

# **J. DENNIS CRADIT**

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College of Business  
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## **PERSONAL INFORMATION**

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Born January 14, 1955, Harlingen, Texas  
Married, two children  
(formerly J. Dennis White)

## **EDUCATIONAL BACKGROUND**

- Ph.D. Experimental Social Psychology, University of Iowa, 1984.  
Dissertation: “Determinants and Consequences of Confidence in Attitudinal Maintenance and Persuasion.” Chair: Donal E. Carlston
- M.A. Experimental Social Psychology, University of Iowa, 1981.  
Thesis: “The Effects of Capacity Constraints on the Allocation of Attention in Person Perception: Evidence for an Impression Sufficiency Strategy.” Chair: Donal E. Carlston
- B.A. Psychology, University of Missouri – Columbia, 1977

## ADMINISTRATIVE EXPERIENCE

2016 – present      **Associate Dean, College of Business**  
Florida State University

I am currently the Associate Dean for Academic Operations. I am responsible for college and departmental statistics, strategic metrics, accreditation data, and course assessment data collection and reporting.

2014 – 2016        **Dean, Fowler College of Business**  
San Diego State University

The Fowler College of Business at San Diego State University served 5,400 graduate and undergraduate students with 110 full-time and adjunct faculty. While at SDSU, I championed innovative and sustainable business education, a strategic intent to establish the College as a nationally and internationally renowned business school, and a commitment to continue the college's vision as the educational backbone of the San Diego business community.

2006-2014        **Dean, College of Business**  
Southern Illinois University

The College of Business was comprised of Departments of Finance, Management and Marketing and the School of Accountancy, and enrolled approximately 1,200 undergraduates and 250 masters and doctoral students, offering seven undergraduate degree programs, residential and professional MBAs, a MAcc, and the Ph.D. with specialties in four areas. While at SIU, I championed fiscally sustainable programming, the incorporation of digital and technological changes to curriculum, a strong culture of collaboration and innovation, and an unwavering commitment to excellence in student services. Under my leadership, the college enlarged and stabilized fiscal operations; set ambitious goals for student advising, placement and service delivery; and, introduced a number of innovative online programs at the graduate and undergraduate level. As a champion of innovation and entrepreneurship, I established a 3,500-square-foot center for creativity, invention, and innovation; and, was a consistent evangelist for cross-campus and regional collaboration and interdisciplinary focus.

2012-2014        **Deputy to the Chancellor for Innovation & Economic Development**  
Southern Illinois University

In addition to my responsibilities as college dean, I served as special assistant to the SIU Chancellor in support of campus initiatives aimed at spurring an innovative and entrepreneurial culture, as well as focusing university energies toward regional engagement and economic development. The Deputy had supervisory responsibilities for the Office of Economic and Regional Development and oversight of university activities in the Southern Illinois Research Park. I worked on initiatives supporting creativity, innovation, and entrepreneurship, as well as enhanced collaboration across the campus and the southern Illinois region.

2000 – 2006

**Chair of the Marketing Department**

College of Business, Florida State University

At that time, the department included 19 faculty and adjunct instructors, 2 staff personnel, and a doctoral program averaging 12 full-time candidates. The Marketing Department housed two undergraduate majors: marketing and international business, an MBA concentration in Supply-Chain Management, and a Ph.D. degree in Marketing. Enrollment as of 2003-2004 was 675 undergraduates. The department was the second largest in the college and fourth largest in the university as measured by full-time-equivalent enrollment and number of undergraduate degrees granted. My responsibilities involved representing the Department to external constituencies and the central administration of the College and University, faculty development, tenure recommendations, departmental budgets, graduate and undergraduate academic program development, and external development.

2000 – 2006

**Member of the College of Business Executive Committee**

College of Business, Florida State University

In my duties as departmental chair, I served on the college's executive committee, comprised of the Dean and Associate Deans as well as each of the Departmental Chairs. The Executive Committee was responsible for working with the Dean's Office to implement strategic plans created for the college as well as monitoring the operations of the college.

