**Christine L. Mark, Ph.D.**

Instructional Associate Professor, Human Resource Development and Technology Management

Department of Educational Administration and Human Resource Development

College of Education and Human Development

Texas A&M University, College Station, TX

cmark@tamu.edu

**EDUCATION**

**Ph.D., Instructional Technology & Instructional Design**, College of Education, Curriculum and Instruction, 2014

The University of Southern Mississippi (Hattiesburg, MS)

Dissertation: *Growth and decline of Second Life as an educational delivery platform*

**MBA, Human Resources and Industrial Relations**, College of Business, 1989

University of Toledo (Toledo, OH)

**BBA, Business Administration, Major in Accounting**, College of Business, 1978

University of Toledo (Toledo, OH)

**RESEARCH and PROGRAM DEVELOPMENT GRANTS**

 **5. Undergraduate Research Scholars Program**, Texas A&M, LAUNCH Program, Undergraduate Research, awarded grant to assist in conducting research with a team of undergraduate students engaged in a research project - *The Use of Synchronous Online Learning Activities to Increase Learner Engagement in an e-Learning Environment*, $500 (2018-2019)

**4. Student Success Faculty Fellows Program**, Texas A&M, Center for Teaching Excellence, awarded grant to pursue transformational teaching goal – “Students completing *EHRD 315 Applied Human Resource Development in the Workplace* will apply human resource theories and concepts to actual workplace situations and use acquired knowledge and tools by effectively generating solutions to meet the goals of all stakeholders including the organization, internal and external groups, and individual employees.” The strategies for achieving this goal include using transformative learning theory, creating interactive content, and using virtual reality simulations to allow for active practice and problem solving activities, $10,000 (2017-2018)

**3. Undergraduate Research Scholars Program**, Texas A&M, LAUNCH Program, Undergraduate Research, awarded grant to assist in conducting research with a team of undergraduate students engaged in a research project - *From the Job Applicant’s Viewpoint, What are the Perceptual Differences between Video and Phone Screening?,* with presentations made at Texas A&M Student Research Week and at the Academy of Human Resource Development (AHRD) national conference, $500 (2015-2016)

**2. Institute for Advancement in Quality of Online Teaching**, Texas A&M, College of Education and Human Development, grant awarded to study methods of quality in online teaching, engage in professional development activities related to online teaching, and to prepare online courses for submittal to Quality Matters for certification, with two courses submitted and certified, $5,000 (2016)

**1. Faculty Institute, “Flipping Your Course”**, Texas A&M, Center for Teaching Excellence, awarded grant to learn methods involved in flipping a course and the development of flipped course content, $2,500 (2015)

**AWARDS and HONORS**

**3. Distinguished Achievement in Teaching College Level,** The Association of Former Students, (2018)

**2. Teaching Achievement Award**, Texas A&M, Department of Educational Administration and Human Resource Development, (2017)

**1. CEHD Exemplary Distance Educator**, Texas A&M, College of Education and Human Development, (2016)

**TEACHING and RESEARCH INTERESTS**

1. Assessing Quality in Online Teaching
2. Instructional Design for Learner Engagement
3. Training/Development of Millennial Employees
4. Use of Virtual Worlds and Simulations for Active Learning
5. Use of Interactive Video for Formative Assessment
6. Creating, Developing, and Maximizing Impact of a Community of Learners
7. Use of eLearning Authoring Tools for Gamification in Training

**ACADEMIC EXPERIENCE**

**Instructional Associate Professor**, Department of Educational Administration and Human Resource Development, College of Education and Human Development, Texas A&M, College Station, TX, January 2015 to present

Study Abroad Course and Faculty-Led Field Trip (2018-2020):

Developed course *EHRD 485/685: Family Owned Business – The Impact of Culture on Human Resource Development (HRD) Practices*. The primary goal of this course is provide an opportunity for learners to immerse themselves in the culture of another country and to experience and observe how human resource development practices and issues are affected by the culture of the country. Learners will also develop critical thinking skills and leadership skills while experiencing life in another country. Learners are expected to grow personally from this experience as it allows for self-reflection while facing the challenges of walking a 500-mile pilgrimage across northern Spain.

