2018)
- ◇ eCornell Women in Entrepreneurship Web Series - Speaker Business Analytics (2018)
- ◇ Cornell Connecting/INCLUDES Grant-Seminar to high school Students- Excel Workshop (2018)
- ◇ Cornell Library Chats in the Stacks-Work-Life Fusion-Author/Speaker (2018)
- ◇ Association for Business Communications – International Conference 2017 – “Swim With Your Data, Run With Your Audience: A Contingency Model for Presenting Data Results”
- ◇ Association of Leadership Educators 2017 Roundtable – “Analytics in Business Education: Building Leaders as Data Literate Decision Makers”

### Proceedings:

- ◇ Academy of Management BIG Data Conference 2018 – Professional Development Workshop, “The Tip of the Iceberg: Leveraging Microsoft Excel as a Big Data Analytics Tool”
- ◇ Association of Leadership Educators 2017 “Analytics in Business Education: Building Leaders as Data Literate Decision Makers”
- ◇ Academy of Management Aug. 2015 “Emerging Domains in the Ecology of Influence: Implications for Coaching and Management Education”
- ◇ Academy of Management Aug. 2013 - "Career and Life Fusion: The Shift Created in a Multi-generational Workforce Impacted by Technology"
- ◇ International Leadership Association October 2013 – “Youth Leadership In The 21st Century: Cross-Generational Collisions”

### External Service:

- ◇ ALE Conference Planning Committee 2020-2021
- ◇ Board Member – Consumer Credit Counseling Services of Rochester 2014-present
- ◇ Referee for Journal - International Journal of Product Development 2019
- ◇ Doctoral Thesis Committee Content Expert – Grand Canyon University 2018-2019

- ◇ Referee for Journal - International Journal of Technology Management 2018
- ◇ Treasurer – Society for Technical Communication – Rochester Chapter 2016-2017
- ◇ Doctoral Thesis Committee Member – Case Western Reserve University 2015-2016
- ◇ Judge Association of Leadership Educators Conference Awards – 2017
- ◇ Journal Reviewer Technological Forecasting and Social Change 2014 and 2017
- ◇ Session Chair Association of Leadership Educators – 2015
- ◇ Session Chair Academy of Management - 2015
- ◇ Peer Reviewer Association of Leadership Educators – 2015, 2020
- ◇ Peer Reviewer Academy of Management 2012-2015
- ◇ Peer Reviewer International Leadership Association 2012
- ◇ Blending Human Systems-Speaker - Looker Inc. Santa Cruz, CA Seminar
- ◇ Blending Human Systems-Speaker - Ithaca College Seminar

### **Affiliations:**

- ◇ INFORMS – current
- ◇ Academy of Management - current
- ◇ Association of Leadership Educators - current
- ◇ International Leadership Association - current
- ◇ International Academy of Management & Business – Member 2012-2017
- ◇ Beta Gamma Sigma - Lifetime
- ◇ Society for Technical Communication 2015-16
- ◇ Council on Undergraduate Research (CUR) – Member 2011-2015
- ◇ ARNOVA – Member 2010-2014
- ◇ Nazareth College Graduate Mentor (Management) 2005-2010
- ◇ RIT Alumni Mentor 2005-2015
- ◇ Distributive Education Clubs of America, Regional Judge 2006-2015
- ◇ Honored “Teacher Making a Difference” 2008
- ◇ Profiled in SL Newsletter for Service Learning Project Design 2010

### **Other Recent Activities**

- ◇ Completed High Impact Engagement Team Coaching Certificate, Interaction Science, LLC.
- ◇ Completed Appreciative Inquiry Positive Change Coaching Certificate -David Cooperrider
- ◇ Teaching and Learning in the Diverse Classroom-participant CTE
- ◇ Women in Analytics Panel Speaker
- ◇ Edward Tufte Course – Presenting Data and Information

### **Courses Taught Outside of Cornell**

- ◇ **Organizational Behavior**  
Organizational behavior provides a conceptual and experiential basis for motivating and coordinating people to manage change in organizations. This course is intended for those who want to develop the tools for understanding, analyzing and changing the work behaviors of individuals and groups in an increasingly diverse workforce.
- ◇ **Management Theory and Practice**

A study of the theories and practices that are used in the organization and management of profit and non-profit enterprises. Topics include planning, decision-making, organizing, staffing, leading, and controlling. In depth, study of these topics includes theory and models applied through real world application.

◇ Introduction to Business (classroom and online)

An introductory study of business including organizational forms, the functions of Management, finance, marketing and human resources, strategy, operations management and entrepreneurship. Additional topics covered are environmental factors, which affect business such as government business ethics, and current business issues.

◇ Principles of Marketing

An introductory course emphasizing key concepts and issues underlying the modern practice of marketing. The role of marketing in the organization and in society is examined and analyzed. Course content includes the general nature of marketing in a macro and micro context including global marketing, the marketing concept, buyer behavior and marketing organization. The marketing process is analyzed through the four main decision areas of products and services, distribution, promotion and pricing. Case histories and illustrative examples are used throughout the course.

◇ Personal Financial Money Management

A very practical course, which teaches students how to create a financial plan to realize goals, such as home ownership and early retirement. By taking this course, students learn how to avoid credit trouble, save money on automobile purchases, and buy a desirable home. They also learn how to protect themselves from financial disaster through the purchase of the lowest cost and safest insurance policies and to make money grow by investing in stocks, bonds, and mutual funds. The techniques learned in this class will allow students to plan, save, and spend wisely.