1984 – 1990

**Director, Marketing Department Doctoral Program**

College of Business, Florida State University

This position entailed responsibility for coordinating the doctoral program areas within the Department of Marketing. The position reported to the Chairman of the Department of Marketing.

**PUBLIC SERVICE APPOINTMENTS**

2008 – 2012

**Member, Council of Economic Advisors**

Office of the Governor, State of Illinois

The Council of Economic Advisors, under the two gubernatorial administrations in which I served, was comprised of economists, business and public policy members, providing input into the state budget process with an emphasis on economic and revenue forecasting in support of the Governor's annual state budget proposal.

2009 – 2010      **Commissioner, Economic Recovery Commission**  
Office of the Governor, State of Illinois

This was an independent, non-partisan panel appointed by Governor Quinn, and charged with providing guidance and advice to the Governor in a number of areas central to Illinois job creation and the future of the Illinois economy.

2013 – 2014      **Member, Board of Directors**  
Jackson Growth Alliance, Jackson County, Illinois

The Jackson Growth Alliance was a cooperative effort among the Jackson County government, City of Carbondale, City of Murphysboro, Southern Illinois University, Southern Illinois Airport Authority, and the Jackson County business community for the achievement of economic development goals.

2006 – 2009      **Member, Mayor's Business Advisory Group**  
Office of the Governor, State of Illinois

This was a non-partisan panel appointed by the Office of the Mayor, and charged with providing guidance and advice for local job creation and economic development.

## RESEARCH

### Working Papers, On-going Projects, and Articles in Submission

With M.J. Brusco and D. Steinley, "A comparison of 71 binary similarity coefficients: The effect of base rates." (Under second review, *PLoS ONE*)

With M.J. Brusco and D. Steinley, "Matrix factorization approaches for visualization of two-mode and asymmetric one-mode proximity data."

### Articles in Refereed Journals

With M. J. Brusco and D. Steinley (In press) "Combining diversity and dispersion criteria for anticlustering." *British Journal of Mathematical and Statistical Psychology*

With S. Brudvig, and M. J. Brusco (2019) "Joint selection of variables and clusters: Recovering the underlying structure of marketing data." *Journal of Marketing Analytics*, 7, 1-12.

With M.J. Brusco and S. Brudvig, (2019) "An integrated dominance analysis and dynamic programming approach for measuring predictor importance for customer satisfaction." *Communications and Statistics – Theory and Methods*, 48(21), 5290-5307.

With M.J. Brusco, D. Steinley, and J. Stevens, (2019) "Affinity propagation: An exemplar-based tool for clustering in psychological research" *British Journal of Mathematical and Statistical Psychology*, 72, 155-182.