New Courses Developed (New in EHRD/TCMG Curriculum in Fall 2015):

*EHRD 210: Legal and Ethical Systems of Human Resource Development*. In this course, learners are exposed to federal and state laws governing the relationship between employers and employees in both the private and public sectors, and the agencies charged with enforcing the laws. Learners also become familiar with how the laws have been interpreted and applied by federal and state courts. As a result of studying the legal framework governing the employment relationship, learners are able to understand the impact of labor and employment law on ethical managerial decision-making. This course was developed as an online course.

*EHRD 315: Applied Human Resource Development in the Workplace*. This course serves as an overview to the area of human resource management. The course is taught from an applied perspective and challenges learners to solve real-world problems using knowledge gained. EHRD 315 is taught in both face-to-face and online formats. The course is also taught as an Honors course. Quality Matters certified the online course in 2016.

*TCMG 402: Instructional Technology and Design.*  The purpose of the course is to give learners hands-on experience with designing a course using the principles of systematic instructional design while applying theories of learning and teaching.  Learners work with models of systematic instructional design to develop a course module to be deployed on a learning management system.  Learners use learning development tools including Adobe Captivate and Camtasia to create an interactive learning experience utilizing technology-mediated multimedia to engage learners.  TCMG 402 is taught in an online format. Quality Matters certified the course in 2017.

Graduate Courses Taught

*EHRD 673: Introduction to Distance Education*. This graduate-level course is designed to give learners hands-on experience with designing a course using the principles of systematic instructional design and theories of distance education. Learners explore and discuss trending issues in online learning and distance education. Learners also identify strategies for maximizing learner to instructor, learner to learner, and learner to content interactions while designing effective and interactive learning experiences to engage learners.

Other Courses Taught:

*EHRD 203: Foundations of Human Resource Development*. This course provides an overview of the discipline and field of human resource development focused on how individuals and groups learn and interact with organizations including motivation, group dynamics, system theory, organizational culture, learning, and change. Learners define HRD and the context of HRD within an organization. Course is also designated as a Learning Community with a grant of $4,000 to be used to enhance retention and learning. Activities included completed the Ropes Challenge Course at Challenge Works, attending an etiquette dinner, and various group activities and discussions.

*EHRD 405: Leadership in Human Resource Development*. In this course learners explore and analyze leadership theories and models in order to apply theoretical knowledge of leadership to real-world environments.

*EHRD 473: Distance Learning Applications*. During the course learners examine the application of distance learning principles to educational and training settings via a variety of distance learning modalities. Specifically, learners explore the concepts surrounding distance learning, the theories that underpin the field, and the impact these theories have on practice.

*EHRD 475: Multimedia Development for Training and Instruction*. This course provides a hands-on approach with the creation of multimedia materials for training and development purposes and grounds the learner in the basics of assessment of a development project, instructional design issues, and media development.

**Assistant Professor of Business Administration**, School of Management, Lander University, Greenwood, SC, August 2012 through December 2014

Courses Taught:

BA 101 Introduction to Business

BA 205 Management Information Systems I

BA 304 Management Information Systems II

BA 499 Business Seminar

MGMT 315 Human Resource Management

**Visiting Instructor (Full-Time)**, College of Business, The University of Southern Mississippi, Hattiesburg, MS, August 2009 through August 2012

Courses Taught:

MGT 300 Introduction to Management (100+ students/section)

MGT 364 Human Resource Management

MGT 454 Organizational Behavior

**Teaching Instructor (Full-Time)**, College of Business, East Carolina University, Greenville, NC, August 2007 through August 2009

Courses Taught:

MIS 2223 Introduction to Computers

Microsoft Word, Excel, PowerPoint, and Access

**Director of Institutional Equity**, Office of Institutional Equity, Tulane University, New Orleans, LA, January 2006 through August 2007

* Responsible for all phases of affirmative action plan.
* Investigated and resolved complaints of discrimination and sexual harassment.
* Conducted training for students, faculty, and staff in regards to discrimination, sexual harassment, diversity, and affirmative action requirements.
* Reviewed all personnel actions for equity and compliance with OFCCP.
* Set-up and monitored online training for sexual harassment and search committee guidelines and procedures.

