

KAREN FORD-EICKHOFF

ACADEMIC QUALIFICATIONS

EDUCATION:

Ph.D., Business Administration: Organizations and Strategy, August 2012
The University of Tennessee, Knoxville
GPA 3.93 out of 4.0

Dissertation title: *Boards as strategy makers: The antecedents and consequences of board involvement in strategic decision making*

Dissertation description: This study describes the antecedents and consequences of the direct involvement of boards in forming the strategies of the organizations they serve. If boards are involved directly and early in the strategic decision making process rather than being held at the periphery, board members may become important assets to their organizations as *strategy makers* beyond their limited contributions as monitors or advisors. Board members and chief executive officers who are currently making strategic decisions in a hospital context detailed their involvement in the decision making process in their responses to surveys designed for this study. The responses indicate that board members who bring specific forms of human and social capital to the board room are more likely to participate early in the strategic decision making process. And when board members are directly involved in forming strategy, the strategic decisions are more likely to be implemented and the implemented strategies are more likely to result in positive financial outcomes. This study has shown that there are identifiable antecedents and positive consequences of boards acting as strategy makers.

Dissertation committee: Dr. Dennis Duchon, Chair
Dr. Donde Ashmos Plowman
Dr. Anne Smith
Dr. Stephanie Bohon

M.B.A., 1983, The University of Tennessee at Chattanooga
GPA 3.87 out of 4.0

B.S., History Education, 1979, The University of Tennessee at Chattanooga
GPA 3.97 out of 4.0
Graduated *Summa Cum Laude*

RESEARCH

RESEARCH INTERESTS:

The roles of boards of directors in strategic decision making; strategic leadership and decision making in complex organizations; relationships between top management teams and boards of directors; interorganizational collaborations.

PUBLICATIONS:

Ford-Eickhoff, K., Plowman, D.A., & McDaniel, R.R. Jr. 2011. Hospital boards and hospital strategic focus: The impact of board involvement in strategic decision making. *Health Care Management Review*, 36(2): 145-154.

Becherer, R.C., Mendenhall, M.E., & Ford-Eickhoff, K. 2008. Separated at birth: An inquiry on the conceptual independence of the entrepreneurship and the leadership constructs. *New England Journal of Entrepreneurship*, 11(2): 13-27.

CONFERENCE PRESENTATIONS AND PROCEEDINGS:

Beck, T. E., Ford-Eickhoff, K., Solansky, S., & Plowman, D.A. Reconceptualizing interorganizational collaboration: A theoretical framework based on intentionality and temporality. Strategic Management Society International Conference in Madrid, Spain, 2014.

Ford-Eickhoff, K., Beck, T., Loughry, M., Madden, T., & Wheatley, K. Building better bridges: Designing effective undergraduate strategy capstone courses (symposium). Southern Management Association Annual Meeting in Savannah, GA, 2014.

Madden, T., Madden, L., & Ford-Eickhoff, K. *Builderific* as an experiential strategic management exercise (symposium). Southern Management Association Annual Meeting in Savannah, GA, 2014.

Ford-Eickhoff, K. Panel speaker in the Pre-doctoral Student Consortium, Southern Management Association Annual Meeting in Savannah, GA, 2014.

Ford-Eickhoff, K. Panel speaker in the Pre-doctoral Student Consortium, Southern Management Association Annual Meeting in New Orleans, LA, 2013.

Ford-Eickhoff, K., Plowman, D.A., & McDaniel, R.R. Jr. 2009. Do goals matter? An empirical look at board involvement in strategic decision making. *Southern Management Association 2009 Proceedings*.

Ford-Eickhoff, K., & Plowman, D.A. 2008. Boards as sensemakers and decision makers: Weavers or quilters? *Southern Management Association 2008 Proceedings*.

Ford-Eickhoff, K. 2005. Utilizing assurance of learning to improve undergraduate programs. AACSB-International 2005 Conference on Undergraduate Programs.

FUNDED RESEARCH:

“The Hospital Board’s Role in Strategic Decision Making,” campus-wide competitive summer research grant awarded through the University of Tennessee Office of Research, Summer 2008.

REFEREED JOURNAL REVIEWER:

Health Care Management Review (2011 - present)
Group & Organization Management (2012 - present)

TEACHING

TEACHING EXPERIENCE:

2012 to present, Belk College of Business, the University of North Carolina Charlotte:

Strategy:

Master of Business Administration 6194: Global Strategic Management
Management 3280: Strategic Management

Ethics:

Management 3282: Managerial Ethics

2009 to 2012, College of Business Administration, the University of Tennessee, Knoxville:

Strategy:

Management 402: International Business Strategy

1984 to 2007, College of Business Administration, the University of Tennessee at Chattanooga:

Strategy:

Business Management 440: Strategic Management

Management:

Business Management 509: Management Theory and Practice

Business Management 315: Management Concepts

Business Management 103: Introduction to Business

Organizational Behavior:

Business Management 527: Organizational Behavior Theory/Design

Business Management 525: Organizational Behavior Theory/Practice

Business Management 331: Organizational Leadership/Motivation

Business Management 330: Organizational Behavior

Human Resources Management:

Business Management 528: Industrial Relations/Human Resource Management

Business Management 435: Compensation Management

Business Management 434: Problems in Personnel Management

Business Management 411: Government Regulation of Human Resources

Business Management 410: Industrial Relations

Business Management 400: Administrative Systems Management

Business Management 332: Personnel Management

Business Management 310: Business Communications

Marketing:

Business Marketing 363: Sales Force Management

Business Marketing 313: Basic Marketing

Management Science:

Business Management 555: Operations Research

Business Management 356: Management Science

University Studies:

University Studies 101: Freshman Seminar

1996 to 2011, Department of Distance Education and Independent Study, the University of Tennessee:

Business Management:

CBMM 331C: Organizational Motivation and Leadership

CBMM 330C: Concepts of Organizational Behavior

CBMM 103C: Introduction to Business and Entrepreneurship

1988-1989, Division of Continuing Education, the University of Tennessee at Chattanooga:

Conceptualized, developed, and taught seminars for executives and administrative staff in conjunction with the Division of Continuing Education at the University of Tennessee at Chattanooga. Presented seminars to participants in Atlanta, Dallas, Orlando, Memphis, and Nashville. In addition, presented in-house programs for organizations such as Martin Marietta, Post Properties, and the Tennessee Valley Authority.

TEACHING PHILOSOPHY:

My teaching style is grounded in the philosophy that students who are actively engaged in the learning process will learn more, retain more of what they learn, and be more capable of applying this knowledge in their lives outside the classroom. For this reason, I structure my classes to incorporate substantial opportunities for students to participate in discussions, case analyses, and experiential exercises. I also incorporate opportunities to research current businesses, their leaders, and their challenges so my students not only learn about these businesses but also learn how and where to find the information they need for successful strategic decision making.

PROFESSIONAL

ADMINISTRATIVE AND BUSINESS EXPERIENCE:

Board Member, Board of Directors for Catoosa Citizens for Animal Care, Inc., 2010-present. Advising the officers of a non-profit organization with an annual budget of approximately \$100,000 in grants and donations that is dedicated to the humane treatment of animals through rescue, adoption, and education programs.

Trustee, Trustee Council for the Tennessee Hospital Association, 2004 to 2006. Duties included participating in programs and discussions about issues of importance to hospitals in the state of Tennessee, attending American Hospital Association meetings to take issues of concern to the national level, and developing a new trustee certification process for the state. Earned Advanced Trustee Certification, 2006.

Chair of the Board of Governors for Parkridge Medical Center, a multi-campus HCA facility in Chattanooga, TN, 1998 to 2005. Duties included providing leadership to the Board, working closely with the Chief Executive Officers of the campuses and the President of the Mid-America Division, adjudicating appeals of physician privileges and credentials decisions, and participating in the Joint Commission accreditation process.

Chair of the Board of Trustees for East Ridge Hospital, 1995 to 1998. Duties included working closely with the Chief Executive Officer, adjudicating appeals of physician privileges and credentials decisions, participating in the Joint Commission accreditation process, and developing the charter bylaws for the Board of Governors of Parkridge Medical Center.

Trustee, Board of Trustees for East Ridge Hospital, 1992 to 1995. Acted as a representative for the community in monitoring the strategic plans and quality of care provided by the hospital.

Director of Assessment, University of Tennessee at Chattanooga College of Business, 2004 to 2007. Designed and implemented assessment processes for the AACSB assurance of learning standards within the College of Business.

Owner, Brainerd Frame Center, 1987 to 2004. Co-owned and operated a retail custom picture framing and art gallery business.

Supervisor of Institutional Research and Planning, The University of Tennessee at Chattanooga, 1984-1987. Collected, analyzed, and reported information requested by local, state, and federal educational or governmental agencies.

Management Analyst, The University of Tennessee at Chattanooga, 1981 to 1984. Performed intensive systems analyses of various areas of the UTC campus such as the Human Resources Department and the Graphic Services Department.

Assistant to the Dean for Admissions, The University of Tennessee at Chattanooga, 1982. Acted as Interim Director of the Undergraduate Admissions Office during the fall semester student registration when the office was acutely understaffed.

Admissions Officer, The University of Tennessee at Chattanooga, 1979 to 1980. Recruited undergraduate students and advised transferring students on course selection.

PROFESSIONAL MEMBERSHIPS AND SERVICE:

Academy of Management (member; reviewer)

Strategic Management Society (member; conference presenter)

Southern Management Association (member; reviewer; track chair; discussant; presenter in the Pre-Doctoral Consortium; Teaching Excellence Committee; Best Doctoral Paper in Health Care/Hospitality Management/Public Administration Track Committee)

CONTACT INFORMATION

UNIVERSITY OF NORTH CAROLINA CHARLOTTE:

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