- With M. J. Brusco, D. Steinley, and R. Singh, (2017) "Cluster analysis in empirical OM research: Survey and recommendations," *International Journal of Operations and Production Management*, 37 (3), 1-24.
- With M. J. Brusco, E. Shireman, D. Steinley, and S. Brudvig, (2017) "Gaussian Model-Based Partitioning Using Iterated Local Search," *British Journal of Mathematical and Statistical Psychology* 70, 1-24.
- With M. J. Brusco, D. Steinley, and R. Singh, (2012), "Emergent Clustering Methods for Empirical OM Research." *Journal of Operations Management* 30 (6), 454-466.
- With Brusco, M. J., & S. Stahl, (2010), "Multiobjective multidimensional scaling in the city-block metric." In S. Kolenikov, D. Steinley, & L. Thombs (Eds.), *Statistics in the Social Sciences: Current Methodological Developments*. Hoboken, NJ: Wiley.
- With Brusco, M. J., & D. Steinley, D., (2009), "An exact algorithm for finding hierarchically well-formulated subsets in second-order polynomial regression. *Technometrics* 51 (3), 306-315,
- With M. J. Brusco, D. Steinley, and G. L. Fox, (2008) "Cautionary remarks on the use of clusterwise regression." *Multivariate Behavioral Research*. 43 (1), 29-49.
- With M. J. Brusco,(2005), "ConPar: A Method for Identifying Groups of Concordant Subject Proximity Matrices for Subsequent Multidimensional Scaling Analyses," *Journal of Mathematical Psychology*, Vol. 49, 142 -- 154.
- With M. J. Brusco, (2005) "Bicriterion methods for partitioning dissimilarity matrices," *British Journal of Mathematical and Statistical Psychology*, Vol. 58 (2), 319-332.
- With M. J. Brusco (2004), "Graph Coloring, minimum-diameter partitioning, and the analysis of confusion matrices," *Journal of Mathematical Psychology*, Vol. 48, 301-309.
- With M. J. Brusco, and A. Tashchian (2003), "Multicriterion Clusterwise Regression for Joint Segmentation Settings: An Application to Customer Value," *Journal of Marketing Research*, Vol. 40, No. 2, pp. 225-234.
- With M. J. Brusco and S. Stahl (2002), "A Simulated Annealing Heuristic for a Bicriterion Partitioning Problem in Market Segmentation," *Journal of Marketing Research*, Vol 39, No. 1, pp. 99-109.
- With M. J. Brusco, (2001), "A Variable Selection Heuristic for K-Means Clustering," *Psychometrika*, Vol 66, No. 2, pp. 249-270.
- With A. Tashchian and C. Hofacker (1994), "Signal Detection Theory and Single Observation Designs: Methods and Indices for Advertising Recognition Testing," *Journal of Marketing Research*, Vol 30, No. 4, Fall, pp. 117-127.
- With M. J. Showalter, (1991), "An Integrated Model for Demand-Output Management in Service Organizations: Implications for Future Research," *International Journal of Operations and Production Management*, pp. 51 - 67.

- With A. Tashchian and R. Ohanian, "An Exploration into the Scaling of Consumer Confidence: Dimensions, Antecedents, and Consequences," *Journal of Social Behavior and Personality*, Vol. 6, No.3, 509-528, 1991
- With E. L. Truly (1989), "Price-Quality Integration in Warranty Evaluation: A Preliminary Test of Alternative Models," *Journal of Business Research*, Vol. 19, 109-125.
- With A. Tashchian and S. Pak (1988), "Signal Detection Analysis and Advertising Recognition: An Introduction to Measurement and Interpretation Issues," *Journal of Marketing Research*, Vol. 25, No. 3, Aug, 397-404.
- With M. Martinko and B. Hassell (1988), "An Operant Analysis of Prompting in a Sales Environment," *Journal of Organizational Behavior Management*, Vol. 10, pp. 93-107.
- With R. E. Goldsmith and M. T. Stith (1988), "Yeasaying and the Rokeach Value Survey: Interactions with Age and Race," *Journal of Social Behavior and Personality*, Vol. 2 , 251-258.
- With R. E. Goldsmith and M. T. Stith (1988), "The Rokeach Value Survey and Social Desirability," *Journal of Social Psychology*, Vol. 127, pp. 553-554.
- With R.E. Goldsmith and M.T. Stith, M. T. (1987). Race and sex differences in self-identified innovativeness and opinion leadership. *Journal of Retailing*, 63(4), 411-425.
- With R. E. Goldsmith and M. T. Stith (1986), "Values of Middle-Class Blacks and Whites," *Psychology and Marketing*, pp. 45-56.
- With R. M. Mizerski (1986), "Understanding and Using Emotions in Advertising," *Journal of Consumer Marketing*, 57-69.
- With D. E. Carlston (1983), "Consequences of Schemata for Attention, Impressions, and Recall in Complex Social Interactions," *Journal of Personality and Social Psychology*, Vol. 45 (3), 538-549.

