

JULIA J. UNDERWOOD, Ph.D.

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EDUCATION

Doctor of Philosophy in Organizational Psychology

California School of Professional Psychology, Los Angeles - June 1998

Emphasis: Organizational Management

Dissertation: The impact of feedback and follow-up on customer satisfaction: A study within a large international service organization.

Master of Science in Organizational Psychology

California School of Professional Psychology, Los Angeles - January 1995

Emphasis: Organizational Behavior

Thesis: The identification and comparison of success and failure traits within women.

Bachelor of Arts in Speech Communications

California State University, Fullerton - January 1991

Emphasis: Organizational Research

EXPERIENCE

Professor - Azusa Pacific University - Azusa, California

January 2002 - Present

- Chair, School of Business & Management, Undergraduate Programs (2003-2008)
- Instruct bachelor and master level students.
- Advise undergraduate students on curriculum issues and degree completion planning. Assist and mentor students in day-to-day issues and concerns.
- Former Chair, Intellectual Property Task Force
- Former WASC Accreditation Committee member (2002-2003)
- Undergraduate Studies Council member (2003-present)
- University Assessment Committee member (2004-2007)
- Lilly Grant Steering Committee member (2004-2006)
- Faith Integration Committee member (2005-2008)
- Director and Founder, SBM Abroad Europe Program (2005-present)
- Director and Founder, SBM Transfer student Program (2008-present)
- APU Coordinator, International Business Institute (2004-2008)

- Course list and descriptions attached.

Adjunct Faculty - Biola University - La Mirada, California
Spring 2000 - Spring 2002

- Taught bachelor and master level students in the School of Professional Studies.
- Mentored students in their senior research project development.
- Selected student leader for undergraduate cohorts based on student and administration feedback.

Manager, E-Commerce - BizBuyer.com - Santa Monica, California
May 2000 - December 2000

Well-funded start up with an on-line marketplace for small and medium sized businesses.

- Designed and implemented subscription service for customer base. Worked with CXOs in emerging companies to develop short and long-term objectives. Assessed company vision, processes and procedures to gain alignment with their corporate objectives.
- Initiated qualification protocols for product and professional service purchases within consulting service offering. Analyzed processes and mentored organization decision makers on best practice solutions.
- Trained BizBuyer.com employees and external clients on subscription service usage.

Project Director - George S. May International Company - San Jose, California
July 1999 - March 2000

An established management consulting firm providing services to small and medium sized companies.

- Developed implementation work plans. Projects included: strategic planning, organizational effectiveness, process improvement, management development, succession planning and human resources practices.
- Designed training materials and delivery plans for consultants based on work plans.
- Managed projects, supervised consultants, and coached clients throughout engagements. Assessed quality of work performed at close of project.

Consultant - Keilty, Goldsmith & Company - Rancho Santa Fe, California
January 1994 - July 1999

KGC specializes in leadership performance consulting with Fortune 500 clients.

- Designed rank-specific 360° (multi-sourced feedback) customer satisfaction and follow-up indices for manufacturing client that significantly raised satisfaction levels.
- Provided training and one-on-one consultation with senior and line managers.
- Conducted service quality assessment for telecommunications client. Created service delivery tool for employees and analyzed data. Initiated structured coaching sessions with personalized survey results to senior managers and direct reports.
- Designed follow-up model for client that improved employee effectiveness. Steered yearlong study with senior and line managers. Presented findings to executives.

Senior Job Analyst - Hughes Electronics Corporation - El Segundo, California
March 1994 - June 1994

- Participated in short-term project to retrain aerospace employees. Identified and scaled critical competencies for positions determined as demand occupations.
- Located and interviewed occupation experts, developing measurable position assessments. Created position profiles with protocols for skill assessment and training for the aerospace industry's placement centers.

Program Coordinator - California School of Professional Psychology - Alhambra, California
August 1990 - August 1994

Nation's largest free-standing, accredited organizational and clinical psychology school.

- Direct line advisor to three clinical program deans. Assigned academic advisors.
- Directed school-wide events. Supervised student assistants.
- Evaluated student internship program by analyzing existing operational procedures and made changes accordingly. Implemented procedures for employers and students, recovering misplaced funds.
- Implemented guidelines and procedures for interns. Revised internship protocol, creating standardized requirements and stipends.
- Liaison between various departments, external vendors and internship sites resulting in new opportunities for interns and increased program revenue.

PRESENTATIONS & PUBLICATIONS

Underwood, J.J. (2009). *But can they work? Students learning outside the classroom.* Indian Journal of Economics and Business.
Invited.

Underwood, J.J. (2008). *So you think you can work? How to engage students in learning that will impact them as well as others.* Applied Business and Entrepreneurship Association International, Honolulu, Hawaii.
Submitted to venue.

Underwood, J.J., Griego, O.V., Watson, J.C. (2008). *Salt and Light in Salzburg.* Christian Business Faculty Association, Indianapolis, IN.
Submitted to venue.