**Adjunct Instructor**, Department of Business, Career & Technical Education, College of Education, East Carolina University, Greenville, North Carolina,August 2005 through May 2006

* Teaching ASIP 2311, Financial Information Systems I & II.
* Courses developed and delivered in on-line environment.
* Use of video, audio, and other specialized software for curriculum delivery.
* Use of Blackboard for class delivery and management.

**PROFESSIONAL EXPERIENCE**

Over ten years of corporate experience in:

***Human Resource Management:***

Experience includes all phases of the HR process including recruiting, staffing, hiring, supervising, and training. Skilled at union contract design, negotiation, and implementation, as well as related grievance responsibilities. Designed safety programs and implemented teams training and development. Managed equal employment opportunity programs and initiatives, and legal compliance concerning employment issues.

***Benefits Administration*:**

Experience includes the design, analysis, and finance of benefits programs, including health and welfare packages and retirement plans. Managed all issues concerning legal compliance, including discrimination testing, documentation, and 5500 filings. In my last industry position I was responsible for managing a $60 million heath and welfare budget.

***Compensation:***

Skilled with job analysis, job design, and job specifications. Experienced with designing compensation programs for professional staff and non-professional staff as well as managing and implementing performance management programs.

***Diversity/EEOC/AA:***

Experience includes all phases of completing an affirmative action plan including all statistical analysis. Working knowledge of EEO laws and regulations including investigation and settlement of claims of discrimination. Designed, developed, and delivered training programs concerning diversity issues.

**Contract Pension Analyst**, The Rosen Group, Woodcrest, New Jersey, EDS (Boeing), Chesapeake, Virginia,May 2005 through August 2005

* Performed detailed pension calculations for the Boeing Team.
* Troubleshooting pension inquiries from call-in center staff.
* Interfacing with EDS’ proprietary pension software in paperless environment.

**Benefits Manager**, Vertis, Incorporated, 250 W. Pratt Street, Baltimore, Maryland,August 2003 through March 2005

* Managed health and welfare plans for over 7,000 employees located in over 20 states.
* Directly responsible for managing $45 million in health insurance claims/payments.
* Minimized impact of national health care cost increase trends with increases less than 10% with minimized impact on employee contributions.
* Instituted plan re-design resulting in savings in excess of $500K per year.
* Implemented programs utilizing data warehousing and data mining.
* Responsible for ensuring compliance with state and national benefits legislation.
* Responsible for providing employee benefits orientation and documentation.
* Maintained positive relations with all health & welfare plan vendors.
* Negotiated with vendors on cost and plan design issues.
* Continually secured redesigned heath insurance benefits for cost savings.
* Responsible for analyzing, monitoring, and approving all payments to vendors.
* Responsible for all ERISA compliance.
* Responsible for collecting, organizing, and analyzing benefits-related data.

### **Director, Compensation and Benefits,** Faurecia Exhaust Systems, Inc., formerly AP Automotive Systems, Inc., Toledo, Ohio June 1999 through May 2002

* Chair, Pension Committee and Health & Welfare Committee.
* Total responsibility for all benefit plans for five manufacturing locations and corporate office.
* Assisted in negotiations with UAW and UNITE unions regarding compensation and benefits.
* Maintained positive relations with all health & welfare and retirement plan vendors.
* Negotiated with vendors on cost and plan design issues.
* Continually secured redesigned heath insurance benefits for cost savings.
* Directly assisted in compiling compensation and benefits data for impending sale of the company to Faurecia from France.
* Designed, developed, and presented compensation program.
* Designed and administered a $2.7 million bonus program.
* Analyzed and monitored all corporate compensation programs.
* Analyzed and monitored all executive compensation, including performance bonuses and non-qualified retirement plans.
* Analyzed, monitored and approved all benefits payments vendors.
* Interfaced with 6 major manufacturing facilities’ HR personnel.
* Assisted in the conceptualization of a corporate HRIS system.
* Responsible for all ERISA compliance.
* Interfaced with plant UAW personnel regarding benefits programs.
* Responsible for maintenance of defined benefit and 401(k) retirement plans.
* Ensured compliance with state and national benefits legislation.
* Responsible for providing employee benefits orientation and documentation.