### **Recent Talks & Invited Presentations (Selected)**

- "The Future of Entrepreneurship Education: Breakfast Discussion with the Deans," *Panel Discussion, United States Association for Small Business & Entrepreneurship Annual Conference, San Diego, California, January 2016.*
- "Differential Tuition in Business Colleges," *Presentation to Midwest Business Dean's Conference, Chicago, Illinois, October 2011.*
- "Fueling Global Innovation: The Essential Role of Education," *Keynote Address, 2010 International Conference on Knowledge-Based Economy and Global Management, Southern Taiwan University, November 2010.*
- "Models of Customer Service for University Success," *Seminar Presentation, Executive MBA Program, Fundação Instituto de Administração, University of São Paulo, Summer 2008.*

With Peter Alexander, "A Feasibility Assessment of the American University Model in Northern Germany," *Task Force Presentations, Ludwigslust & Schwerin Germany, 2009*.

With Gary Knight, "SME Research and Implications for Asian Economies," *Presentation to Nihon University Conference on International Relations, Nihon University, Tokyo Japan, Spring 2002*.

### **Conference Papers and Proceedings**

With R. Hansen, "Understanding Consumers' Perceptions of Marketing Ethics: An Examination of Dimensional Evaluations," *1993 Proceedings of the Southern Marketing Association*, pp. 150-152

With A. L. Hand, "Illusions of Unique Invulnerability: Applications to Consumer Behavior," *1990 Proceedings of the Southern Marketing Association*, pp. 145-149.

With R. E. Goldsmith and M. T. Stith, "An Empirical Study of the Relationship Between Personal Values and Innovative Purchasing Behavior," *1989 Proceedings of the Academy of Marketing Science*, pp. 84-88.

With A. Tashchian and J. Vilmain, "Signal Detection Theory and Advertising Effectiveness: The Development of a Supra-Receiver Operating Characteristic," *1988 Proceedings of the Southern Marketing Association*, pp. 14-17.

With E. L. Truly, "Warranty Effects on Consumer Risk Perceptions: An Analysis of a Two-Stage Price-Quality Tradeoff," *1987 Proceedings of the Southern Marketing Association*, pp. 126-128.

With R. E. Goldsmith, "Explanation for Spurious Response in Survey Research: An Exploratory Study," *1987 Proceedings of the Southern Marketing Association*, pp. 29-33.

With R. E. Goldsmith and M. T. Stith, "Yeasaying and the Rokeach Value Survey: Interactions with Age and Race," *Proceedings of the 1987 American Marketing Association Educators' Conference*, pp. 114-116.

With H. W. Hennessey, "Magnitude Estimation and Category Scaling: Psychophysical Measurement Issues for Organizational Behavior," *1986 Meeting of the Decision Sciences Institute*, pp. 75-80.

With R. E. Goldsmith and M. T. Stith, "Self-Identified Innovativeness and Spending for New Fashions: A Comparison of Black and White Middle-Class Consumers," *1986 American Marketing Association Conference on Cultural Influences and Consumer Behavior*, pp. 27-32.

With J. A. Vilmain, "Psychophysics of Price: A Critique of the Weber-Fechner Approach in Consumer Behavior," *Development in Marketing Science*, Proceedings of the Academy of Marketing Science), 9, 30-35.

With A. Tashchian, "The Application of Exploratory Data Analysis in Marketing: An Introduction to Selected Methods," *Developments in Marketing Science*, Proceedings of the Academy of Marketing Science), 9, 30-35.

With M. Showalter, "An Integrated Framework for Demand-Capacity Management in Service Organizations," *1985 Meeting of the American Institute of Decision Sciences*, pp. 102-105.

With R. M. Mizerski and J. Hunt, "The Use of Emotion in Advertising," *1984 American Marketing Association Educator's Proceedings*, 50, 244-248.