◇ Supervising for the 21<sup>st</sup> Century (classroom and online)

This course is designed to teach supervisors the concepts and skills they need to manage work and lead people in a diverse workforce. Its emphasis is on planning, problem solving, and communication, decision-making, and employee motivation skills through practical application of these concepts. It includes practice in hiring, training, performance appraisal, meetings, time management, and compliance with government regulations for equal opportunity, safety, and health.

◇ Business Software Applications

Business Software Applications provides students with hands on experience using analytical software tools and techniques used in business today. Emphasis is placed on spreadsheet model applications that support management decision making. Spreadsheet based cases are utilized in market research, financial analysis, accounting and other domains to demonstrate analytical techniques and problem solving skills using spreadsheet development as a tool.

**CONSULTING, EDUCATION AND CORPORATE EXPERIENCE**

**Monroe Community College, Rochester, NY**

Full Time Instructor and Assistant Professor Adjunct, Business & Management

2006-2014



**McGraw Hill-Irwin, Chicago, IL**

Advanced Subject - Matter Expert (Consultant)

2009-2015

In this capacity responsibilities include authoring, developing and reviewing online content for student companion web based tools and interactive activities through conceptual mapping.

- ◇ Author in Learn Smart online student interactive learning tools and mapping learning objectives to probes
- ◇ Author Compose/Annotate learning objective and probe design for textbook online tools
- ◇ Author in Connect content editing including authoring interactive activities, and video guides for online tools
- ◇ Associated Textbooks
  - ◇ Nickels, McHugh, McHugh - Understanding Business, 9e & 10e
  - ◇ Nickels - Principles to Practice, 2e
  - ◇ Grewal, Levy - Marketing 3e
  - ◇ Perreault, Essentials of Marketing 13e
  - ◇ Ferrell, Introduction to Business M:Business 3e
  - ◇ Kinicki, Management: A Practical Introduction 5e

**Prolific Technology, Incorporated**, Fairport, NY

Managing Director

1996 – 2015

- Business startup and entrepreneurial advancement
- Education and analytics development of content/applications
- Responsible for all aspects of a technical and educational consulting agency including marketing, financial analysis, strategic planning, reporting and forecasting, as well as the administration of new hire processing, payroll, healthcare, 401K and insurance.
- Assessed customer needs for technical personnel and matched consultants within set pricing parameters.
- Negotiated contract terms and rates with clients, and support service establishments including reverse auction bidding for contract labor rates.
- Prepared materials and reports for INS in order to determine fair industry standard wage range for technical consultants with various skill-sets working in the United States on Visa status.

**Monroe Veterinary Associates**, Rochester, NY

Accounting/Finance Manager

2005 – 2007

- Trained personnel in areas related to daily accounting operations, financial reporting, and company policies. Designed reports for analysis.
- Responsible for all aspects of daily accounting operations for a 15 hospital veterinary association including daily cash receipts, account payable, general ledger and capital account management.
- Lead projects for teams and worked independently on special projects related to hospital time studies and projects focusing on cataloging documents, organizing tasks and allocating expenses.
- Managed a staff of six as well as interfaced regularly with outside agencies hired to support payroll, accounting, and hospital business functions.
- Prepared all financial reports for shareholders as well as production reports relating to individual doctor productivity.
- Administered numerous training sessions for Microsoft Excel at both Basic and Intermediate levels.

**Xerox/Electronic Data Systems Corporation**, Rochester, NY

Financial Analyst/ Trainer

1993 - 1996

- Trained Corporate Headquarter managers to prepare operating plans and review monthly financial statements.
- Trained managers to utilize a personally designed and more efficient method of supporting internal telecom change requests.
- With Managers, designed and implemented automated, cost-effective service support process; marketed and transitioned process to team of upper echelon program managers before separating from the company.
- Participated in EDS/Xerox outsourcing by performing budget center reconciliation tasks and working closely with the Xerox finance team to finalize budget center activities for the Eastern Region.
- Prepared financial business proposals under strict deadlines for capital/lease projects and asset acquisitions of telecommunications equipment ranging from \$50K to \$2M.
- Developed monthly and annual capital plans for a service organization valued at \$3M.
- As a Program Manager, supported a nationwide ad hoc service support system. Interfaced with internal organizations across the country to expedite orders and assigned analysts in the field to support customers.
- Assisted with launching 65 new service districts in the United States. Involved surveying field reps to ensure proper equipment placement, tracking and communicating launch status, and compiling costs.

**Emerald Capital Group, Ltd.**, Rochester, NY

Financial Analyst/ Analytic Software Trainer

1990 - 1993

- Assisted in business start-up by selecting and implementing technical software platform for financial reporting.
- Trained and managed users on company financial software application and provided troubleshooting support.
- Prepared weekly gain and loss statements and presented directly to CEO.
- Designed and prepared daily net asset value reports for \$5M limited partnership hedge fund and monthly profit and loss statements for firm managed assets totaling \$163M.
- Designed spreadsheets and graphs for stockholder presentations and portfolio valuations.

**Software Skills**

TechSmith Snag IT – Video capture and editing, Canvas, Faronics Insight, Panapto, Blackboard, Cengage SAM, NetLogo, MAXQDA, IBM SPSS, AMOS, McGraw Hill Connect, Compose, Learnsmart and Smartbuilder– McGraw Hill, SMART Notebook Technologies, MS Endnote, Banner, MAS90, Advent Financial Software, QuickBooks Pro, Quicken, Microsoft Office Excel, Office Suite, Publisher, PowerPoint, Project, FrontPage.