### **Manager of Benefits Finance and Reporting,** HCR—Manor Care, Toledo, Ohio, May 1996 through June 1999

* Responsible for payment of approximately $60 million in annual benefits expenses to outside vendors.
* Responsible for wire transfers relating to benefits payments.
* Reconciled all benefit payments to the bank accounts and general ledger.
* Funded VEBA account and computed necessary accruals.
* Responsible for regulatory compliance, including 5500 filing preparation and summary annual reports.
* Collected, organized, and analyzed benefits-related data.
* Responsible for collecting, organizing, and analyzing compensation-related data.
* Conducted, tabulated, and reported on benefits surveys.
* Provided on-demand customized reports to corporate staff using payroll and human resources databases.
* Designed and generated computer-based reports using off-the-shelf and customized software application packages, such as PeopleSoft.
* Responsible for supervising the educational assistance program, including tuition reimbursement and scholarship programs.
* Responsible for preparing and tracking departmental budget.
* Benefit and insurance plan analysis.
* Conducted due diligence in regards to benefit plans for mergers and acquisitions.
* Implementation of corporate benefit plans with all mergers and acquisitions.

### **Human Resources Manager**, Reichert Stamping Company, Sylvania, Ohio, November 1994 through September 1995

* Labor relations for unionized manufacturing plant with 200 employees.
* Responsible for negotiations and grievance handling.
* Responsible for all employee relations’ activities.
* Responsible for complete benefits administration.
* Managed worker’s compensation and unemployment programs.
* Responsible for all day-to-day issues surrounding the human resource function.
* Conducted training and development.
* Responsible for documentation of policies and procedures.

**SERVICE**

***Department:***

6. Adviser for undergraduate professional group, *Aggie Students in HRD (ASHRD)*. Provide advice and leadership to officers, assist in planning meetings and securing speakers, and attend meetings and functions (2015-2018).

5. EAHR Awards Committee. Track awards opportunities for departmental colleagues, nominate colleagues for awards, nominate students for awards, and coordinate writing of support letters for awards (2016 to present).

4. Committee for Technology Management Major. Meet with faculty and adjuncts teaching technology management to discuss the program and suggest areas for enhancement and improvement (2016 to present).

3. Search committee for EAHR Instructional Designer. Support for writing job description, advertisement, reviewing applications, interviewing applicants, and selecting a candidate (2017).

2. Co-Chair of Committee on Diversity and Social Initiatives. Planning educational and social events for department (2015-2017).

1. Led a study group for students sitting for the SHRM Assurance of Learning Exam for Graduating Seniors. Designed and developed study materials and led study group for students taking the exam, administered practice exams, reviewed results, and gave feedback to students (2016-2017).

***College:***

5. Awards Committee. Evaluate applications for teaching awards and recommend applications for further consideration (2019-present).

4. Committee on Global Education. Review and analyze study abroad proposals and recommend proposals for funding. Set guidelines, policies, and procedures for the Global Education program (2018-present).

3. Search Committee for EAHR Department Head. Collaborated with colleagues to write a job

 announcement, review applications, and interview candidates (2017-2018).

2. Technology in the Classroom Committee. Meet with a representative from each department and the Dean’s office to analyze technology needs in the CEHD classrooms and how budget should be used to fulfill needs (2017 to present).

1. Committee on Diversity Initiatives (CoDI). Met with representatives from the college to discuss diversity and climate matters affecting departments and college. Participated in committee initiatives (2015-2017).

***University:***

5. Adviser for student group *Tell Your Story*. Provide advice and leadership to officers, assist in planning meetings and securing speakers, and attend meetings and functions (2019-present).

4. Undergraduate Research Scholars Program Faculty Adviser. The undergraduate thesis was chosen for publication in the University-wide publication, *Horizons*. *Second Life as a Synchronous Learning Tool* (2018-2019).

3. Academic Professional Track Faculty (APTF) Committee. Represent the EAHR department’s APTF faculty as to concerns surrounding promotion, contracts, etc. (2016 to 2019).

2. Undergraduate Research Scholars Program Faculty Adviser. Served as faculty adviser for a student group conducting original research including writing a thesis, presenting at Student Research Week, and AHRD national conference (2015-2016).