## TEACHING

### Faculty Appointments

2016 – present	<i>The Bank of America Professor of Data Analytics</i> , Department of Business Analytics, Information Systems, and Supply Chain Management, College of Business, Florida State University.
2014 - 2016	Professor, Department of Marketing, Fowler College of Business, San Diego State University
2006 – 2014	Professor, Department of Marketing, College of Business, Southern Illinois University
2004 – 2006	<i>The Charles A. Bruning Professor of Business Administration</i> , College of Business, The Florida State University
1995 – 2006	Professor, Department of Marketing, College of Business, The Florida State University, Tallahassee, Florida
1988 – 1995	Associate Professor, Department of Marketing, College of Business, The Florida State University, Tallahassee, Florida
1983 – 1988	Assistant Professor, Department of Marketing, College of Business, The Florida State University, Tallahassee, Florida
1982 – 1983	Adjunct Professor, Department of Marketing, College of Business, University of Iowa.
1983	Instructor, Department of Psychology, University of Iowa.

### Undergraduate Teaching Experience

#### ***Principles of Marketing,***

This course is a required prerequisite for all marketing courses. Gives the student an understanding of the decision areas and the ability to utilize marketing concepts to make business decisions.

#### ***Promotional Strategy,***

This course focuses on issues related to management of promotional tools including advertising, personal selling, sales promotion, public relations, and publicity.

#### ***Consumer Behavior,***

This course acquaints the student with the fundamental theories from the behavioral sciences as applied to the consumer decision making process.



***Marketing Research,***

This course examines marketing research as an information-providing activity for the purpose of management decision-making.

***Operations Research for Managerial Decisions,***

This course consists of quantitative analysis of management decisions involving such topics as linear programming, inventory control, queuing, and project management.

***Services Marketing,***

This course examines marketing in the service industries with particular emphasis on unique aspects of services marketing, the service-marketing mix, and the implementation of service strategies.

***Multinational Business Operations,***

This course surveys the essentials of international production and trade and the problems managers encounter in international business environments.

## **Masters and Professional MBA Teaching Experience**

***Fundamentals of Data Visualization,***

This course introduces masters students in business analytics to an overview of visualization theory and programming approaches for creating visualizations, infographics and management dashboards. The class covers visualization routines in open-source pythonic libraries as well as private, third-party programs such as Tableau.

***Foundational Concepts in Business Analytics,***

This course introduces masters students in business analytics to an overview of supervised machine-learning algorithms and a review of algorithms and optimization in linear modeling, logistic regression, neural networks, and classification.

***Operations Management,***

This course developed a conceptual framework useful in describing the nature of the operations function with an additional emphasis on identifying basic issues in managing the operations of a service organization.

***Consumer Analysis,***

This seminar focused on theories of behavior and their relationship to marketing. Focusing particularly on segmentation and positioning, the course applied consumer behavior models to practical business settings.

***Marketing Models,***

This course was designed to prepare students for building, implementing, and evaluating models based on tools, techniques, and procedures involved in the marketing research process.

***Business-to-Business Marketing (face-to-face & online)***

This course was designed to provide masters students with a strategic look at business-to-business marketing across a wide variety of firms and industries. In particular, the course built on basic marketing understanding and examined successful and unsuccessful business-to-business strategies via class discussions and in-class case analyses.

***Quantitative Decision-Making for Business (online),***

This was an online skills-acquisition course designed to introduce professional MBA students to quantitative reasoning as a skill set useful in managerial decision making. The course focused on fundamentals of probability and statistical reasoning and behavioral and cognitive impediments to successful applications.

**Doctoral Teaching Experience**

***Research Methodology and Philosophy of Science***

This doctoral seminar introduced students to fundamental issues of philosophy of science and their appropriate application to experimental and quasi-experimental design.

***Consumer Behavior***

This course was an in-depth analysis of current selected topics in consumer information processing, attitudes, decision making, and social and cultural influences on consumer behavior.

***Regression and General Linear Model.***

This course presented an introduction to the general linear model, focusing on multiple regression, analysis of variance and covariance, and their applications to doctoral research in marketing and management.