Underwood, J.J. (2007). *Can you teach an old dog new tricks? Reengineering Organizational and Administrative Behavior.* Christian Business Faculty Association, Seattle, Washington.
Submitted to venue.

Underwood, J.J. (2006). *You get what you pay for: Should female students get a reduced rate for their college experience?* Oxford Roundtable, Women's Leadership Conference, Oxford, England.
Invited to venue

Bezjian, I., Underwood, J., Broughton, A., Rowley, E., Schroeder, C., Boles, K. (2005). *The "Y" Generation? Who are they and do educators understand who and what influences their ethical decision processes?* Christian Business Faculty Association, San Diego, California.
Submitted to venue.

Underwood, J.J. (2004). *Is your success different than mine?* International Conference on Business, Economics, Management and Marketing. Athens, Greece.
Submitted to venue.

Underwood, J.J., Griego, O.V. (2004). *Could it be that your success is different than mine?* Christian Business Faculty Association, San Antonio, Texas.
Submitted to venue.

Underwood, J.J., Griego, O.V., Duran, E. (2003). *Is God's Call greater for men? The impact of faith on women's perceptions of success and failure.* Christian Business Faculty Association, Virginia Beach, VA.
Submitted to venue.

Underwood, J.J. (2003). *The identification and comparison of success and failure traits within women.* American Society of Business and Behavioral Sciences Annual, Las Vegas, NV.
Submitted to venue

PROFESSIONAL AFFILIATIONS

- American Management Association
- Organization Development Network

COURSE LIST

GRADUATE CURRICULUM

Adult Development in Organizational Settings

Theories of human growth and development as a foundation for understanding the developmental challenges facing individuals during their lifespan are introduced. Specific implications and applications are made relating to how human growth and development is effected by and impacts organizational life.

Organizational Behavior and the Future

This course examines how people are individually and collectively directed toward the accomplishment of a well-defined set of common goals. It sharpens skills for dealing with problems on the human side of enterprise. Students increase current capabilities in changing and redesigning organizations to successfully compete in the 21st Century.

Organizational Design and the Psychology of Work Behavior

This course examines the fundamental theories and viewpoints on the nature of work, its role in adult life, and the function of organizations of employment. Included is discussion of forces impacting individual, group, and system performance and productivity within complex socio-technical systems. Particular emphasis is placed on examining the role of work in the growth and functioning of humans and in identifying the characteristics of organizations in which both the human needs of people who compose the organization and the organization as a productive, adaptive entity are satisfied.

Organizational Theory

Presents theories of organization and management, including the history of organizational theory and application. Students identify appropriate recommendations for change in the workplace by analyzing strengths and deficits inherent in various organizational structures.

Strategy and Planning

This course covers how to convert the vision of executive intuition into definitive plans that can be operationally implemented, and provides opportunity for practice and experimentation in strategy formulation. Strategy support systems are used to assist in making the transition from a change-resistant operational approach to a future-oriented approach characteristic of strategic thinking.

Communication for Organizational Leadership

Participants will learn to apply the fundamentals of communication theory to the creation and support of effective communication in their organizations. The skills and tools of effective personal communication as an organizational leader will be applied and individually evaluated for effectiveness and improvement.

UNDERGRADUATE CURRICULUM

Applied Statistics

An elementary course in basic statistical concepts. Students are introduced to the understanding and use of necessary computational procedures to attain the basic skills in the following: frequency distributions, graphs, central tendency, variability, normal curves, probabilities, correlation, hypothesis testing, and chi square. Understanding and use of the above statistics are stressed over mathematical development.

Consumer Behavior

This course offers comprehensive examination of the nature of markets and the factors influencing market development and change. Students study individual consumer's behavior in relation to the buying-selling process. Emphasis is placed on understanding the consumer in order to facilitate the development of an effective marketing strategy.

Group and Organizational Behavior

A study of group behavior and how groups function effectively. Emphasis is placed on group decision-making and conflict resolution. Strategies are developed for determining which tasks should be handled by groups or individuals, and for increasing the efficiency and productivity of workgroups.

Interpersonal Communication

A study of how communication and relationships contribute to productive work environments. Effective personal and social relationships are also investigated through readings and exercises concerning non-verbal feedback, anger management and conflict resolution.

Marketing Research

This course is an overview and practical application of contemporary methods for gathering, analyzing, and preparing market research for use in management decision-making. Research methodology includes specific topic areas such as the research process, primary and secondary data, qualitative and quantitative research methods, statistical analysis, and the utilization of technology.

Organization and Administrative Behavior

This is an upper division course in organization behavior. The course deals with policies and practices in the management of human resources. Major organizational behavior theories are discussed in a role-playing and seminar environment. The purpose of the course is to study human behavior in organizations at the individual and group level, including the effects of structure and culture on behavior.

Principles of Organization and Management

Elements of planning, organizing, leading, and control are covered. Particular emphasis is given to: organizing and actuating responsibility and authority, delegation, decentralization, the role of staff, line-staff relationship committees, board of directors, organization charting, formal and informal organizations, communication, and reaction to change.