1. Texas A&M Research Week Judge. Judge posters and oral presentations and provide feedback to student researchers (2016-2018).

***National:***

2. Academy of Human Resource Development (AHRD) peer reviewer for conference

 presentations. Peer reviewed articles for national AHRD conference (2016 - 2019).

1. Academy of Human Resource Development (AHRD), poster session host for conference. Hosted poster session an AHRD national conference, helped participants with their posters and presentations, answered questions, and directed attendees (2017).

**PUBLICATIONS**

3. Mark, C. (2014). The growth and decline of Second Life as an educational platform (Doctoral dissertation). *ProQuest*.

2. Mark C. (2013). Evaluating and funding the professional development program. In S. Wang and T. Hartsell, (Eds.) *Technology integration and foundations for effective technology leadership* (pp. 206-227). Hershey, PA: IGI Global.

1. Mark, S. and Mark, C. (2002). Interviewing for employment”. In R. Knecht and D. Tucker (Eds.) *Professional business communication: In an interactive setting* (pp.193-220). Boston: Pearson Custom Publishing.

**REFEREED PROCEDINGS**

2. Mark, C. (2014). Virtual team building: employing immersive virtual learning environments to facilitate team building, trust, and identity. *2014 SEInforms Conference*. Myrtle Beach, SC: SEInforms.

1. Mark, C. (2014). Mixed method research – exploratory sequential design: a practical example using phenomenology and exploratory factor analysis.  *2014 SEInforms Conference.* Myrtle Beach, SC: SEInforms.

**PRESENTATIONS**

13. Mark, C. (2019, May). *Shoe Leather and Scholarship: Collaborative Teaching and Learning While Walking the 500-Mile El Camino de Santiago Pilgrimage.* Presentation at TAMU Transformational Teaching & Learning Conference. College Station, TX.

12. Mark, C. (2018, April). *Applying Human Resource Theories and Concepts to Actual Workplace Situations to Meet Stakeholder Expectations.* Presentation at TAMU Transformational Teaching & Learning Conference. College Station, TX.

11*.* Mark, C. (2017, March). *From the Job Applicant’s Viewpoint, What are the Perceptual Differences between Video and Phone Screening?* Presentation at the Academy of Human Resource Development (AHRD) International Research Conference in the Americas. San Antonio, TX.

10.Mark, C. (2016, April). *Becoming Aware of Unconscious Bias.* Presentation as part of the EAHR Committee on Climate, Diversity and Social Issues brownbag seminars. College Station, TX.

9.Mark, C. (2016, April). *Creating Community and Engagement in Large Online Classes.*  Presentation at the 2016 Wakonse Teaching Conference. Burnett, TX.

8.Mark, C. (2015, March). *Utilizing the Flipped Classroom for Engagement and Learning*. Presentation at the 2015Wakonse Teaching Conference. Burnett, TX.

7.Mark, C. (2014, October). *Mixed Method Research – Exploratory Sequential Design: A Practical Example Using Phenomenology and Exploratory Factor Analysis*. Presentation at the SEINFORMS Conference. Myrtle Beach, SC.

6.Mark, C. (2014, October). *Virtual Team Building: Employing Immersive Virtual Learning Environments to Facilitate Team Trust and Identity*. Presentation at the SEINFORMS Conference. Myrtle Beach, SC.

5.Mark, C. (2011, April). *Using Dreamweaver for Impactful Course Websites*. Presentation at the National Business Education Association (NBEA) conference. New Orleans, LA.

4.Mark, C. (2011, March). *Virtual Teams Using 3-D immersive Virtual Environments*. Presentation at the Southwest Decision Science Institute (SWDSI) conference. Houston, TX.

3.Mark, C. (2011, February).  *Immersive Virtual Environments in Education*. Presentation at Mississippi Educational Computing Association (MECA) Conference. Jackson, MS.

2.Mark, C. (2010, February). *Building Virtual Teams in Second Life*. Presentation at Mississippi Educational Computing Association (MECA) Conference. Jackson, MS.

1.Mark, C. (2010, March). *Using Second Life to Gain Competitive Advantage in Organizations*. Presentation at National Business Education Association (NBEA) conference. San Diego, CA.