**Chair of Doctoral Committees**

**Elise L. Truly, 1990**

Dissertation Title: "A Range-Frequency Approach to the Modeling of Consumer Satisfaction"  
(Winner of SMA Doctoral Dissertation Proposal Award, 1989; AMS Doctoral Dissertation Award, 1991)

**Rene Desbordes, 1990**

Dissertation Title: "Development and Testing of a Psychometric Scale to Measure Country-of-Origin Image"

**Sukgoo Pak, 1990**

Dissertation Title: "An investigation of miscomprehension of print advertisement using the signal detection theory"

**Dale Fodness, 1991**

Dissertation Title: "A Functional Approach to Market Segmentation: An Operationalization and Application of Functional Theory in Marketing"  
(Winner of International Association of Travel & Tourism Doctoral Dissertation Award, 1992)

**Randall Hansen, 1993**

Dissertation Title: "Consumer's Perceptions of Unethical Market Behavior: A Comparison of Multiple Models of the Cognitive Structure of Unethical Practices"

**Gary Oliphant, 1993**

Dissertation Title: “The Application of Referent Cognitions Theory to the Review Process in a Channel Exchange.”

**Annette Singleton-Tolson, 2002**

Dissertation Title: “Persuasion knowledge: a developmental framework”

**Renu Singh, 2007**

Dissertation Title: “An empirical investigation into the effects of shopping motivation on store environment-value relationship” (co-chair)

**Susan Brudvig, 2007.**

Dissertation Title: “From coarse to fine and weak to strong : the impact of scale granularity and rating strength on the ability of K-means to recover true cluster structure” (co-chair)

**SERVICE**

**Editorial and Professional Service**

Journal of Business Research, (editorial board), 1989 – 1999; Psychology and Marketing, (ad hoc reviewer); Journal of Social Behavior and Personality, (ad hoc reviewer); Marketing Science (ad hoc reviewer); Southern Marketing Association, Buyer Behavior Track Chairman, 1991; Paper Referee, 1983-1993; Session Discussant, 1984, 1986, 1988, 1989; Session Chair, 1991, 1993. Academy of Marketing Science, (Session Discussant); American Marketing Association, (Session Chair).

**University-Related Activities (*selected*)**

***Service at Florida State University (2016 - )***

University Salesforce Advisory Committee (Member)  
State-Wide Business Common Prerequisite Discipline Committee (Member)  
College Undergraduate Policy Committee (Ad-hoc member)  
College Assessment Committee (Ad-hoc member)  
University Mapping Oversight Committee (Member)

***Service at San Diego State University***

Assistant Vice President – Academic Affairs Search Committee (Chair)  
Board of Directors, SDSU Zahn Innovation Center, (Member)  
SDSU Entrepreneurial Experiences Working Group, (Member)  
Various Presentations to Regional Alumni Groups in Seattle, San Francisco, Los Angeles, Austin, New York City.

***Service at Southern Illinois University***

Associate Provost Screening Committee, (Chair)  
University-Level Faculty Teaching Excellence Award Committee, (Chair)  
Dean Search Committee, College of Mass Communication, (Chair)  
Naming University Facilities Committee, (Chair)

SIUC Foundation Development Process Committee (Member)  
Acting Dean Screening Committee, College of Education (Member)  
Faculty Union Contract Negotiation, Administrative Team (Lead)  
Campus Distance Learning Committee, (Member)  
Honorary Degree and Distinguished Service Award Committee, (Chair)  
University Advertising and Sponsorship Committee, (Member)  
Provost's Committee on Distance Learning, (Chair)  
University Library Advisory Committee, (Member)  
Provost Search Committee, (Member)  
Dean Search Committee, College of Applied Sciences and Arts, (Co-chair)  
Dean Search Committee, College of Liberal Arts, (Co-chair)  
University First-Year Experience Committee, (Member)  
Coal Research Center Dean's Advisory Council, (Member)  
SIUC Small Business Incubator Tenancy Review Committee, (Member)  
Commercialization of University Technology Committee, (Member)

***Service at Florida State University (1983 – 2006)***

Institute for Academic Leadership, College Representative  
Program Committee, University Deans & Chairs Conference.  
Faculty Search Committee, College of Human Sciences.  
University Ad-Hoc Committee on Exit Interviews.  
University Graduate Fellowship Committee.  
University Graduate Policy Committee.  
Various College of Business Committees: Computer Policy Committee; Doctoral Admissions and Retentions Committee; Doctoral Policy Committee; Promotion and Tenure Committee; Dean's Search Committee; Scholarship Committee; Summer Faculty Research Grant Review (chair)  
Marketing Doctoral Policy Committee.  
Marketing Department Recruiting Committee.  
Faculty Advisor to A.M.A. Student Chapter.  
Faculty Advisor to FSU Chapter of Habitat for Humanity.

**AACSB/Accreditation Related Activities**

<b>Institution</b>	<b>Assignment</b>	<b>Dates</b>
Auckland University of Technology	Business Chair	Summer 2016
St. Cloud State University	Business Chair	Winter 2016
West Virginia University	Business Chair	Fall 2014
University of Rhode Island	Business Chair	Fall 2013
University of Wisconsin – Milwaukee	Business Team	Winter 2013
Barry University – Miami	Business Chair	Winter 2012
Binghamton University SUNY	Business Chair	Fall 2010
University of North Carolina – Greensboro	Business Team	Winter 2010
Florida Atlantic University	Business Team	Winter 2007

**CONSULTING**

1993 – 2006    **Owner, Cradit & Associates Consulting**  
Tallahassee, Florida

Initiated, structured, and conducted marketing consulting projects, including all phases of business analysis, market analysis, presentation, staff training, and organizational development in support of marketing efforts. Designed and implemented strategic B2B databases for large telecommunications company; conducted customer satisfaction and employee satisfaction surveys for public agencies; designed quality-improvement and training programs for public regulatory agencies.

Sample Work (All for Fortune 100 Companies):

- Small Business Direct Marketing. Developed targeted campaign for new product introduction. Designed database for identifying and confirming new product revenue opportunities.
- Corporate Strategic Marketing. Provided research design, consulting, and analytical development for targeting strategies to support increased penetration of markets in multi-state area.
- Business Strategic Systems. Designed strategic database of all in-region and out-of-region strategic sales initiatives. Developed and estimated multiple telecommunications and information technology inventory and spending variables. Conducted comprehensive market segmentation analysis.

2001 – 2005     **Managing Partner, The Cradit/Showalter Group, Inc.**  
Tallahassee, Florida

Offered full suite of services and programs for measurement and analysis of internal performance and customer-relationship-management metrics in public management agencies.

Sample Work:

- Office of Treasurer of State of Florida, Department of Financial Services. Designed, implemented, and analyzed survey of employee satisfaction for mission-critical program within Department. Helped identify critical areas of concern for future training and program development.
- Florida Department of Insurance. Developed several customer-relationship programs to identify areas of potential improvement: quality-assurance monitoring for state-wide call center activities; quarterly report on customer satisfaction with state's "request-for-assistance" program in Division of Consumer Services; designed participation-feedback system for division field presentations; designed and monitored automated voice-activated feedback systems for 1-800 system; developed Balanced Scorecard system for scoring and monitoring program and bureau performance.
- Florida Office of the Auditor General. Designed and delivered state-wide program of training workshops instructing personnel within Auditor General's office on survey sampling, questionnaire construction, and survey administration.

1989 – 1993     **Research Associate, Diskin Property Research**  
Tallahassee, Florida

Provided analytical and statistical services in support of market development and commercial appraisal projects. Projects included commercial property appraisal for 20-unit retail chain across three-state area; research in support of property condemnation litigation; and, rent surveys.

1981 – 1983    **Consultant, Baron & Baron Marketing Research**  
Chicago, Illinois

Provided analytical and statistical services in support of market research projects for consumer and retail projects.